

THURSDAY, April 19, 2018

10:00 – 10:30 a.m. Nominating Committee

Susan Ward, Chair; Harrell, Murphy

10:30 – 11:45 a.m. Trustee Closed Session

Winslow Hall Conference Room

(All Trustees, President Sullivan)

1:00 – 2:30 p.m. Buildings and Property Committee

Primrose Hall Conference Room

Chip Andrews, Chair; Gonzalez, Goodnight, Murphy, Prestage, Weisiger

1:00 – 2:30 p.m. University Advancement and External Affairs Committee

Chancellor's Conference Room 12, Holladay Hall

Susan Ward, Chair; Cabaniss, Harrell, Kelly, Nimocks, Washington

2:30 – 2:45 p.m. Break

2:45 – 4:15 p.m. Audit, Risk Management and Finance Committee

Chancellor's Conference Room 12, Holladay Hall

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

**BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY
FRIDAY, APRIL 20, 2018
PARK ALUMNI CENTER**

AGENDA

FRIDAY, APRIL 20, 2018

7:30 – 8:00 a.m.

Executive Committee Meeting

TAB 12

Jimmy Clark, Chair; Andrews, Cabaniss, Goodnight, Kelly
Eury Room, Park Alumni Center

8:30 - 9:15 a.m.

Dean's Briefing: Mark Hoversten, College of Design

Hood Board Room

FULL BOARD MEETING, HOOD BOARD ROOM, PARK ALUMNI CENTER

9:00 a.m.

■ **Call to Order and Ethics Statement**

Jimmy Clark, Chair of the Board

■ **Roll Call**

■ **Approval of Minutes**

TAB 1

- ✓ — February 16, 2018, Meeting of the Full Board
- ✓ — February 16, 2018, Closed Session of Full Board

■ **Chair's Report**

TAB 2

Chair Clark

- ✓ — Endowment Board Appointments
- Update of Activities and Topics of Interest to the Board

■ **Chancellor's Report**

TAB 3

Randy Woodson

- Update of Activities and Topics of Interest to the Board

COMMITTEE REPORTS:

■ **Audit, Risk Management and Finance Committee**

TAB 4

Tom Cabaniss, Chair

On the Agenda: Committee Approvals and Informational

- Approval of Internal Audit Plan for Fiscal Year 2019
- Informational Reports including:
 - Finance/Budget and Legislative Update
 - Annual Review of Associated Entities
 - University Debt Update
 - Enterprise Risk Management and Compliance Update
 - Internal Audit Update
- Closed Session

■ **Buildings and Property Committee**

TAB 5

Chip Andrews, Chair

On the Agenda: Committee Approvals and Informational Reports

- Property Matters
- Designer and Construction Manager at Risk Selections
 - Open Ended Service Agreement Designer Selections 2018-2019
 - Approval of Designer Selections Less than \$1 million
- Acceptance of Completed Buildings and Projects
- ✓ — Proposed Revision to Policy 7.60.1 Parking and Transportation Ordinances 2018-2019
- Physical Master Plan Annual Update
- Site Approval
 - Kappa Alpha Theta House, South Campus Precinct
- Plan Approval
 - Kappa Alpha Theta House, South Campus Precinct
 - Plant Sciences, Centennial Campus Precinct
 - Approval of Plans and Specifications of Formal Projects less than \$2 million
- Informational Reports
 - Capital Projects Update
 - Status of Projects in Planning

■ **University Advancement and External Affairs Committee** **TAB 6**

Susan Ward, Chair

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

- Informational Reports
 - University Advancement Update
 - Fundraising and Campaign Update
 - External Affairs Update
- Committee Discussion
 - Gift Planning Overview
 - Pledge Fulfillment Process
 - Naming Opportunity Proposal – PCOM Dean's Conference Room
 - Naming Opportunity Proposal – Poe Hall Renovated Spaces
 - Naming Opportunity Proposal – Engineering Buildings I, II and III
- ✓ — Closed Session

■ **University Affairs Committee**

TAB 7

Stan Kelly, Chair

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

- Consent Agenda
- Requested Action
 - Annual Human Resources Compliance Report (FY 2016-17)
 - Salary Ranges for Senior Academic and Administrative Officers, Tier II
 - Department of Athletics Proposed Bonus Structure for Football Staff

- **University Affairs Committee (Continued)** **TAB 7**
 - Reports
 - Residency for Full Scholarship Undergraduate Students
 - Students Requiring Special Consideration
 - May 2018 Commencement Speaker
 - Faculty Senate Report
 - Staff Senate Report
 - Provost Update
 - Topic of Interest/Committee Discussion
 - NC State Entrepreneurship
 - ✓ — Closed Session
- **Nominating Committee** **TAB 8**
 - Susan Ward, Chair
 - Nomination of a Slate of Officers for 2018-2019
- **Chair of the Board of Visitors Report** **TAB 9**
 - Chuck Flink, Chair of the Board of Visitors
- **Student Government Report** **TAB 10**
 - Jackie Gonzalez, Student Body President
- **Presentation of Walter Hines Page Award**
 - Randy Woodson, Chancellor
- **Items of Interest to Members of the Board**
- **CLOSED SESSION**
- **Reconvene in OPEN SESSION for Any Additional Items to Come Before the Board**
- 11:00 a.m. * ■ **Adjourn**

* Ending time is approximate

✓ Denotes full board approval

Board of Trustees
North Carolina State University
Raleigh, North Carolina
February 16, 2018

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, February 16, 2018.

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
Edward I. Weisiger, Jr.
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

Dr. Prestage made the motion, seconded by Mrs. Ward, to approve the open and closed session minutes of the November 17, 2017 meeting of the full board. The motion passed.

CHAIR'S REPORT- JIMMY CLARK

Chair Clark reported that the UNC Board of Governors adopted a new policy on Free Speech and Free Expression. He presented a revised policy for the Board to consider and he asked Vice Chancellor and General Counsel Eileen Goldgeier to review the proposed changes.

Mr. Cabaniss made the motion, seconded by Mr. Kelly, to approve the proposed new policy on Free Speech and Free Expression. The motion passed.

Chair Clark reported that Board of Governors' policy states that in the fourth spring after the chancellor's appointment and every four years after a performance review is required. This year, Teresa Sullivan, President of the University of Virginia, will serve as our consultant to assist with this process. The results of the survey will be discussed in closed session at the April meeting.

Chair Clark gave an Executive Committee update. He reported that the Executive Committee reviewed a memo from Steve Long, Chair of the Board of Governors Committee on University Governance.

Mr. Long's memo asks our Board to make recommendations on:

- Authorities or responsibilities that can be exercised by our Board of Trustees instead of the Board of Governors,
- Authorities or responsibilities exercised by our Board of Trustees that can reside elsewhere,
- And any other feedback we have regarding the governance structure.

Chair Clark noted that the Executive Committee is holding a meeting in March to discuss.

Chair Clark then referred to the Board of Trustees' Bylaws that give the nominating committee responsibility for "presenting a slate of nominees to the board at its last meeting before the beginning of each fiscal year.

He appointed the 2018 Nominating Committee as follows:

- Susan Ward, Chair
- Jim Harrell
- Wendell Murphy

Chair Clark gave an Endowment Board report and began with the status of the "Think and Do the Extraordinary" Campaign for NC State. As of December 31, 2017, the university raised \$1.202 billion towards the campaign goal of \$1.6 billion. With the campaign scheduled to end in December 2021, the university is at 76% of its target in gifts and pledges and 74% of its target for planned gifts. He reported that the Endowment Board accepted new gifts and other additions of \$8.985 million since the last meeting. A large number of the gifts accepted by the Endowment Fund this year have been for professorships, which benefit from matching state funds.

