FRIDAY, MAY 14, 2021

7:00 a.m. Breakfast
Room 105

8:00 a.m.
- Call to Order, Public Meeting Notice and Reading of Ethics Statement
  Tom Cabaniss, Chair of the Board

- Roll Call

- Charge for the Day – Chair Tom Cabaniss

- Welcome and Introduction of Facilitator and Director of Survey Research – W. Randolph Woodson

- Overview of the Retreat – Joanne Soliday

- Overview of Survey Results – Nancy Whelchel, Ph.D. TAB 1

- Discussion of Results – Joanne Soliday

- Closed Session TAB 2

- Adjourn

* While portions of the Board of Trustees meetings are open to the public, they are not open to public comment. Only those included on the agenda or those asked to assist are invited to speak. Anyone causing disruption to the business of the meetings will be subject to removal from the meeting.
NORTH CAROLINA STATE ETHICS COMMISSION

SAMPLE 1
ETHICS AWARENESS & CONFLICT OF INTEREST REMINDER

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

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

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

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

Rev. 1-16-07

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.
BOARD OF TRUSTEES

SELF-ASSESSMENT REPORT
Spring 2021

Compiled by:
Nancy Whelchel, Ph.D.
Director for Survey Research
Purpose
UNC Board of Governors policy requires that each Board of Trustees (BOT) conduct a review of its current organization and effectiveness every four years. Results from the Spring 2021 BOT Self-Assessment and BOT Effectiveness Surveys, in conjunction with further discussion of summary results by the NC State BOT under the guidance of Ms. Joanne Soliday, of Credo Higher Education Consulting Team, formed the basis of the required review.

Instrument Development
The questionnaire administered for the Spring 2021 BOT Self-Assessment Survey was nearly identical to that administered in past years, most recently in 2017. The original instrument was modeled after those used at other universities and by a mutual fund board, with input from Dr. James Woodward (then Chancellor of UNC-Charlotte), Dr. Nancy Whelchel (Director for Survey Research, Institutional Strategy and Analysis), and the Assistant to the Chancellor at that time. Prior to the 2021 administration, the survey was reviewed by Dr. Whelchel, Dr. Paula Gentius (Chief of Staff and Secretary of the University), BOT Chair Tom Cabaniss and First Vice Chair Stan Kelly. Minor revisions were made to the questionnaire based on those reviews.

The 2021 BOT Self-Assessment Survey included a total of 49 items exploring Trustees’ opinions about the NC State mission statement; the organization of the Board; meeting organization and operation; orientation and education for trustees; Board effectiveness; communication; and individual trustee’s self-assessment. Trustees were asked to indicate the extent to which they agreed with each statement, using a four-point scale where 1 = “disagree strongly,” 2 = “disagree somewhat,” 3 = “agree somewhat,” and 4 = “agree strongly.” There was also a “not applicable / don’t know” response option for each item. The survey included two open-ended questions for trustees to comment in their own words about their experiences on the Board and suggestions for improvements. A new open-end question was added in 2021, asking trustees for feedback and suggestions related to the organization and operations of their meetings. Finally, a number of questions asked trustees about their areas of expertise and interest, their engagement with the NC State campus community, and their support for and participation in development opportunities at NC State. A copy of the questionnaire, including the number of trustees giving each response, is included in Appendix A (starting on page 3).

For the Spring 2017 self-assessment, a second survey was added to get feedback on the Boards’ effectiveness from senior leaders who routinely interact with the BOT. The Effectiveness Survey is a shortened version of the Self-Assessment Survey, with wording modified and questions dropped or added as appropriate. After review by Drs. Whelchel and Gentius, and by Chair Cabaniss and First Vice Chair Kelly, a few minor revisions were made to the questionnaire prior to its administration in Spring 2021.

The Effectiveness Survey included a total of 23 items, using the same four-point response scale described above, asking for senior leaders’ perceptions of the organization of the Board; meeting organization and operation; the effectiveness of the Board; and communication. There were also two open-end questions inviting the senior leaders to comment on how trustees could more effectively use NC State administrators and how NC State could more effectively enhance the contributions made by trustees. A copy of the questionnaire, along with the number of senior leaders selecting each response, is included in Appendix B (starting on page 16).
Survey Population
The survey population for the Self-Assessment Survey consisted of all current members of the NC State Board of Trustees (N=13). The population for the Effectiveness Survey consisted of select members of the Chancellor’s Cabinet and other key senior leaders (N=9). A list of survey population members is included in Appendix C (page 21).

Administration of the Instrument
The 2021 BOT Self-Assessment and Effectiveness Surveys were administered online by NC State’s Institutional Strategy and Analysis. Trustees and senior leaders were sent an email invitation from Chair Cabaniss when the survey went live on April 1, and follow-up reminders were emailed to those who had not yet submitted their survey on April 5 (from Dr. Gentius), April 7 and April 9 (both from Dr. Whelchel). The surveys closed at noon on April 9. Copies of all correspondence is included in Appendix D (starting on page 22).

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

Results
Survey responses were received from all 13 trustees and from all nine senior leaders invited to participate in the survey. As noted above, results from the Self-Assessment Survey are provided in Appendix A, and results from the Effectiveness Survey in Appendix B. Due to the small number of respondents, these results present frequencies (i.e., the number of people giving each response) rather than percentages. Verbatim comments from open-end questions on the surveys are included in these results.
Appendix A: Spring 2021 Board of Trustees Self-Assessment Survey Questionnaire and Results *(Number of trustees giving each response)*

Section A: Institutional Mission

<table>
<thead>
<tr>
<th>Question</th>
<th>Disagree Strongly</th>
<th>Disagree Somewhat</th>
<th>Agree Somewhat</th>
<th>Agree Strongly</th>
<th>Not Applicable / Don't Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The mission statement, as formally approved by the UNC Board of Governors, provides a clear and useful guide to the Trustees and the administration.</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>9</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>2. NC State plans and operates in concert with the stated mission.</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>12</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>3. NC State has an effective and successful process for institutional planning.</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>12</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>4. The planning process results in clear institutional goals and priorities.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>13</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>5. NC State is successfully pursuing its defined institutional goals.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>13</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>6. The periodic program review process appropriately incorporates the institutional priorities.</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>11</td>
<td>0</td>
<td>13</td>
</tr>
</tbody>
</table>
### Section B: Organization of the Board