Chair Clark reported on the Endowment Fund's investment performance. The Endowment Fund's investable assets grew from \$311 million at June 30, 2017 to \$340 million as of December 31, 2017. As of December 31, 2017, the Endowment Fund was the largest participant in the NC State Investment Fund. For the six months ended December 31, 2017, the Fund posted a 6.8% return, net of fees, and a 12-month return of 13.2%. The Fund's performance was comparable to the UNC Investment Fund, which experienced a six-month return of 6.7% and a 12-month return of 13.1%. The slight difference in return reflects managers in addition to UNC Management Company UNCMC, which also performed well. The Endowment Board also heard an update on the Investment Fund's asset allocation, and the performance of various asset classes in the portfolio. Despite recent market disruption, there are no current plans to change the portfolio in response to recent volatility.

Chair Clark reported the University's total endowment compared with other National Association of College and University Business Officers (NACUBO) survey respondents for fiscal 2017. The University reported a positive return of 12.1% for its \$1.12 billion endowment for fiscal 2017. This performance was close to the NACUBO average 12.2% for all endowments in the NACUBO survey. However, our endowment is a defensive portfolio and tends to do better on average in years when other endowments struggle. The University's endowment ranked the 94th largest out of 818 survey responses. The five-year average annual return of 9.2% reflects top quartile performance. The per-full time equivalent (FTE) endowment of \$36,280 at June 30, 2017 ranked NC State 9th among its institutional peers between Purdue and the University of Florida.

The Endowment Board also heard a report on endowment spending budgets for fiscal 2019, and the Endowment Fund's portion of the total. For fiscal 2019, endowments will produce programmatic spending of \$24.3 million (not including the Wolfpack Club and Textiles Foundation).

Chair Clark updated the Trustees on real estate assets held by the Endowment Fund. Some of the real estate assets held by the Endowment Fund are used for programmatic purposes. Others produce ground rent income. There are 75 acres of Endowment Fund real estate on Centennial Campus. The Endowment Board convened in Executive Session to hear a report on additional real estate holdings and activity and at the September meeting, the Endowment Fund Board approved the annual report.

CHANCELLOR'S REPORT – RANDY WOODSON

Chancellor Woodson shared the following campus updates:

- NC State is ranked 12th overall in industry-funded research in the U.S. and 5th among public universities.

- The Milken Institute ranked Raleigh the 2nd-best performing large metro area in the nation, listing NC State's leadership in research, industry partnerships, and workforce development as key drivers of the city's flourishing economy.
- NC State was recognized by Kiplinger's Personal Finance as being in the top 10 public schools for best college value. We ranked #9 for in-state and #7 out-of-state students for outstanding academic quality and affordability.
- In Athletics, NC State reached a program-record 7th place finish in final Fall standings of Learfield Director's Cup, making this University the only ACC school to finish in the top 10 for Fall.
- Four of the six programs during the Fall ranked in Top 25 of their respective final polls, including a #23 finish by Wolfpack Football, which finished ranked for the 1st time since 2010.

Chancellor Woodson gave a faculty and student success update:

- Patrick Rand, Distinguished Professor of Architecture in the College of Design, received the Distinguished Chair selection with the Fulbright U.S. Scholar Program in Finland, a first for NC State.
- Kobi Felton, a senior majoring in chemical engineering at NC State, will pursue a Masters in Chemical Engineering at the University of Cambridge as a recipient of the 2018 Marshall Scholarship, the third student at NC State to receive this prestigious honor. He is a Park Scholar who has served as a leader in the NC State Chapter of the National Society of Black Engineers, as an Engineering Ambassador and as a Chancellor's Aide.

Chancellor Woodson updated the Trustees on proposed changes to the enrollment funding formula and the potential impacts it could have on NC State.

- The legislature charged University of North Carolina Board of Governors (UNC BOG) to convene a Task Force to evaluate the enrollment funding formula, identify opportunities to improve the existing model and make recommendations to UNC BOG.
- Key changes that the Task Force proposed include moving away from funding from predictive measures and fund based on actual (in arrears), having some funding based on performance (e.g., graduation rate, retention rate), and incorporating equitable resource allocation.
- NC State has offered to assist the UNC System and BOG with thinking through the various implications of model so it can be positioned for success.

Chancellor Woodson reported that in connection with the operation of WKNC, NC State's student radio station, the FCC requires the University, acting through its Board of Trustees, to file an ownership report periodically specifying whether any Trustees have certain, defined interests in other broadcast stations. He asked the Trustees to review and sign the FCC Questionnaire.

COMMITTEE REPORTS

AUDIT, RISK MANAGEMENT AND FINANCE COMMITTEE – CHAIR TOM CABANISS

Mr. Cabaniss reported that the Committee heard the University's financial audit for fiscal 2017 and stated that the State Auditor's office complimented the University on its unmodified audit opinion, and reported no deficiencies in internal controls. He provided highlights from the 2017 Financial Report. The University's total net position increased by \$58.9 million to \$2.05 billion at fiscal year-end. Total revenues ended the year at \$1.58 billion compared with total expenses of \$1.52 billion. Total assets increased by \$101.9 million and total liabilities increased by \$153.9 million.

Mr. Cabaniss reviewed the status of audit engagements for fiscal 2018. The Committee received an update on activities since the last meeting, including 2 audits closed, 21 audits in process, and 1 on hold. The Committee also received a legislative update, including recent House Bills that could impact the UNC System, and areas of future legislative interest such as enrollment funding changes. An overview was provided of the current fiscal year's operating budget and the impact of a new

accounting standard, GASB 75, requiring NC State to report its share of the State's liability for Other Postemployment Benefits (OPEBs). The Committee was also updated on the financial impact of the recently passed tax cuts and Jobs Act. Mr. Cabaniss stated that the Committee received a report on interim financials for the first six months of fiscal 2018, and indicated that NC State's bond ratings were affirmed by both major rating agencies.

Mr. Cabaniss reported that the Committee discussed the components of an effective Title IX program and discussed the legal standards for liability for the University. He noted that current trends in litigation against universities have seen an increase in student-on-student incidents by both the complainant and the respondent.

BUILDINGS AND PROPERTY COMMITTEE - CHAIR CHIP ANDREWS

Mr. Andrews presented three property matters that required full board approval:

1. Acquisition by Lease: North Carolina State University, on behalf of the global training initiative, whose existing lease expires on November 30, 2018, is requesting to execute a new strategic office lease, with expanded square footage (+ 7,000 square feet) to accommodate growth, on or nearby Centennial Campus.
2. Acquisition by Lease: North Carolina State University, on behalf of the Computer Science Department & Visual Narrative Cluster, whose existing lease expires on October 3, 2018, is requesting to execute a new strategic office lease, with expanded square footage (+ 10,000 square feet) to accommodate growth, on or nearby Centennial Campus.
3. Disposition by Lease: to ABB, Inc. for + 28,575 square feet consisting of office and highbay space in the Poulton Innovation Center, located at 1021 Main Campus Drive, Raleigh, NC. ABB is a significant tenant partner on Centennial Campus and the disposition is recommended for continued partnership with the University.

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

Mr. Andrews reported that the Committee approved 13 Designer Selections, which included the selections for the Daniels roof replacement and the rigging replacement for Stewart Theater. The Committee accepted seven building projects at a combined value of \$3.9 million, which included the Centennial Campus extension of Initiative Way and the expansion of the Weisiger-Brown Parking Lot. Mr. Andrews noted that the Committee received an update on the site and layout plan of the new Engineering Building Oval and updates for capital projects, and status of projects in planning. The Committee approved the site plan for the Plant Sciences Building on Centennial Campus and also four plans and specifications of formal projects each costing less than \$2 million.

UNIVERSITY ADVANCEMENT AND EXTERNAL AFFAIRS COMMITTEE - CHAIR SUSAN WARD

Mrs. Ward reported that \$385 million has been raised over the last two fiscal years through December 2017, which includes over 5,000 gift transactions processed during the last three weeks of 2017. Mrs. Ward noted that the Committee heard an update on several key hires made since November 2017, including Jim Broschart, Associate Vice Chancellor for University Development. The Committee also heard an overview of how the recently enacted tax reform affects charitable giving, with discussion among the Committee specific to the reversion of the athletics 80/20 charitable deduction for premium seating licenses.

Mrs. Ward reported that \$32 million in new gifts and commitments were recorded since the November Trustee meeting, bringing the overall campaign total to \$1.2 billion of the \$1.6 billion goal. We

continue to track very positively toward reaching the campaign goal within the remaining four years of the Campaign.

Mrs. Ward stated that the Committee heard a University Communications and Marketing update. She noted that all departments within this unit support the Chancellor in advancing the mission of the University and the Campaign to ensure NC State's brand continues to be recognized nationally.

The Committee also heard an overview of the relatively new principal gifts program. This program is already making great strides in identifying and cultivating prospects with an over \$5 million giving capacity.

Proposals for naming opportunities were presented to the Committee for the College of Engineering's Constructed Facilities Lab; the Plant Sciences Initiative Greenhouses and Conference Center, and the Innovation Hall. The Committee approved four naming proposals during closed session. She noted that these naming proposals would be considered by the full Board during closed session.

UNIVERSITY AFFAIRS COMMITTEE – STAN KELLY

Mr. Kelly reported that the University Affairs Committee approved continuation of the Centers for Family and Community Engagement and the Center for Integrated Fungal Research. They also approved conferral of tenure to a new faculty member and the option for nine distinguished professorships to be awarded on a time-limited basis. This designation provides the university with the maximum flexibility in awarding distinguished professorships over time; however, the majority of NC State's distinguished professorships are offered to professors for the duration of their career at the University.

Mr. Kelly noted that the Committee considered the recommendation from the Faculty Committee on Honorary Degrees to rescind the Doctor of Humane Letters honorary degree awarded to Charlie Rose in 2010. Mr. Kelly made the motion, seconded by Ms. Gonzalez, to rescind Charlie Rose's honorary degree. The motion passed.

Mr. Kelly reported that the Committee heard Jackie Gonzalez's Student Body President Report. He stated that the new Director of Student Involvement, Dr. Jessica Murphy, was introduced to student leaders at the January 20 Student Government (SG) retreat. Dr. Murphy will provide leadership and vision for student organizations and Student Government. SG and the Athletics Department are working together to coordinate loyalty points games where students get points for attending games other than football and men's basketball. He noted that the Traditions Department is in the process of planning its newest tradition called the "Last Lecture Series" where retiring professors will be invited to give a final lecture open to the public. Mr. Kelly stated that SG is also hosting Meredith College's SG and looks to inspire future student leaders to expand collaboration with surrounding Raleigh area schools.

Mr. Kelly reported that in the Provost's report the Committee heard information about the new undergraduate certificate in Interdisciplinary Entrepreneurship starting this fall and the annual faculty reappointment, promotion and tenure process. The process is well underway with 152 faculty members participating, and at the end of April, they will hear the outcome. Mr. Kelly noted that NC State is home to 32 Centers and 12 Institutes which engage over 800 faculty, 8,000 graduate and undergraduate students and 250 industry partners in developing collaborative solutions for North Carolina and beyond through interdisciplinary research, instruction and public service.

Mr. Kelly reported that in closed session, the Committee approved a non-salary compensation request and recommended salary actions for approval by the Board of Governors. The Committee also made recommendations for awarding of the Holladay Medal and Honorary Degrees. Mr. Kelly noted that these recommendations will be considered by the full Board in closed session at the conclusion of this meeting.

FACULTY SENATE REPORT CHAIR CAROLYN BIRD

Chair Bird reported the following topics to the Board:

- **Division of Academic and Student Affairs (DASA)**
In 2016, Provost Arden and Chair Moore appointed a Task Force to examine the US Diversity course credit hours and co-curricular approach; it examined also the Global Knowledge course. The Faculty Senate meeting included a discussion of options and recommendations identified in the final report for the General Education Program courses. The Academic Policy Committee produced a post-Senate discussion report to summarize key considerations discussed during that meeting.
- **Human Resources (HR)**
Human Resources is examining its structure and desired to better understand how its procedures and resources can be organized to support campus needs. Scott Nostaja of Sibson Consulting led a discussion at Faculty Senate for input as they consider and develop recommendations for NC State's Human Resources procedures. Faculty Senate provided Associate Vice Chancellor Williams a summary of HR-related concerns from the fall Faculty Burden Survey to be shared with Sibson in support of the redesign process.
- **Academic Analytics**
Faculty Senate desired to better understand the value of Academic Analytics, how and by whom it is used at NC State, and under what guiding principles the data is used. Related interests included the nature of the data, its consistency, the breadth of disciplines represented, and related. Faculty indicated an interest in seeing their own data, having the data benchmarked against NCSU faculty data for accuracy and guidance developed on how the data is to be used at NC State.
- **NC State's Strategic Plan**
The final three years FY18-20 Implementation Plan was discussed along with highlights of substantive progress already made and an overview of actions planned for the next three years.

Chair Bird reported that she has been a part of a working group focused on a successful survey implementation at NC State. Communications to the Faculty Senate included sharing System Office-developed talking points, announcements at Faculty Senate and plans for an all-faculty reminder email prior to the end of the survey period.

She reported that 22 senate seats will be up for election or re-election. Immediate past Chair Jeannette Moore is leading the election efforts to secure candidates for senate seats and for service on two committees: (a) Grievance and Non-Reappointment, and (b) Faculty Hearing. Chair Bird stated that she issued a call for candidates for Chair-Elect for inclusion on the Spring 2018 ballot. Faculty, by college, will elect their peers to represent them on committees and to serve in the Senate. All faculty will vote for the Chair-Elect.

STAFF SENATE REPORT CHAIR CATHI DUNNAGAN

Chair Dunnagan reported that the Staff Senate Represents nearly 6,000 staff across the university and all 100 counties of the State of North Carolina and provides opportunities for staff to engage and serve. This quarter, Staff Senate is focusing on service to staff, students, and community.

The Diversity, Human Resources, and Resources and Environment Committees engaged the university community in the following events:

Serving Staff:

- Women's Basketball Employee Appreciation Event, January 10, 2018. Staff Senate initiated this event eight years ago, co-sponsored with Athletics and OIED, as a way to support the women's basketball team and to show appreciation for employees.
- NC State Staff and Faculty Appreciation Day, December 12, 2017. Staff Senate hosted a booth that was shared with Roy Baroff, Staff Ombud. Senators engaged with employees and Roy Baroff talked with employees about the role of Ombuds.

- Computer Loan Program, year-round. This Staff Senate program loans refurbished university computers to employees who could not otherwise access a computer for professional development.