<table>
<thead>
<tr>
<th>Question</th>
<th>Disagree Strongly</th>
<th>Disagree Somewhat</th>
<th>Agree Somewhat</th>
<th>Agree Strongly</th>
<th>Not Applicable / Don't Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Board has an adequate number of standing committees.</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>10</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>2. The composition of the committees is appropriate.</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>10</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>3. The scope of each committee’s charge is appropriate.</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>9</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>4. The information flow from each committee is appropriate.</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>9</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>5. The Trustees have the experience and expertise to carry out their duties.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>13</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>6. The Board policies and practices provide sufficient opportunity for rotating membership within committees and for rotating leadership positions.</td>
<td>0</td>
<td>2</td>
<td>4</td>
<td>7</td>
<td>0</td>
<td>13</td>
</tr>
</tbody>
</table>
### Section C: Meeting Organization and Operation

<table>
<thead>
<tr>
<th>Question</th>
<th>Disagree Strongly</th>
<th>Disagree Somewhat</th>
<th>Agree Somewhat</th>
<th>Agree Strongly</th>
<th>Not Applicable / Don't Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Board meets with sufficient frequency.</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>9</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>2. The length of each Board meeting is adequate.</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>8</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>3. The process used to set the committee or full agenda is satisfactory.</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>10</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>4. The Board meeting time is appropriately allocated among agenda items</td>
<td>0</td>
<td>1</td>
<td>4</td>
<td>8</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>and between administration presentations and Board discussion.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. The Board materials are adequate to permit the Trustees to understand and act on agenda items.</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>9</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>6. The Board materials are distributed sufficiently in advance of a meeting to permit Trustees time to prepare.</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>11</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>7. Open communications and meaningful discussions by Trustees and administration are encouraged at Board meetings.</td>
<td>0</td>
<td>1</td>
<td>4</td>
<td>8</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>8. The minutes of the meetings accurately reflect the deliberations and decisions of the Board.</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>11</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>9. The Board is accessible to the administration between formal meetings.</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>12</td>
<td>0</td>
<td>13</td>
</tr>
</tbody>
</table>
Please use the space below to provide your thoughts on meeting organization and operation. For example, how might we improve the process of setting our meeting agendas? How can agenda item discussions be improved? What suggestions do you have for maximizing our time together at board meetings? *(Verbatim responses)*

- I have no further suggestions, I think everything runs very smooth and well organized.
- It would be nice if there were one page in the materials before relevant sections of the materials briefly describe the purpose of the discussion what is to be presented, who will be presenting and how the materials relate to the discussion.
- Need for more time and opportunity for board discussion
- Revisit the strategic plan more frequently than once a year with an Executive summary report. Might the Executive session at end of Trustee meeting allow for the Chancellor to update BOT on top 3 challenging issues?
- The board and administration work together to deal with urgent/important discussions along with the timing of obligatory discussions based on the timing of the meetings.
- There is a fine balance between over meeting and under meeting. Obviously, everyone’s time is important. By having another meeting or so, per year, Trustees would stay more current in their understanding of what is happening at the University and the meetings could be more business and less presentation. The presentations are needed and well received, but sometimes seem to bleed into time that could be spent on the discussion of topics at hand. While open communication is encouraged, this is one area that can always be improved in every organization. Certainly, getting back to a more normal mode of operation as we emerge from Covid will help with communication, open dialogue, and knowledge of current issues.
- For those items that require 'action' / any type of 'action' such as approval of a consultant - and the committee member is not part of the interview: asking the member for 'approval' by an e mail - without the benefit of the interview(s) and/or reviewing the materials is inconsistent with best practices.
- The materials provided for the meetings are well done and delivered with plenty of time to review and prepare oneself. I especially appreciate the Deep Dive discussions on Thursday and the Deans' presentations Friday morning.
### Section D: Orientation and Education

<table>
<thead>
<tr>
<th>Question</th>
<th>Disagree Strongly</th>
<th>Disagree Somewhat</th>
<th>Agree Somewhat</th>
<th>Agree Strongly</th>
<th>Not Applicable / Don’t Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Trustees receive an orientation that properly prepares them for their responsibilities.</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>9</td>
<td>1</td>
<td>13</td>
</tr>
<tr>
<td>2. There is an adequate process in place to keep Trustees abreast of major issues that affect, or potentially affect, the ability of NC State to carry out its mission.</td>
<td>0</td>
<td>1</td>
<td>4</td>
<td>8</td>
<td>0</td>
<td>13</td>
</tr>
</tbody>
</table>

### Section E: Board Effectiveness

<table>
<thead>
<tr>
<th>Question</th>
<th>Disagree Strongly</th>
<th>Disagree Somewhat</th>
<th>Agree Somewhat</th>
<th>Agree Strongly</th>
<th>Not Applicable / Don’t Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Board works to ensure that its decisions reflect the long-term interests of the public.</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>10</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>2. The Board is provided an adequate opportunity to understand and influence the administration’s long-term goals for the institution and the strategies for pursuing those goals.</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>10</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>3. The Trustees understand and support the difference between their oversight role and the administration’s operating role.</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>11</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>4. The Board works well as a team.</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>10</td>
<td>0</td>
<td>13</td>
</tr>
</tbody>
</table>
### Section F: Communication

<table>
<thead>
<tr>
<th>Question</th>
<th>Disagree Strongly</th>
<th>Disagree Somewhat</th>
<th>Agree Somewhat</th>
<th>Agree Strongly</th>
<th>Not Applicable / Don't Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Chancellor effectively communicates with the Board on matters of importance to the University.</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>12</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>2. The Chair effectively communicates with the Board on matters of importance to the University.</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>5</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>3. Executive staff liaisons to Board committees effectively communicate with committee chairs and members.</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>10</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>4. Board members effectively communicate with each other on matters related to Board business.</td>
<td>0</td>
<td>2</td>
<td>4</td>
<td>7</td>
<td>0</td>
<td>13</td>
</tr>
</tbody>
</table>
## Section G: Individual Trustee Self-Assessment

<table>
<thead>
<tr>
<th>Question</th>
<th>Disagree Strongly</th>
<th>Disagree Somewhat</th>
<th>Agree Somewhat</th>
<th>Agree Strongly</th>
<th>Not Applicable / Don't Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I understand the mission of NC State.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>13</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>2. I understand the principal challenges confronting the institution as it pursues its mission.</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>9</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>3. I keep abreast of principal higher education trends, issues, and public policy developments.</td>
<td>0</td>
<td>1</td>
<td>4</td>
<td>8</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>4. I understand my responsibilities as a Trustee.</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>12</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>5. I attend Board meetings on a regular basis.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>13</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>6. I am well prepared for Board meetings.</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>10</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>7. I actively participate in Board meetings.</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>11</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>8. I work well with other Trustees.</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>11</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>9. I am accessible to address matters that may need my attention between meetings.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>13</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>10. I take advantage of opportunities to meet and talk with Trustees and representatives from other institutions.</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>8</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>11. I take advantage of opportunities to promote NC State to state policy makers.</td>
<td>0</td>
<td>1</td>
<td>4</td>
<td>7</td>
<td>1</td>
<td>13</td>
</tr>
</tbody>
</table>
### Section G: Individual Trustee Self-Assessment (continued)