Serving Students:

- Bountiful Harvest Food Drive, October 2017. Connecting across the university community, staff senators hosted food collection boxes in 25 locations across NC State and in 18 counties through NC Cooperative Extension. The food collected was distributed to Pack members in need through the NC State Feed the Pack Food Pantry and to our community through the Food Bank of Central and Eastern North Carolina.
- Warm the Pack Winter Coat Drive, January 2018. Staff Senate organized a drive to provide warm coats to students in need.

Serving Community

- Toys for Tots, November 6 – December 8, 2017. During the annual Toys for tots drive, more than 2,000 toys were collected.
- Habitat for Humanity, December 1, 2017. While NC State's Build-A-block project has been completed, staff senators continue to serve as hands-on volunteers with Habitat for Humanity.

With no further business in open session, Dr. Prestage made the motion, seconded by Mrs. Ward, at 10:30 a.m. to go into closed session to prevent the disclosure of privileged information under FERPA, to prevent the premature disclosure of an honorary award, to consult with our attorney to protect the attorney-client privilege, to consider the qualifications, competence, performance, character, fitness conditions of appointment or conditions of initial employment of an employee or prospective employee. The motion passed.

RECONVENE IN OPEN SESSION

At 11:30 a.m., the board came out of closed session. With no further business in open session, Chair Clark adjourned the meeting at 11:33 a.m.

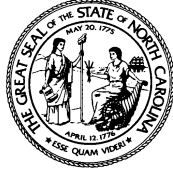
Respectfully submitted,

Assistant Secretary

Secretary

Approved:

Chair of the Board



NORTH CAROLINA STATE ETHICS COMMISSION

SAMPLE¹

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 participation² 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.

LARRY BARBOUR

President and Chief Executive Officer

Mr. Barbour has more than 35 years of experience in banking, particularly in the Wake County market. He began his banking career with Wachovia, serving in the role of vice president prior to joining Triangle Bank where he served as senior vice president and city executive for the Raleigh office. Mr. Barbour is a graduate of North Carolina State University and the North Carolina School of Banking. He currently serves on the North Carolina State University Endowment Fund Board of Trustees. He has previously served on a number of boards including, the John Rex Endowment Foundation (Finance Chairman), the WakeMed Hospital System (3 terms served as Vice-Chairman), and as Chairman of the Hospice of Wake County Capital Campaign Major Gifts Committee.

Mr. Barbour has been recognized as a North Carolina State University Distinguished Alumnus (1997) and is a founding board member/treasurer of the Alice Aycock Poe Center for Health Education. He has also served on the North Carolina State University Alumni Association Board (Past President), the North Carolina State University Foundation Board, the North Carolina State University College of Humanities Board, and the North Carolina State University Board of Visitors.

A leader in the North Carolina banking industry, and he served as Chairman of the North Carolina Bankers Association in 2010 and 2011.



Gayle Lanier serves as senior vice president of customer services for Duke Energy. She is responsible for customer contact operations, revenue billing and receivables, and metering services for Duke Energy and Piedmont Natural Gas. In addition, she has responsibility for managing the relationships and services to the company's small, medium and assigned large retail customers.

Actively involved in the community, Lanier currently serves on the boards of trustees for the Association of Edison Illuminating Companies, the United Way of the Greater Triangle, and the North Carolina State University Endowment Foundation. She is a former member and secretary for the North Carolina State University (NCSU) board of trustees.

She established the Dwain K. and Gayle S. Lanier NCSU Scholarship Endowments in 2003 and 2016 to help benefit engineering and business students. She received the NCSU Watauga Medal in 2017, the highest non-academic recognition for significant contributions to the advancement of the university. In 2016 she received the National Society of Black Engineers Professional Leadership Award. She received the NCSU Distinguished Engineering Alumnus Award in 2008 and the Ed Fitts Department of Industrial and Systems Engineering Distinguished Alumni Award in 2007, and she served as the NCSU College of Engineering keynote address speaker in 2005. Lanier was also one of the 2009 *The Network Journal's* 25 Influential Black Women in Business Award recipients and the 2011 Business Leader Women Extraordinaire recipient.

Lanier holds a Bachelor of Science degree in industrial engineering from North Carolina State University. She and her husband, Dwain, have a daughter.

The Chancellor's Report

*April 2018***Fulbright Honors**

NC State was recognized as a Fulbright Top Producing Institution with eight Fulbright Scholars for the 2017-2018 academic year. In addition, Distinguished Professor of Architecture Patrick Rand is the recipient of a Fulbright Distinguished Chair Award. Recipients of this award are eminent scholars in their field who have an impressive record of teaching and publication. Rand will use the award to research and teach at Aalto University in Helsinki, Finland from January to May 2019. Toxicology professor Dave Dorman was named a Fulbright Specialist.

Lidman Awarded Sloan Fellowship

Tye Lidman, assistant professor of mathematics, received the 2018 Sloan Research Fellowship. Sloan Fellowships are awarded to researchers from the United States and Canada whose achievements place them among the very best scientific minds working today. Lidman studies topology to gain a better understanding of the nature of shape, measuring the knottedness of objects in three and four dimensions. His work can aid in DNA analysis by predicting how enzymes can alter shape.

Faculty Receive National Science Foundation Early Career Development Awards

Five NC State faculty members received the National Science Foundation's (NSF) Early Career Development Award. This award is designed to honor scientists and engineers who have the potential to serve as academic role models in research and education, and whose work can lead to advances in the mission of their organization. It is the most prestigious honor offered by the NSF for early-career researchers. NC State's 2018 recipients include:

- Eric Chi, assistant professor of statistics
- Landon Grace, assistant professor of mechanical and aerospace engineering
- Alexander Kemper, assistant professor of physics
- Divine Kumah, assistant professor of physics, and
- Kathryn Stolee, assistant professor of computer science

Winners Selected at 13th Annual Graduate Research Symposium

More than 200 NC State graduate students who presented their research projects this week at the 13th Annual Graduate Student Research Symposium, and 24 were recognized as the best presenters in their disciplines. The research symposium provides students the opportunity to present their research posters. Judges in each discipline evaluate students on the quality of their research, quality of information on the poster, oral communication, and creativity.

"Green" Catalysis Technique Increases Pharmaceutical Manufacturing Efficiency

Jan Genzer, a professor of Chemical and Biomolecular Engineering at NC State, is working to develop a fast and efficient means of manufacturing pharmaceuticals. Current practices use palladium-driven catalytic process that are either fast or efficient, but Genzer and her team have developed a green chemistry method that combines aspects of both processes, thus improving efficiency without significantly increasing processing time. Additionally, this "pseudo-homogeneous" catalysis technique uses non-toxic solvents, making it cost- and time-effective with little environmental impact.

NC State Researchers Create Amphibious Aircraft

A team of researchers from NC State have developed the first unmanned, fixed-wing aircraft that can travel both through the air and under the water and is capable of transitioning between the two repeatedly. NC State faculty Matthew Bryant, Kara Peters, Ashok Gopalarthnam and Larry Silverberg developed the EagleRay XAV with funding provided by a Teledyne Scientific research contract. The project also afforded Ph.D. and undergraduate engineering students opportunities to work on the aircraft. It has potential for applications to track and observe wildlife.

Industrial Systems & Engineering Improve Food Bank Effectiveness

Julie Ivy, a professor of Industrial and Systems Engineering, and a team of researchers from NC State have developed two computer models designed to improve the ability of food banks to feed as many people as possible, as equitably as possible, while reducing food waste. The first uses historical data to establish ranges of how much capacity each county has, in conjunction with each county's needs, to determine how food supplies should be distributed. The second takes into account each county's need and ability to distribute food in a timely way in order to feed as many people as possible across counties before the food goes bad.

NC State Recognized among "Best Employers for Diversity"

Forbes Magazine ranked NC State on its list of the "best employers for diversity in America." The rankings were based on data of an organization's diversity, including gender, ethnicity, sexual orientation, age and disability. The data came from an August 2017 survey of 30,000 United States employees at organizations with 1,000 or more workers. NC State is in the top 100 of the 250 organizations to make the list. NC State is one of only 14 universities in the top 100 and the only university in North Carolina.

College of Sciences Foundation Gift

The College of Sciences received a \$4.5 million bequest, one of the largest gift commitments ever for the COS. It will endow a \$2.5 million distinguished faculty chair, a \$1.5 million undergraduate scholarship fund, and a \$500,000 graduate fellowship, all in the Department of Mathematics. The gift will provide the distinguished faculty chair recipient with funds to advance their research, take on graduate students, subsidize travel to conferences, and facilitate participation in scholarly and research activities. The scholarship fund will provide approximately six full-tuition scholarships for recruiting top undergraduates in applied math, while the fellowship will help recruit talented graduate students.

NC State Athletics Achieves New Heights

- The NC State Men's Swimming & Diving team won the ACC Men's Swimming and Diving Championship for the fourth year in a row, winning gold in four of the six events and breaking American, conference, school, pool and meet records in the process.
- NC State Women's Basketball made it to the NCAA Sweet Sixteen, and Coach Wes Moore is the second women's coach in NC State's history to take a team to the Sweet Sixteen, with Kay Yow being the first.
- Mike Macchiavello won the 197-pound title at the NCAA Wrestling Championships. He is the program's seventh individual national champion.

**BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY
AGENDA**

**Audit, Risk Management and Finance Committee
2:45 p.m. – 4:15 p.m., April 19, 2018
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 | TAB 4.1 |
| Approval of February 15, 2018 Minutes | |
| 2. ACTION ITEMS | TAB 4.2 |
| A. Approval of Internal Audit Plan for Fiscal Year 2019 4.2A
(NC State Policy 01.05.1, Appendix 1, I. a.ii)
Office of Internal Audit
<i>Cecile Hinson, Director, Internal Audit</i> | |
| 3. INFORMATIONAL REPORTS | TAB 4.3 |
| A. Legislative, Budget and Finance Update 4.3A
(UNC Pol, Ch. 100.1, Appendix 1 (V), NC State Pol 01.05.1, Appendix 1, I.b)
Office of the Chancellor
<i>Sarah Stone, Assistant to Chancellor, External Affairs</i>
Office of Finance and Administration
<i>Scott Douglass, Vice Chancellor for Finance and Administration</i>
<i>Barbara Moses, Associate Vice Chancellor, Budget and Resource Management</i>
<i>Mary Peloquin-Dodd, Associate Vice Chancellor for Finance and University Treasurer</i> | |
| B. Annual Review of Associated Entities 4.3B
(NC State Policy 01.05.1, Appendix 1, I.a.ix)
Office of University Treasurer
<i>Mary Peloquin-Dodd, Associate Vice Chancellor for Finance and University Treasurer</i> | |
| C. University Debt Update 4.3C
(NC State Pol 01.05.1, Appendix 1, I.b, I.d.i)
Office of University Treasurer
<i>Lori Johnson, Director, Strategic Debt and Financial Management</i> | |

✓ Denotes full Board approval required

- D. Enterprise Risk Management and Compliance Update 4.3D
(NC State Pol 01.05.1, Appendix 1, I.a.vii, 1.c.i, 1.c.ii)
Campus Security and Safety Update
Office of General Counsel
Eileen Goldgeier, Vice Chancellor and General Counsel
Office of Environmental Health and Public Safety
David Rainer, Associate Vice Chancellor, Environmental Health and Public Safety
Jack Moorman, Chief of Police, University Police Department
 - E. Internal Audit Update 4.3E
(NC State Pol 01.05.1, Appendix 1, I.a.i-viii)
Internal Audit
Cecile Hinson, Director, Internal Audit
 - 4. CLOSED SESSION TAB 4.4
 - 5. COMMITTEE DISCUSSION TAB 4.5
 - 6. ADDITIONAL INFORMATIONAL MATERIALS TAB 4.6
 - A. NC State Investment Fund Performance Review 4.6A
(NC State Pol 01.05.1, Appendix 1, I.b, d.i)
 - B. NC State Intermediate Term Fund Performance Review 4.6B
(NC State Pol 01.05.1, Appendix 1, I.b, d.i)
- ADJOURN**

Meeting of Audit, Risk Management and Finance Committee
North Carolina State University
Board of Trustees
February 15, 2018

Chair Cabaniss opened the meeting at 3:00 p.m. in the Chancellor's Conference Room. Roll was taken and a quorum was present. Committee members present for the meeting were:

Mr. Tom Cabaniss, Chair
Mr. Chip Andrews
Mr. James Harrell
Mr. Ron Prestage
Ms. Susan Ward

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 minutes from the November 16, 2017 meeting were presented for approval, and with no changes, Mr. Prestage made a motion to accept the minutes and Ms. Ward seconded. The minutes were approved.

Ray Whitby, Jr., Financial Audit Manager with the Office of the State Auditor reported on the University's financial audit for fiscal 2017. He noted that this year's audit included a parallel audit of the Trio program, and the results of that audit have not yet been published. The State Auditor complimented the University on its unmodified audit opinion. As part of the audit, they assess risk, and saw no deficiencies in internal controls. The auditors highlighted the significance of there being no reportable findings, and having no adjusting entries as being commendable.

Highlights from the 2017 Financial Report, specifically addressing results in the Statement of Net Position, and Statement of Activities were provided to the Committee. The University's total net position increased by \$58.9 million to \$2.05 billion at fiscal year-end. Total revenues ended the year at \$1.58 billion compared with total expenses of \$1.52 billion. Total assets increased by \$101.9 million, and total liabilities increased by \$153.9 million.

The Committee reviewed the FY18 Audit Plan and Engagement Status as of January 24. There have been 45 total active engagements so far; 14 were on the approved FY18 Audit Plan, 31 were added. Fourteen of the added engagements are investigations resulting from University and Internal Audit Hot Line allegations – an increase in investigations of 5 times over prior years. Twenty engagements are currently in process.

The Committee was also provided with an update on audit engagement activities since the November meeting including discussion of a recent investigative report. A reminder was provided related to the Quality Assurance Review that will take place in the coming months as required by professional standards and the state every five years.

A recap of the Legislative special session was reported. Legislative activity included recent House Bills that could impact the UNC System, and areas of future legislative interest such as enrollment funding changes.

The Committee reviewed the University's one page flyer prepared by the Budget and Resource Management Division, which provides projected revenue and expenditures for current fiscal year as well as actual revenue, expenditures, tuition, and contracts, and grant historical data in a quick reference format.

The financial information for the first six months of fiscal 2018 was compared to fiscal 2017 (copy attached). The Committee was updated on two significant financial issues. The first is the impact of a new accounting standard, GASB 75, requiring NC State to report its share of the State's liability for Other Postemployment Benefits (OPEBs). The second is the financial impact of the recently passed Tax Cuts and Jobs Act. In addition, the Committee learned that NC State's bond ratings were recently affirmed by both major rating agencies.

The committee heard a report on Title IX. This presentation included the definition, the components of an effective Title IX program, and legal standards for liability for the University. Current trends in litigation against universities include an increase in student on student incidents by both the complainant and the respondent. The Committee received two brochures that are available on campus regarding Title IX (copies attached).