<table>
<thead>
<tr>
<th>Question</th>
<th>Disagree Strongly</th>
<th>Disagree Somewhat</th>
<th>Agree Somewhat</th>
<th>Agree Strongly</th>
<th>Not Applicable / Don't Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>12. I take advantage of opportunities to promote NC State to other opinion makers and possible supporters.</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>11</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>13. I am sensitive to the interests and concerns of students, faculty, staff, and alumni.</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>12</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>14. I inform the administration of any important interaction I might have with internal groups and individuals.</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>11</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>15. I know the institution’s key administrators and key student, faculty, staff, and alumni leadership.</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>8</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>16. I am aware of the scope and quality of NC State’s educational, research, and service programs.</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>10</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>17. I understand the physical facilities needs of NC State.</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>12</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>18. I consider myself to be an effective Trustee.</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>11</td>
<td>0</td>
<td>13</td>
</tr>
</tbody>
</table>
G19 I have introduced a person or organization with financial means to the University and assisted the University in developing an engaged relationship with the person or organization.

<table>
<thead>
<tr>
<th>Answer</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>12</td>
</tr>
<tr>
<td>No</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>13</td>
</tr>
</tbody>
</table>

H1 For how many years have you served as an NC State University Trustee?

<table>
<thead>
<tr>
<th>Answer</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than four years</td>
<td>8</td>
</tr>
<tr>
<td>Four years or less</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>13</td>
</tr>
</tbody>
</table>
H2. From the following list, please indicate your strongest areas of expertise based on your background and personal experience, and your primary areas of interest. *(mark all that apply)*

<table>
<thead>
<tr>
<th>Question</th>
<th>Primary Areas of Expertise</th>
<th>Primary Areas of Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Budget / Finance</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>b. Investments</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>c. Management</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>d. Planning</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>e. Legal affairs</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>f. Plant management</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>g. Real estate</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>h. Insurance risk management</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>i. Student affairs</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>j. Faculty affairs</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>k. Fund-raising</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>l. Public relations</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>m. Marketing</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>n. Government relations</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>o. Education</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>p. Health policies</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>q. Other <em>(please specify [see below]</em>)</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>r. Other <em>(please specify [see below]</em>)</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

*“Other” areas of expertise:*
Governance
Diversity, equity and inclusion
Waste management
Agriculture
Athletics

*“Other” areas of interest:*
Entrepreneurship
Veterinary medicine
**H3. Other than Board meetings, how many campus events have you attended within the past year?**

<table>
<thead>
<tr>
<th>Answer</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>2</td>
</tr>
<tr>
<td>1 - 2</td>
<td>2</td>
</tr>
<tr>
<td>3 - 5</td>
<td>3</td>
</tr>
<tr>
<td>6 - 10</td>
<td>1</td>
</tr>
<tr>
<td>More than 10</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>13</td>
</tr>
</tbody>
</table>

**H4. How often do you read campus news publications such as the Technician, etc.?**

<table>
<thead>
<tr>
<th>Answer</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regularly</td>
<td>2</td>
</tr>
<tr>
<td>Often</td>
<td>3</td>
</tr>
<tr>
<td>Sometimes</td>
<td>7</td>
</tr>
<tr>
<td>Seldom</td>
<td>1</td>
</tr>
<tr>
<td>Never</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>13</td>
</tr>
</tbody>
</table>

**H5. How often do you receive reports from the leaders of faculty or student organizations?**

<table>
<thead>
<tr>
<th>Answer</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regularly</td>
<td>4</td>
</tr>
<tr>
<td>Often</td>
<td>5</td>
</tr>
<tr>
<td>Sometimes</td>
<td>3</td>
</tr>
<tr>
<td>Seldom</td>
<td>1</td>
</tr>
<tr>
<td>Never</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>13</td>
</tr>
</tbody>
</table>
H6. I have made a personal financial commitment to the University during my service on the Board of Trustees.

<table>
<thead>
<tr>
<th>Answer</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>12</td>
</tr>
<tr>
<td>No</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>13</td>
</tr>
</tbody>
</table>
I1. How can your service as a Trustee be made more effective and satisfying? *(Verbatim responses)*

- I am satisfied as is.
- I’m coming to the finish line with my tenure on the board. I feel that my first four years of service were more absorption than application. The last two years I’ve felt more effective in my communications and purpose.
- More time for discussion.
- Remain highly informed and engaged with key issues affecting the university at the Trustee level.
- More interaction with students and student leaders.
- Any additional communications that could be shared would always be helpful and appreciated. As mentioned earlier, it is something that can always be improved upon in any organization.
- Understand more about evolving higher education modes, methods and processes.
- Less pandemic, and more person to person communication (which is no one’s fault).

I2. Please use this space to share any additional comments and suggestions about NC State and about your service as a Trustee. *(Verbatim responses)*

- No suggestions at this time.
- The diversity of the board needs to reflect the universities population. Someone of Asian decent needs to have a seat at the table.
- Schedule for committee meetings should allow time for all trustees to attend if desired.
- It has been my pleasure to serve on the NCSU Board of Trustees for many years. While I am not the loudest member, I worked diligently to make NCSU the best it could be. Fortunately there has been little acrimony among the members. I believe all have done the best they could do to enhance this great university. Remember the trustee has little authority other than in an advisory capacity.
- Informal or formal opportunities to be involved in the selection process for prospective Trustees
- The board takes seriously its primary fiduciary obligation to the citizens of North Carolina.
- Improve our successes in research funding and proven results, Enhance entrepreneurial development, and Better facilitate adult learning.
- Proud to be a Pack member of the Board, and proud of the administration's passion and service.
- I find serving as a Trustee to be very rewarding. I am proud of NC State and all that it does for the State of North Carolina! The institution has one of the best Chancellors in the country!
## Appendix B: Spring 2021 Board of Trustees Effectiveness Survey Questionnaire and Results (Number of senior leaders giving each response)

### Section A: Organization of the Board

<table>
<thead>
<tr>
<th>Question</th>
<th>Disagree Strongly</th>
<th>Disagree Somewhat</th>
<th>Agree Somewhat</th>
<th>Agree Strongly</th>
<th>Not Applicable / Don’t Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Board has an adequate number of standing committees.</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>5</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>2. The composition of the committees is appropriate.</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>7</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>3. The scope of each committee’s charge is appropriate.</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>4. NC State senior administrators are appropriately assigned to and involved with Board standing committees.</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>8</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>5. The Trustees have the experience and expertise to carry out their duties.</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>5</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>6. The Board policies and practices provide sufficient opportunity for rotating membership within committees and for rotating leadership positions.</td>
<td>0</td>
<td>1</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>9</td>
</tr>
</tbody>
</table>
Section B: Meeting Organization and Operation