The Audit, Risk Management and Finance committee also heard the annual report on endowment and investments. The NC State Intermediate Term Fund had a 2.59% one-year return as of December 31, 2017. The University reported endowments of \$1.12 billion at the close of fiscal 2017 and a total combined investment return for all University-related endowments of 12.1%. This performance compared favorably to other large endowments, and NC State's ranking for endowment size was 94th largest of the 818 endowments in the annual NACUBO survey. Reference was also made to the reports that were provided in pre-materials.

With no further business, the Committee adjourned at 4:33 p.m.

Submitted by _____
 Secretary to the Committee

Approved _____
 Chair of the Committee

Attachments

North Carolina State University
Statement of Net Position
Unaudited
December 31, 2016 and 2017

	Fiscal Year 2018 As of 12/31/2017	Fiscal Year 2017 As of 12/31/2016	Increase/Decrease
ASSETS			
Current Assets			
Cash and Cash Equivalents	310,830,204.63	294,237,747.38	16,592,457.25
Receivables	157,287,718.63	154,452,594.14	2,835,124.49
Total Current Assets	468,117,923.26	448,690,341.52	19,427,581.74
Noncurrent Assets			
Cash - Capital Improvements	58,486,943.00	63,295,898.72	(4,808,955.72)
Capital Assets Depreciable Net - Note 1	1,868,274,466.48	1,856,594,905.23	11,679,561.25
Capital Assets Non-Depreciable - Note 1	112,568,077.74	124,372,655.83	(11,804,578.09)
Investments	485,795,591.58	435,539,808.74	50,255,782.84
Notes Receivable	12,096,301.44	11,893,214.34	203,087.10
Total Noncurrent Assets	2,537,221,380.24	2,491,696,482.86	45,524,897.38
Total Assets	3,005,339,303.50	2,940,386,824.38	64,952,479.12
LIABILITIES			
Current Liabilities			
Accounts Payable And Accrued Liabilities	20,226,257.63	15,609,405.17	4,616,852.46
Commercial Paper Payable	10,000,000.00	50,000,000.00	(40,000,000.00)
Unearned Revenue	6,018,652.12	5,787,631.86	231,020.26
Total Current Liabilities	36,244,909.75	71,397,037.03	(35,152,127.28)
Noncurrent Liabilities			
Bonds Payable	501,293,344.85	470,782,894.36	30,510,450.49
Deposits Payable	2,709,833.93	3,600,522.56	(890,688.63)
US Government Grants Refundable	3,674,150.85	3,723,649.34	(49,498.49)
Notes Payable	67,020,687.25	70,314,754.80	(3,294,067.55)
Unearned Revenue	73,897,092.11	75,436,487.00	(1,539,394.89)
Total Noncurrent Liabilities	648,595,108.99	623,858,308.06	(5,773,649.56)
Total Liabilities	684,840,018.74	695,255,345.09	(40,925,776.84)
NET POSITION			
Net Assets			
Beginning Net Position - July 1	2,213,914,467.79	2,140,175,600.77	73,738,867.02
Increase In Net Assets	106,584,816.97	104,955,878.52	1,628,938.45
Total Net Position - Note 2	2,320,499,284.76	2,245,131,479.29	75,367,805.47

Notes:

Note 1 - The amounts shown for Capital Assets are the amounts reported on the audited financial statements as of June 30, 2016 and 2017 - adjusted for estimated Depreciation expense. Adjustments for current year asset additions are not included - these adjustments are made at year end.

Note 2 - This statement does not include many year end entries required for university financial reporting, such as various asset reclassifications, fair market value adjustments, additional receivables, additional liabilities including compensated absences and pension liability, and funds held for others.

North Carolina State University
Statement of Revenues, Expenses and Changes in Net Assets
Unaudited
For the Six Months Ended December 31, 2016 and 2017

	Fiscal Year 2018 Through 12/31/2017	Fiscal Year 2017 Through 12/31/2016	Increase/Decrease
REVENUES			
Operating Revenues:			
Student Tuition And Fees	406,856,109.13	379,899,254.11	26,956,855.02
Federal Appropriations	11,382,687.00	14,151,816.00	(2,769,129.00)
Federal Grants And Contracts	99,756,636.17	98,617,538.30	1,139,097.87
State And Local Grants And Contracts	31,571,808.28	35,615,655.40	(4,043,847.12)
Nongovernmental Grants And Contracts	44,709,084.65	43,442,989.00	1,266,095.65
Sales And Services	224,191,344.56	208,165,812.82	16,025,531.74
Interest Earnings On Loans	108,402.74	103,435.48	4,967.26
Other Operating Revenues	10,497,101.21	10,226,580.12	270,521.09
Total Operating Revenues	829,073,173.74	790,223,081.23	38,850,092.51
EXPENSES			
Operating Expenses			
Salaries And Benefits	486,093,572.41	482,220,194.44	3,873,377.97
Scholarships And Fellowships	80,629,818.41	77,919,835.81	2,709,982.60
Services	159,368,154.16	150,993,838.12	8,374,316.04
Supplies And Materials	110,666,883.26	104,683,992.72	5,982,890.54
Utilities	19,345,248.92	19,598,412.10	(253,163.18)
Depreciation - Note 1	47,821,328.30	44,360,730.30	3,460,598.00
Total Operating Expenses	903,925,005.46	879,777,003.49	24,148,001.97
Operating Loss	(74,851,831.72)	(89,553,922.26)	14,702,090.54
NONOPERATING REVENUES (EXPENSES)			
State Appropriations	141,282,405.29	161,183,187.16	(19,900,781.87)
Gifts	39,331,828.26	38,510,893.39	820,934.87
Investment Income (Net Of Investment Expense)	2,320,190.35	2,266,244.33	53,946.02
Interest And Fees On Debt	(11,873,647.30)	(11,064,608.82)	(809,038.48)
Federal Interest Subsidy On Debt	569,159.40	569,770.74	(611.34)
Other Nonoperating Revenues (Expenses)	397,008.27	417,563.79	(20,555.52)
Net Nonoperating Revenues	172,026,944.27	191,883,050.59	(19,856,106.32)
Income Before Other Revenues	97,175,112.55	102,329,128.33	(5,154,015.78)
Capital Appropriations	3,524,800.00	1,000,000.00	2,524,800.00
Capital Grants	4,417,118.88	1,126,750.19	3,290,368.69
Capital Gifts	1,467,785.54	500,000.00	967,785.54
Increase In Net Assets - Note 2	106,584,816.97	104,955,878.52	1,628,938.45

Notes:

Note 1 - The amounts shown for Depreciation are estimates based on amounts reported on the audited financial statements for the Fiscal Years ending June 30, 2016 and 2017.

Note 2 - This statement does not include many year end entries required by GASB for university financial reporting, such as tuition discounting, internal sales elimination, capitalization of fixed asset expenses greater than \$5,000, blending of the NCSU Partnership, and other year end entries.

NC STATE UNIVERSITY



REFERENCE GUIDE

Responsible Employee Guidelines

go.ncsu.edu/titleix

Who is a Responsible Employee?

A responsible employee includes any employee:

- who is a Campus Security Authority (CSA);
- who has the authority to take action to redress sex discrimination,
- who has been given the duty of reporting incidents of sex discrimination or any other misconduct to the Title IX coordinator or other appropriate school designee; or
- an employee whom a person could reasonably believe has this authority or duty.

Your Responsibilities

If you are a responsible employee, you must:

- **report all incidents of potential sex discrimination** (including sexual harassment and sexual violence) that you know about, or should have known about, to the Title IX coordinator;
- **communicate to students, faculty and staff** who are considering disclosing or have disclosed information about sexual discrimination or sexual violence that, as a Responsible Employee, you are required to report such information to the Title IX coordinator;
- **contact the Title IX coordinator** with questions or concerns;
- **complete all applicable NC State training** on reporting requirements and stay current on training requirements.

Key Points to Remember

- Report concerning behaviors or incidents whether or not they occur on campus.
- Do not attempt to investigate. Instead, seek basic information and report the incident as soon as possible.
- Do not judge or use judgmental language when taking a report.
- Do not confront the alleged perpetrator.
- Sexual violence is only one form of conduct that responsible employees must report. Responsible employees must also report any discrimination, harassment or violence related to sex, pregnancy, sexual orientation or gender identity to the Title IX coordinator.

When You Receive a Report

COLLECT INFORMATION

Remember, as a responsible employee, you **CANNOT** be a confidential resource, as you have an obligation to report the incident. Before an individual reveals information to you that they may wish to keep confidential, you should ensure that they understand:

- your obligation to report the incident to the Title IX coordinator, lead deputy Title IX coordinator or OIED's Equal Opportunity and Equity unit.
- the individual's option to request that NC State maintain their confidentiality (which NC State will consider); and
- the individual's ability to share information confidentially with the Counseling Center, Student Health Center or a religious counselor.

REPORT THE INCIDENT

Responsible employees must report the incident to the Title IX coordinator or lead deputy Title IX coordinator. Responsible employees may also report it to OIED's Equal Opportunity and Equity unit. Reports must be made within 24 hours or as soon as possible. If you are a CSA, you are also obligated to make a CSA report to NC State Police.

The specific Responsible Employee Report should include all relevant details shared about the alleged incident. This includes:

- name of the alleged;
- perpetrator (if known);
- individual who experienced the alleged conduct;
- other individuals involved in the alleged conduct;
- date, time and location of the incident.

PROVIDE INFORMATION & RESOURCES

1. Inform the individual of resolution options and provide them with a copy of the Resources and Reporting guide:

- criminal investigation by NC State Police;
- filing an administrative Title IX complaint with the Office for Institutional Equity and Diversity (OIED);
- Title IX investigation by OIED's Equal Opportunity and Equity unit; and/or
- information about a conduct hearing by the Office of Student Conduct.

2. Connect the survivor to resources:

- Safe at NC State website (go.ncsu.edu/safe)
- Sexual Assault Helpline (919.555.4444)
- Women's Center
- Counseling Center
- Student Health Center
- Violence Prevention and Threat Management
- Faculty and Staff Assistance Program

REPORTING OPTIONS

**Office for Institutional Equity and Diversity
Equal Opportunity and Equity** (all sex-related complaints, responsible employee reports)

919.513.0574, web: go.ncsu.edu/complaint

NC State Police (all crimes)

919.515.3000 or 911, web: go.ncsu.edu/cleryreport

Definitions

Consent

an affirmative decision to engage in sexual activity given by clear action or words. It is an informed decision made freely, willingly and actively by all parties. Behavior will be considered "without consent" if no clear consent, verbal or nonverbal, is given. Consent cannot be procured by physical force, compelling threats, intimidating behavior or coercion. A person cannot give consent if incapacitated as a result of alcohol or drug consumption (voluntary or otherwise), unconscious, unaware or asleep during the act, under the legal age to provide consent, or otherwise lacking the capacity to consent. A lack of protest or resistance is not a valid form of consent. Silence is not a valid form of consent. A prior relationship or prior sexual activity is not sufficient to demonstrate consent. Consent can be revoked or withdrawn at any time, even during a sexual act. If consent is withdrawn, the sexual act is no longer consensual.

Definitions

Dating Violence

conduct arising out of a social, personal, romantic or intimate relationship or a dating relationship that inflicts physical injury upon another person or is a pattern of coercive behavior that is used by one person to gain power and control over another; may include the use of physical and sexual violence, verbal and emotional abuse or any conduct that places another in fear of, or at risk of, physical injury or danger.

Domestic Violence

conduct arising out of a personal, romantic or intimate relationship where the parties are current or former spouses, persons who live together or have lived together, have child in common, are current or former household members that: inflicts physical injury upon person fitting this definition; or is a pattern of coercive behavior that is used by one person to gain power and control over another. It may include the use of physical and sexual violence, verbal and emotional abuse, or any conduct that places another in fear of, or at risk of, physical injury or danger.

Hostile Environment

severe and pervasive conduct that interferes with a person's regular activities.

Quid Pro Quo

benefits are offered in exchange for the giving of sexual favors or the denial of benefits when sexual advances are refused.

Relationship or Interpersonal Violence

includes dating violence, domestic violence and stalking; occurs when one person in a social relationship of a romantic or an intimate nature uses abuse to maintain power over a partner. Abusive behaviors can be physical or emotional, including but not limited to threats of self-harm or harm to others, pervasive and derogatory name calling, belittling, isolation or engaging in sexual acts while in a dating or domestic relationship when one of the individuals does not consent.

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Definitions

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Sex Discrimination

unequal treatment based on sex, sexual orientation or gender identity; for example, groping or other inappropriate touching; offensive photographs or comments; verbal or physical attacks based on sex, sexual orientation or gender identity; pregnancy discrimination; unequal compensation based on sex, sexual orientation or gender identity; failure to hire or promote based on sex, sexual orientation or gender identity; sexual assault, domestic or dating violence or stalking.

Sexual Harassment

unwelcome conduct of a sexual nature.

Sexual Violence

contact without consent; for example, rape, sodomy (oral or anal sex), sexual battery (e.g., grabbing breasts, buttocks, private areas, forcible fondling).

Stalking

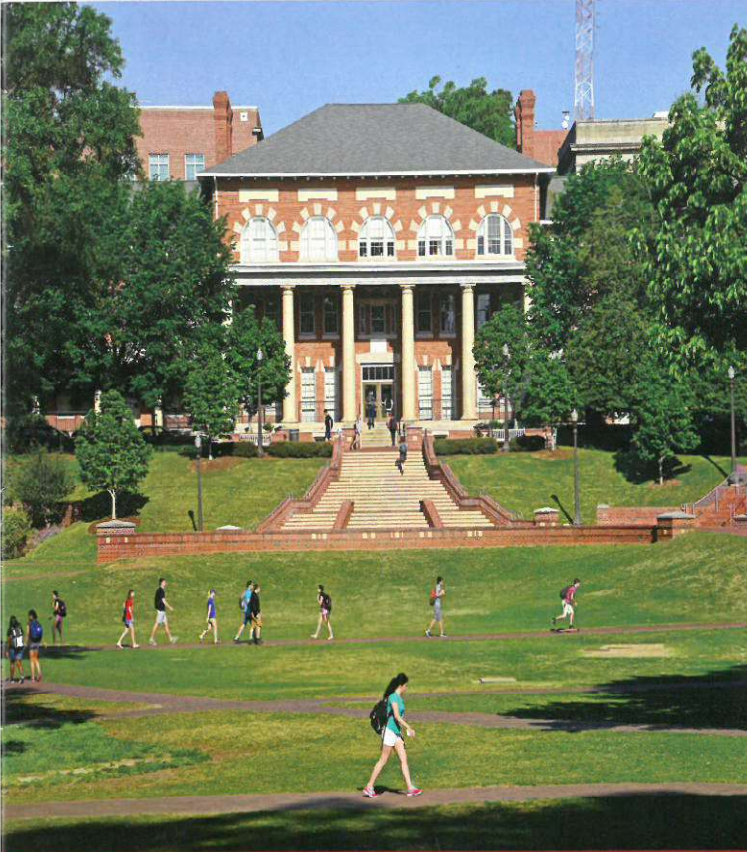
engaging in a course of conduct directed at a specific person, whether in the context of a social or intimate relationship or otherwise, that would cause a reasonable person to feel fear for their safety or the safety of others or suffer substantial emotional distress. Stalking, including cyberstalking, may include, for example, non-consensual communication, including in-person communication or contact, surveillance, telephone calls, voice messages, text messages, emails, social networking site postings, instant messages, postings of pictures or information on websites, written letters, gifts or any other communications that are undesired and/or place another person in fear of, or at risk of, physical injury or danger.