<table>
<thead>
<tr>
<th>Question</th>
<th>Disagree Strongly</th>
<th>Disagree Somewhat</th>
<th>Agree Somewhat</th>
<th>Agree Strongly</th>
<th>Not Applicable / Don’t Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Board meets with sufficient frequency.</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>6</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>2. The length of each Board meeting is adequate.</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>6</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>3. The process used to set the committee or full agendas is satisfactory.</td>
<td>0</td>
<td>1</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>4. The Board meeting time is appropriately allocated among agenda items and between administration presentations and Board discussion.</td>
<td>0</td>
<td>1</td>
<td>5</td>
<td>3</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>5. As a senior leader at NC State, you are given adequate opportunities to share needed information with the Board and/or relevant Board committees.</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>5</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>6. Open communications and meaningful discussions by Trustees and administration are encouraged at Board meetings.</td>
<td>0</td>
<td>1</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>9</td>
</tr>
</tbody>
</table>
### Section C: Board Effectiveness

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

### Section D: Communication

<table>
<thead>
<tr>
<th>Question</th>
<th>Disagree Strongly</th>
<th>Disagree Somewhat</th>
<th>Agree Somewhat</th>
<th>Agree Strongly</th>
<th>Not Applicable / Don't Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Executive staff liaisons to Board committees effectively communicate with committee chairs and members.</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>5</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>2. Trustees effectively communicate with Executive staff liaisons.</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>9</td>
</tr>
</tbody>
</table>
E1. How can Trustees more effectively use the senior leadership team or executive team members to help the Board drive accomplishments of the strategic goals of the University?

(Verbatim responses)

- Trustees effectively engage with senior leadership.

- Trustees can continue to engage with senior leadership team members in a continuous discussion about strategic goals and the Board’s role. It is also helpful to have an opportunity to discuss agenda items and topics of interest with the committee chairs, to ensure appropriate focus and attention to these items in the board meetings.

- The trustees could be better advocates for the university if they better understood the challenges that the university has.

- With the launch of the new strategic plan, we should have regular communications between the BOT and senior executives of the university to insure we are making strong progress. At least one meeting annually should have time devoted to reviewing our progress toward our goals.

- Create more opportunities for dialogue on important strategic decisions in more retreat-like scenarios or deep-dive discussions.

- There isn’t enough time for committees to discuss items with the board, or enough time for the trustees to digest the information being provided. I think there need to be more upfront education and training for the board. This effort would make their time more effective and rewarding for them and for leadership/staff.

- Goal setting for the committees can be more deliberate. Structured discussions prior to the beginning of a board term between administrators and trustees could be used to facilitate a better understanding of the committee’s purpose and also reflect the interests of the trustees.

- Because of the pandemic and on-line nature of the work over the past year, the engagement between senior leadership and trustees was challenged. Hopefully, this engagement can be re-created when things get back to normal.

- This is a great question because it aligns the board relationship with leadership directly to the strategic goals of the institution. I think board could expect regular progress reports on the goals. Staff to each of the committees could recommend key performance indicators, more specific to the role of the committee, that the committee adopts. An expectation that senior leadership update the committee consistently. This could be done regularly as an informational item, then discussed when the Chair places it on the agenda for discussion.
E2. Please use this space to share any additional comments and suggestions about how NC State could enhance the Trustee experience and get a greater contribution from Trustees. *(Verbatim responses)*

- Some committees' scope includes an increasingly high number of important and complex topics, which can lead to a very full agenda at every meeting. At times, this may make it difficult to allow enough time for consideration of a topic. We are always open to ideas for how to ensure the Trustees continue to feel that all items are receiving appropriate focus and consideration.

- Offer to provide a little more background on action items prior to the meetings if needed. This may assist new trustees in their role. I would welcome their questions ahead of time too.

- The deep dive has been helpful to provide opportunities for trustees to learn and discuss important issues the university is facing. With all of the pressures on higher education, we need these sessions to be more forward looking and less focused on accomplishments from the past.

- At the beginning of each fiscal year, identify 3-5 key strategic issues/topics/risks to be specifically addressed over the next 12 months by each of the standing committees, and/or by special committees of the Trustees that are assembled to address the strategic issues/topics/risks identified.

- The time spent in committees is too short, and doesn't come close to the experience of other institutions. As the university has become more complex, the amount of time allocated to committees hasn't changed.

- The administration could develop a fact book describing critical elements of university operations and brief the material to the new members at the beginning of a trustee's term.

- I think our Trustees do a great job of engaging and participating in university activities. Providing opportunities for the Board to see students and faculty scholarly work is the best way to understand the value of the NC State education.
Appendix C: Survey Population Members

Self-Assessment Survey
2020-2021 NC State University Board of Trustees Members

- Thomas Cabaniss
- Robert Andrews III
- Ann B. Goodnight
- James Harrell
- Stanhope A. Kelly
- Wendell H. Murphy
- Van Poole
- Ronald W. Prestage
- Perry Safran
- Edwin Stack
- Dewayne N. Washington
- Edward Weisiger
- Melanie Flowers

Effectiveness Survey
NC State Senior Leaders

- Warwick Arden, Executive Vice Chancellor and Provost
- Paula Gentius, Chief of Staff and Secretary of the University
- Lisa Johnson, University Architect
- Charles Maimone, Vice Chancellor for Finance and Administration
- Douglas Morton, Associate Vice Chancellor for Facilities
- Allison Newhart, General Counsel
- Mary Peloquin-Dodd, Associate Vice Chancellor for Finance and University Treasurer
- Brian C. Sischo, Chief Advancement Officer
- W. Randolph Woodson, Chancellor
Appendix D: Survey Announcements

Self-Assessment Survey (To Trustees)

1) Announcement email (April 1, 2021)

From: Tom Cabaniss
Subject: Trustee Self-Assessment

Dear Fellow Trustees,

Consistent with Board of Governors policy, we are asked to commit ourselves to conduct a review of the Board’s current organization and effectiveness once every four years. An overview of responses from a brief questionnaire will help produce a composite picture of how we perceive our effectiveness. This will provide a basis for our board retreat discussion on Friday, May 14, 2021. Ms. Joanne Soliday has agreed to facilitate our discussion.

The survey, which should take less than 20 minutes to complete, is available online now until noon on Friday, April 9, 2021 at URL

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

A summary of the responses will be sent to you in advance of our May 14, 2021 retreat. It is my hope that this process will provide an opportunity for the Board to carefully consider how we can continue and improve upon a tradition of excellent service to NC State. Thank you in advance for your prompt response.

If you have any questions about the survey or problems accessing it on the web, please email Dr. Nancy Whelchel, Director for Survey Research in Institutional Strategy and Analysis, at nancy_whelchel@ncsu.edu. If you need assistance accessing your Unity ID and password, please contact Dr. Paula Gentius at paula_gentius@ncsu.edu.

Thanks in advance for your thoughtful input.

Best wishes,
Tom Cabaniss
Chair
2) First email reminder (April 5, 2021)

From: Paula Gentius, Secretary of the University
Subject: Reminder: BOT Self-Assessment

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

If you have already completed the survey, thank you! If not, I encourage you to do so now. Your participation is completely voluntary, but the results will be more meaningful and useful if each of you completes the survey and gives your candid assessments. A summary of the responses will be sent to you in advance of our May 14 board retreat. Joanne Soliday has agreed to facilitate our discussion of the results at that meeting.

The online survey, which should take less than 20 minutes to complete, is available until noon on Friday, April 9, 2021 at URL

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

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

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

Thank you for your participation in this important process.

Sincerely,
Paula Gentius
Chief of Staff and Secretary of the University
3) Second email reminder (April 7, 2021)

From: Nancy Whelchel, NC State Institutional Strategy and Analysis
Subject: Final Reminder: BOT Self-Assessment Survey

Dear Trustees:
I am responsible for administering the Board of Trustees Self-Assessment Survey. The deadline for completing it is this Friday, April 9, 2021, at noon, so I'm sending you one last reminder. According to our records, as of about 9:00AM today (April 7) you have not yet submitted your survey. If you have done so since then, thank you! If not, I encourage you to please take just 15 minutes to do so before the deadline on April 9. It is very important that all Trustees share their opinions and experiences in the survey so that we have the most complete feedback possible to guide the discussion at your May 14, 2021 retreat.

The survey is available online
URL

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

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

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

Sincerely,
Nancy Whelchel, Ph.D.
Director for Survey Research
4) Third/final email reminder (April 9, 2021)

From: Nancy Whelchel, Institutional Strategy and Analysis
Subject: Final Reminder: BOT Self-Assessment Survey

Hello,
This is a final reminder about the Board of Trustees Self-Assessment Survey. The deadline for completing it is today (Friday, April 9) at noon, so I'm sending you one last reminder. According to our records, as of about 8:30 this morning you had not yet submitted your survey.

The survey is available online
URL

If you can't get to it by noon today, but can later today or over the weekend, just let me know (nancy_whelchel@ncsu.edu) and I will leave the survey open.

Thanks. Please let me know if you have any questions.

Sincerely,
Nancy Whelchel, Ph.D.
Director for Survey Research
BOT Effectiveness Survey (To Senior Leaders)

1) Announcement email (April 1, 2021)

From: Tom Cabaniss, Chair, BOT
Subject: BOT Effectiveness Survey

Dear Colleagues,

Consistent with Board of Governors policy, the Board of Trustees is conducting a self-assessment of the Board’s current organization and effectiveness. As part of this review process, I am asking that you - - as a senior leader at NC State who has regular interaction with the Board - - to also provide your feedback on the Board’s effectiveness via a very brief survey. Including your input, along with that of the Trustees themselves, will help us identify areas in which we feel we are doing well and those in which we can improve. A conversation on results from these two separate surveys will be facilitated by Joanne Soliday at the Board’s retreat on May 14, 2021.

The survey, which should take less than 10 minutes to complete, is available online now until noon on Friday, April 9, 2021 at URL

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

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

If you have any questions about the survey or problems accessing it online web, please email Dr. Nancy Whelchel in Institutional Strategy and Analysis at nancy_whelchel@ncsu.edu.

Thanks in advance for your thoughtful input.

Best wishes,
Tom Cabaniss
Chair
2) First email reminder (April 5, 2021)

From: Paula Gentius, Chief of Staff and Secretary of the University
Subject: Reminder: BOT Effectiveness Survey

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

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

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

Thank you for your participation in this important process.

Sincerely,
Paula Gentius
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The survey is available online
URL

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

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

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

Sincerely,
Nancy Whelchel, Ph.D.
Director for Survey Research
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From: Nancy Whelchel, Institutional Strategy and Analysis
Subject: Final Reminder: BOT Effectiveness Survey

Hello,
This is a final reminder about the Board of Trustees Effectiveness Survey. The deadline for completing it is today (Friday, April 9) at noon, so I'm sending you one last reminder. According to our records, as of about 8:30 this morning you had not yet submitted your survey.

The survey is available online URL

If you can't get to it by noon today, but can later today or over the weekend, just let me know (nancy_whelchel@ncsu.edu) and I will leave the survey open.

Thanks. Please let me know if you have any questions.

Sincerely,
Nancy Whelchel, Ph.D.
Director for Survey Research
Purpose
UNC Board of Governors policy requires that each Board of Trustees (BOT) conduct a review of its current organization and effectiveness every four years. Results from the Spring 2021 BOT Self-Assessment and BOT Effectiveness Surveys, administered in April, 2021, in conjunction with further discussion of summary results by the NC State BOT under the guidance of Ms. Joanne Soliday, of Credo Higher Education Consulting Team, form the basis of the required review.

Administration
The questionnaire administered for the Spring 2021 BOT Self-Assessment Survey was nearly identical to that administered in past years, most recently in 2017. Minor revisions were made based on a review by BOT Chair Tom Cabaniss and First Vice Chair Stan Kelly, the Chancellor, NC State Chief of Staff, and NC State’s Director for Survey Research.

The 2021 BOT Self-Assessment Survey included a total of 49 items exploring Trustees’ opinions about the NC State mission statement; the organization of the Board; meeting organization and operation; orientation and education for trustees; Board effectiveness; communication; and individual trustee’s self-assessment. A small number of additional questions asked trustees about their areas of expertise and interest, their engagement with the NC State campus community, and their support for and participation in development opportunities at NC State. Finally, the survey included two open-ended questions for trustees to comment in their own words about their experiences on the Board and suggestions for improvements, and, a new question asking trustees for feedback and suggestions related to the organization and operations of their meetings.

The Effectiveness Survey is a shortened version of the Self-Assessment Survey, administered to nine senior leaders at NC State. The 19 questions in the survey -- 15 of which are identical to those on the Self-Assessment Survey -- ask the senior leaders to assess the Board on: the organization of the Board; meeting organization and operation; Board effectiveness; and communication. There were also two open-end questions inviting the senior leaders to comment on how trustees could more effectively use NC State administrators and how NC State could more effectively enhance the contributions made by trustees.

Results
- A majority of Trustees gave the most favorable response of "strongly agree" on 48 or the 49 specific items.
- For only 12 items did one or two Trustees give an unfavorable response of "disagree" or "strongly disagree."
- Trustees were generally most positive about various aspects of the institutional mission they were asked about, and relatively less positive about those related to communication and their orientation and education to be a Trustee.
- The 13 Trustees were unanimous in saying they "strongly agree" that:
  - The planning process results in clear institutional goals and priorities.
  - NC State is successfully pursuing its defined institutional goals.
  - The Trustees have the experience and expertise to carry out their duties.
- Trustees were least likely to "strongly agree" that
  - The chair effectively communicates with the Board on matters of importance to the university.
- A majority of senior leaders gave the most favorable response of "strongly agree" on 12 of the 19 specific items.
- One senior leader gave an unfavorable response to 9 of the specific items.
• Senior leaders were most like to “strongly agree” that
  o NC State senior administrators are appropriately assigned to and involved with Board standing committees.
  o The composition of the committees is appropriate
• Senior leaders were least likely to “strongly agree” that
  o The Board meeting time is appropriately allocated among agenda items and administration presentations and Board discussion.
  o Trustees effectively communicate with executive staff liaisons.
• Trustees gave notably more favorable assessments than did senior leaders to
  o Trustees have the experience and expertise to carry out their duties.
  o The Board is provided and adequate opportunity to understand and influence the administration’s long-term goals for the institution and the strategies for pursuing those goals.
  o The process used to set the committee or full agendas is satisfactory.
  o The Trustees understand and support the difference between their oversight role and the administration’s operating role.
  o The Board meeting time is appropriately allocated among agenda items and between administration presentations and Board discussion.
  o The Board has an adequate number of standing committees.
• Trustee Expertise and Interest
  o Trustees are most likely to have expertise in the areas of: management, government relations, real estate, and planning, and least likely in the area of education,
  o Trustees are most likely to report having an interest in: real estate, budget/finance, management, government relations, and education, and least likely in insurance risk management.
  o Trustees are notably more likely to have an interest in education, faculty affairs, and legal affairs than they are to have expertise in those areas.
• Trustee Support and Engagement
  o Twelve Trustees said they had nurtured a development opportunity and made a personal financial commitment to NC State.
  o Engagement in the campus community, such as reading campus news publication and attending on-campus events, has not surprisingly declined this past year during the Covid pandemic.
Board of Trustees
Self-Assessment

NC State University

May 14, 2021
Why do a self-assessment?

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

• To identify both what is going well and opportunities for improvement in order to enhance your effectiveness as a body and as individual trustees.
Administration Process

• Reviewed/revised questionnaires used in past BOT assessments
  • Input from BOT Chair and First Vice Chair, Chancellor, Chief of Staff, Director for Survey Research
  • Added 1 open-end question and made minor revisions to a few questions
    – Trustees’ Self-Assessment Survey
      • 49 questions grouped into 6 topic area (e.g., communication; orientation)
      • Measures of Trustee expertise, interest, support, and engagement
      • 3 open-end questions
    – BOT Effectiveness Survey
      • Select members of Chancellor’s Cabinet and other senior leaders (N=9)
      • 19 questions grouped in 4 topic areas
        – 15 questions identical to those in Trustee Self-Assessment Survey
• Administered online, April 1 – April 9, 2021
  • 100% participate rate for both surveys
• Share and discuss findings
Expertise, Interest, Support, and Engagement

A BIT ABOUT YOU
Trustees’ Areas of Expertise

Other areas mentioned:
Governance; diversity, equity & inclusion; waste management; agriculture; athletics
Trustees’ Areas of Interest

**Primary Area of Interest**

- **Real estate**: 8
- **Budget / Finance**: 8
- **Management**: 7
- **Government relations**: 7
- **Education**: 7
- **Planning**: 6
- **Student affairs**: 6
- **Marketing**: 5
- **Investments**: 5
- **Legal affairs**: 5
- **Faculty affairs**: 5
- **Public relations**: 4
- **Fund-raising**: 3
- **Health policies**: 3
- **Plant management**: 2
- **Insurance risk management**: 0

**Other areas of interest:**
- Entrepreneurship
- Veterinary medicine
Trustees’ Expertise vs Interest

- Education: 0 (Expertise) vs 7 (Interest)
- Faculty affairs: 1 (Expertise) vs 5 (Interest)
- Legal affairs: 2 (Expertise) vs 5 (Interest)
Trustees’ Support for NC State

- Nurtured a development opportunity:
  - Yes, 12
  - No, 1

- Made a personal financial commitment:
  - Yes, 12
  - No, 1
Trustees’ Engagement in the Campus Community

- The majority of trustees say they receive reports from faculty/student leaders
- Trustees are less likely to read campus news publications
  - There has been a notable decline from the 2017 survey, when 12 trustees said they “regularly” or “often” read news publications

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<thead>
<tr>
<th>Read campus news publications</th>
<th>Receive reports from faculty/student leaders</th>
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<tr>
<td>Never</td>
<td>Seldom</td>
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The data shows a shift in how trustees engage with campus materials. While the majority report receiving reports from faculty/student leaders, the trend of regularly or often reading campus news publications has declined, as evidenced by lower figures in 2019 compared to 2017.
Trustee Engagement in the Campus Community

Not surprisingly...
There has been a notable decline in the number of campus events Trustees reported attending in the past (pandemic) year (2021 vs 2017 Self-Assessment Surveys)
Trustees’ Self Assessment

STRENGTHS OF AND OPPORTUNITIES FOR THE BOARD
Self-Assessment Survey Results: A Summary

Overall very positive…

– A majority of Trustees gave the most favorable response of “strongly agree” on 48 of the 49 specific items

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

– One or two Trustees gave an unfavorable response of “disagree somewhat” on 11 items

– On only one item did any trustee give the most unfavorable rating of “strongly disagree”
Self-Assessment Survey Results: A Summary

Trustees were most positive about items related to the **institutional mission**, and the least positive about those related to their **orientation and education** to be a trustee, and to **communication**.

![Overall Average Ratings](chart.png)
Self-Assessment Survey Results: A Summary

Trustees were most positive about the following specific areas asked about, with all 13 saying they “strongly agree” that:

- The planning process results in clear institutional goals and priorities.
- NC State is successfully pursuing its defined institutional goals.
- The Trustees have the experience and expertise to carry out their duties.
Self-Assessment Survey Results: A Summary

Trustees were relatively less positive about the following specific areas asked about, with 7 or fewer saying they “strongly agree” that:

• The chair effectively communicates with the Board on matters of importance to the university (5 “strongly agree”)

• Board members effectively communicate with each other on matters related to board business (7)

• Board policies and practices provide sufficient opportunities for rotating members within committees and for rotating leadership positions (7)

• I take advantage of opportunities to promote NC State to state policy makers (7)
Institutional Mission and Planning
(Trustees’ Self-Assessment)

NC State is successfully pursuing its defined institutional goals.

NC State has an effective and successful process for institutional planning.

NC State plans and operates in concert with the stated mission.

The periodic program review process appropriately incorporates the institutional priorities.

The mission statement...provides a clear and useful guide to the Trustees and the administration.
I am accessible to address matters that may need my attention between meetings.

I attend Board meetings on a regular basis.

I understand the mission of NC State.

I understand the physical facilities needs of NC State.

I am sensitive to the interests and concerns of students, faculty, staff, and alumni.

I understand my responsibilities as a Trustee.

I consider myself to be an effective Trustee.

I inform the administration of any important interaction I might have with internal groups and individuals.

I take advantage of opportunities to promote NC State to other opinion makers and possible supporters.

I work well with other Trustees.

I actively participate in Board meetings.
Individual Self-Assessment (continued)  
(Trustees’ Self-Assessment)

I am aware of the scope and quality of NC State’s educational, research, and service programs.

I am well prepared for Board meetings.

I understand the principal challenges confronting the institution as it pursues its mission.

I know the institution’s key administrators and key student, faculty, staff, and alumni leadership.

I take advantage of opportunities to meet and talk with Trustees and representatives from other institutions.

I keep abreast of principal higher education trends, issues, and public policy developments.

I take advantage of opportunities to promote NC State to state policy makers.
Board Effectiveness
(Trustees’ Self-Assessment)

The Trustees understand and support the difference between their oversight role and the administration’s operating role.

The Board works well as a team.

The Board is provided an adequate opportunity to understand and influence the administration’s long-term goals for the institution and the strategies for...

The Board works to ensure that its decisions reflect the long-term interests of the public.
Meeting Organization and Operation

(Trustees’ Self-Assessment)

The Board is accessible to the administration between formal meetings. 

The minutes of the meetings accurately reflect the deliberations and decisions of the Board.

The Board materials are distributed sufficiently in advance of a meeting to permit Trustees time to prepare.

The process used to set the committee or full agenda is satisfactory.

The Board meets with sufficient frequency.

The Board materials are adequate to permit the Trustees to understand and act on agenda items.

The length of each Board meeting is adequate.

Open communications and meaningful discussions by Trustees and administration are encouraged at Board meetings.

The Board meeting time is appropriately allocated among agenda items and between administration presentations and...
Organization of the Board
(Trustees’ Self-Assessment)

The Trustees have the experience and expertise to carry out their duties.

- Agree Strongly: 13
- Agree Somewhat: 10
- Disagree Somewhat: 2
- Disagree Strongly: 1

The composition of the committees is appropriate.

- Agree Strongly: 10
- Agree Somewhat: 2
- Disagree Somewhat: 1

The Board has an adequate number of standing committees.

- Agree Strongly: 10
- Agree Somewhat: 3

The information flow from each committee is appropriate.

- Agree Strongly: 9
- Agree Somewhat: 4

The scope of each committee’s charge is appropriate.

- Agree Strongly: 9
- Agree Somewhat: 4

Board policies/practices provide sufficient opps for rotating memb w/in cmttee & for rotating leader pos

- Agree Strongly: 7
- Agree Somewhat: 4
- Disagree Somewhat: 2
- Disagree Strongly: 2

N of Trustees

- 0
- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13

Agree Strongly | Agree Somewhat | Disagree Somewhat | Disagree Strongly
**Communication**  
*(Trustees’ Self-Assessment)*

The Chancellor effectively communicates with the Board on matters of importance to the University.  
![Bar chart showing the response distribution for this statement.](chart1)

Executive staff liaisons to Board committees effectively communicate with committee chairs and members.  
![Bar chart showing the response distribution for this statement.](chart2)

Board members effectively communicate with each other on matters related to Board business.  
![Bar chart showing the response distribution for this statement.](chart3)

The Chair effectively communicates with the Board on matters of importance to the University.  
![Bar chart showing the response distribution for this statement.](chart4)
Orientation and Education
(Trustees’ Self-Assessment)

The Trustees receive an orientation that properly prepares them for their responsibilities.

There is an adequate process in place to keep Trustees abreast of major issues that affect, or potentially affect, the ability of NC State to carry out its mission.
Senior Leaders’ Effectiveness Survey

STRENGTHS OF AND OPPORTUNITIES FOR THE BOARD
Effectiveness Survey Results: A Summary

Overall very positive…

- A majority of senior leaders gave the most favorable response of “strongly agree” on 12 of the 19 specific items
- 7-8 senior leaders gave the most favorable response on 2 items
- There was one less favorable response of “disagree somewhat” on 9 items
- One respondent gave the most unfavorable rating of “strongly disagree” for one item
Effectiveness Survey Results:
A Summary

Senior leaders were most likely to “strongly agree” that:

- NC State senior administrators are appropriately assigned to and involved with Board standing committees (8 “strongly agree”)
- The composition of the committees is appropriate (7)

Senior leaders were least likely to “strongly agree” that:

- The Board meeting time is appropriately allocated among agenda items and administration presentations and Board discussion (3 “strongly agree”)
- Trustees effectively communicate with Executive staff liaisons (3)
The Board is provided an adequate opportunity to understand and influence the administration’s long-term goals for the institution and the strategies for pursuing those goals.

The Board works well as a team.

The Trustees understand and support the difference between their oversight role and the administration’s operating role.

The Board understands and applies as relevant the information you provide to them.

The Board works to ensure that its decisions reflect the long-term interests of the public.
Meeting Organization and Operation
(Senior Leaders’ Assessment)

- The Board meets with sufficient frequency.
- The length of each Board meeting is adequate.
- As a senior leader at NC State, you are given adequate opportunities to share needed information with the Board and/or relevant Board committees.
- Open communications and meaningful discussions by Trustees and administration are encouraged at Board meetings.
- The process used to set the committee or full agendas is satisfactory.
- The Board meeting time is appropriately allocated among agenda items and between administration presentations and Board discussion.

N of Senior Leaders

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<td>As a senior leader at NC State, you are given adequate opportunities to share needed information with the Board and/or relevant Board committees.</td>
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Organization of the Board
(Senior Leaders’ Assessment)

NC State senior administrators are appropriately assigned to and involved with Board standing committees.

The composition of the committees is appropriate.

The Board has an adequate number of standing committees.

The Trustees have the experience and expertise to carry out their duties.

The Board policies and practices provide sufficient opportunity for rotating membership within committees and for rotating leadership positions.

The scope of each committee’s charge is appropriate.
Communication
(Senior Leaders’ Assessment)

Executive staff liaisons to Board committees effectively communicate with committee chairs and members.

Trustees effectively communicate with Executive staff liaisons.

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Trustees and Senior Leadership:

SOME VARIATION IN ASSESSMENTS
Trustees and Senior Leaders: Notable Differences in Assessments

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% of Respondents who "Strongly Agree"

The Trustees have the experience and expertise to carry out their duties.

The Board is provided an adequate opportunity to understand and influence the administration’s long-term goals for the institution and the strategies for pursuing those goals.

The process used to set the committee or full agendas is satisfactory.

The Trustees understand and support the difference between their oversight role and the administration’s operating role.

The Board meeting time is appropriately allocated among agenda items and between administration presentations and Board discussion.

The Board has an adequate number of standing committees.
Closing Comments:

IN THE WORDS OF TRUSTEES AND SENIOR LEADERS...
Trustees:

How can Board meeting organization and operations be improved?

* I have no further suggestions, I think everything runs very smooth and well organized.

* It would be nice if there were one page in the materials before relevant sections of the materials briefly describe the purpose of the discussion what is to be presented, who will be presenting and how the materials relate to the discussion.

* need for more time and opportunity for board discussion

* Revisit the strategic plan more frequently than once a year with an Executive summary report. Might the Executive session at end of Trustee meeting allow for the Chancellor to update BOT on top 3 challenging issues?

* the board and administration work together to deal with urgent/important discussions along with the timing of obligatory discussions based on the timing of the meetings.

*There is a fine balance between over meeting and under meeting. Obviously, everyone's time is important. By having another meeting or so, per year, Trustees would stay more current in their understanding of what is happening at the University and the meetings could be more business and less presentation. The presentations are needed and well received, but sometimes seem to bleed into time that could be spent on the discussion of topics at hand. While open communication is encouraged, this is one area that can always be improved in every organization. Certainly, getting back to a more normal mode of operation as we emerge from Covid will help with communication, open dialogue, and knowledge of current issues.

* For those items that require 'action' / any type of 'action' such as approval of a consultant - and the committee member is not part of the interview: asking the member for 'approval' by an e mail - without the benefit of the interview(s) and/or reviewing the materials is inconsistent with best practices.

* The materials provided for the meetings are well done and delivered with plenty of time to review and prepare oneself. I especially appreciate the Deep Dive discussions on Thursday and the Deans' presentations Friday morning.
Trustees:

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

* I am satisfied as is.

* I'm coming to the finish line with my tenure on the board. I feel that my first four years of service were more absorption than application. The last two years I've felt more effective in my communications and purpose.

* More time for discussion

* Remain highly informed and engaged with key issues affecting the university at the Trustee level.

* More interaction with students and student leaders.

* Any additional communications that could be shared would always be helpful and appreciated. As mentioned earlier, it is something that can always be improved upon in any organization.

* Understand more about evolving higher education modes, methods and processes.

* Less pandemic, and more person to person communication (which is no one's fault).
Trustees:

… Any additional comments and suggestions about NC State and about your service as a Trustee?

* The diversity of the board needs to reflect the universities population. Someone of Asian decent needs to have a seat at the table.

* schedule for committee meetings should allow time for all trustees to attend if desired

* It has been my pleasure to serve on the NCSU Board of Trustees for many years. While I am not the loudest member, I worked diligently to make NCSU the best it could be. Fortunately there has been little acrimony among the members. I believe all have done the best they could do to enhance this great university. Remember the trustee has little authority other than in an advisory capacity.

* Informal or formal opportunities to be involved in the selection process for prospective Trustees

* The board takes seriously its primary fiduciary obligation to the citizens of North Carolina.

* Improve our successes in research funding and proven results, Enhance entrepreneurial development, and Better facilitate adult learning.

* Proud to be a Pack member of the Board , and proud of the administration's passion and service .

* I find serving as a Trustee to be very rewarding. I am proud of NC State and all that it does for the State of North Carolina! The institution has one of the best Chancellors in the country!
Senior Administrators:

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

* Trustees effectively engage with senior leadership.

* Trustees can continue to engage with senior leadership team members in a continuous discussion about strategic goals and the Board's role. It is also helpful to have an opportunity to discuss agenda items and topics of interest with the committee chairs, to ensure appropriate focus and attention to these items in the board meetings.

* The trustees could be better advocates for the university if they better understood the challenges that the university has.

* With the launch of the new strategic plan, we should have regular communications between the BOT and senior executives of the university to insure we are making strong progress. At least one meeting annually should have time devoted to reviewing our progress toward our goals.

* Create more opportunities for dialogue on important strategic decisions in more retreat-like scenarios or deep-dive discussions.
Senior Administrators:

* How can Trustees more effectively use the Executive team to help the Board drive accomplishments of the strategic goals? (continued)

* There isn't enough time for committees to discuss items with the board, or enough time for the trustees to digest the information being provided. I think there need to be more upfront education and training for the board. This effort would make their time more effective and rewarding for them and for leadership/staff.

* Goal setting for the committees can be more deliberate. Structured discussions prior to the beginning of a board term between administrators and trustees could be used to facilitate a better understanding of the committee's purpose and also reflect the interests of the trustees.

* Because of the pandemic and on-line nature of the work over the past year, the engagement between senior leadership and trustees was challenged. Hopefully, this engagement can be re-created when things get back to normal.

* This is a great question because it aligns the board relationship with leadership directly to the strategic goals of the institution. I think board could expect regular progress reports on the goals. Staff to each of the committees could recommend key performance indicators, more specific to the role of the committee, that the committee adopts. An expectation that senior leadership update the committee consistently. This could be done regularly as an informational item, then discussed when the Chair places it on the agenda for discussion.
Senior Administrators:

... Any additional comments and suggestions about how NC State could enhance the Trustee experience and get a greater contribution from Trustees?

Some committees' scope includes an increasingly high number of important and complex topics, which can lead to a very full agenda at every meeting. At times, this may make it difficult to allow enough time for consideration of a topic. We are always open to ideas for how to ensure the Trustees continue to feel that all items are receiving appropriate focus and consideration.

Offer to provide a little more background on action items prior to the meetings if needed. This may assist new trustees in their role. I would welcome their questions ahead of time too.

The deep dive has been helpful to provide opportunities for trustees to learn and discuss important issues the university is facing. With all of the pressures on higher education, we need these sessions to be more forward looking and less focused on accomplishments from the past.

At the beginning of each fiscal year, identify 3-5 key strategic issues/topics/risks to be specifically addressed over the next 12 months by each of the standing committees, and/or by special committees of the Trustees that are assembled to address the strategic issues/topics/risks identified.
Senior Administrators:

... Any additional comments and suggestions about how NC State could enhance the Trustee experience and get a greater contribution from Trustees? (continued)

* The time spent in committees is too short, and doesn't come close to the experience of other institutions. As the university has become more complex, the amount of time allocated to committees hasn't changed.

* The administration could develop a fact book describing critical elements of university operations and brief the material to the new members at the beginning of a trustee's term.

* I think our Trustees do a great job of engaging and participating in university activities. Providing opportunities for the Board to see students and faculty scholarly work is the best way to understand the value of the NC State education.