NC STATE

Office for Institutional Equity and Diversity
Equal Opportunity and Equity
231 Winslow Hall

May 2017

NC STATE UNIVERSITY



RESOURCES AND REPORTING

Sexual Violence Relationship Violence Stalking

go.ncsu.edu/safe

If You Have Experienced Sexual Violence, Relationship Violence or Stalking

IMMEDIATE STEPS

- Go to a safe place, such as your RA's room, a friend's room or any open office on campus.
- Call someone you trust, such as a friend, family member or survivor advocate. You do not have to go through this alone.
- You may want to preserve evidence. After sexual violence, do not shower until you have considered whether to have a no-cost forensic sexual assault examination at the hospital. Save the clothes you were wearing (unwashed) in a paper or cloth bag. Take photos of any damage or injury and keep communication records.

WITHIN 24 HOURS

- Seek out confidential support. You may want to turn to a confidential advocate or counselor for support and advice. They will talk with you about your options for additional support services and reporting.
- After unwanted physical contact, get medical attention. A medical provider can check for and treat physical injury, sexually transmitted infections and pregnancy. You do not need to make a formal report or press charges to receive medical care.

ANY TIME

- Consider making a formal report. You are encouraged to report to both the police and the Office for Institutional Equity and Diversity's Equal Opportunity and Equity unit. You can decide how much you would like to participate in any investigation process. Reporting to police ensures that the survivor receives appropriate medical treatment and tests. Reporting to both EOE and Police will ensure that the survivor has access to important resources.
- NC State can help. Campus-based resources can help you with changes to your housing, classes, work and more. You do not need to make a formal report or press charges to receive help from NC State.

What is sexual violence?

Sexual violence is contact without consent; for example, rape, sodomy (oral or anal sex), sexual battery (e.g., grabbing breasts, buttocks, private areas, forcible fondling).

What is relationship violence?

Relationship or interpersonal violence occurs when one person in a social relationship of a romantic or an intimate nature uses abuse to maintain power over a partner. Abusive behaviors can be physical or emotional, including but not limited to threats of self-harm or harm to others, pervasive and derogatory name calling, belittling, isolation or engaging in sexual acts while in a dating or domestic relationship when one of the individuals does not consent.

What is stalking?

Stalking is engaging in a course of conduct directed at a specific person, whether in the context of a social or intimate relationship or otherwise, that would cause a reasonable person to feel fear for their safety or the safety of others or suffer substantial emotional distress. Stalking, including cyberstalking, may include, for example, non-consensual communication, including in-person communication or contact, surveillance, telephone calls, voice messages, text messages, emails, social networking site postings, instant messages, postings of pictures or information on websites, written letters, gifts or any other communications that are undesired and/or place another person in fear of, or at risk of, physical injury or danger.

What is consent?

"Consent" means an affirmative decision to engage in sexual activity given by clear action or words. It is an informed decision made freely, willingly and actively by all parties. Behavior will be considered "without consent" if no clear consent, verbal or nonverbal, is given. Consent cannot be procured by physical force, compelling threats, intimidating behavior or coercion. A person cannot give consent if incapacitated as a result of alcohol or drug consumption (voluntary or otherwise), unconscious, unaware or asleep during the act, under the legal age to provide consent, or otherwise lacking the capacity to consent. A lack of protest or resistance is not a valid form of consent. Silence is not a valid form of consent. A prior relationship or prior sexual activity is not sufficient to demonstrate consent. Consent can be revoked or withdrawn at any time, even during a sexual act. If consent is withdrawn, the sexual act is no longer consensual.

Help and Resources

CONFIDENTIAL RESOURCES

Counseling Center, 919.515.2423

2815 Cates Avenue, 2nd Floor

Confidential counseling services 8:00 a.m. - 5:00 p.m. weekdays; after hours on-call services for emergencies or crisis situations 24 hours a day, every day of the year.

Student Legal Services, 919.515.7091

1107 Pullen Hall

Information on all legal options related to sex discrimination and/or gender-based violence.

Student Health Services, 919.515.7107

Women's Health, 919.515.7762

2815 Cates Avenue

On-campus medical services for NC State students.

Faculty and Staff Assistance Program, 866.467.0467

Confidential counseling to help employees, partners and dependent family members cope with personal problems.

ADDITIONAL CAMPUS RESOURCES

Sexual Assault Helpline, 919.515.4444

24/7/365 hotline available to anyone impacted by dating violence, sexual assault, rape, stalking or other forms of gender-based violence.

Women's Center, 919.515.2012

5210 Talley Student Union

Advocacy and support for sexual and relationship violence survivors.

Violence Prevention and Threat Management,

919.513.4224, Administrative Services III, Suite 108

Provides effective intervention in situations that pose or may pose a threat to the safety of the community and safety planning assistance for faculty, staff and students.

PRIVATE RESOURCES

NC State Police, 919.515.3000

NC State Police enforce North Carolina law, investigate crimes, respond to emergencies, patrol university property and provide safety education.

Office for Institutional Equity and Diversity, 919.513.0574
OIED is home to NC State's Title IX coordinator as well as the Equal Opportunity and Equity unit, which investigates complaints, takes reports, offers resources and provides interim measures and accommodations.

Office of Student Conduct, 919.515.2963

The Office of Student Conduct contributes to NC State's educational mission and supports a safe environment conducive to academic excellence.

EXTERNAL RESOURCES

InterAct, 919.828.7740

InterAct, located near campus, is a non-profit United Way Agency that provides services to survivors of domestic violence and rape/sexual assault, including information, short-term counseling, court assistance, support groups, referrals and S.A.F.E. Center accompaniment.

Solace Center, 919.828.3067

The Solace Center, located at InterAct at 1012 Oberlin Road, is a designated area for the forensic examination and treatment of survivors of rape/sexual assault.



Filing a Report or Complaint

WHERE TO FILE

Any person may report alleged misconduct involving acts of interpersonal violence to:

Office for Institutional Equity and Diversity (OIED), Equal Opportunity and Equity for investigation and response at 919.513.0574 or online at go.ncsu.edu/safe. Anonymous reports can be made online at go.ncsu.edu/safe.

NC State Police, 919.515.3000, enforce North Carolina law, investigate crimes and respond to emergencies.

Individuals who have experienced interpersonal violence will receive referrals to appropriate resources, such as advocacy, counseling and/or medical treatment.

Your Rights

You have the following rights:

- **Confidentiality;**

We understand that confidentiality can be particularly important to individuals reporting acts of interpersonal violence. Your confidentiality will be protected in accordance with NC State policies to the extent possible (including any accommodations or protective measures provided to the reporting individual and record-keeping that excludes personally-identifiable information).

Complete confidentiality cannot be guaranteed unless you utilize confidential resources; however, every effort will be made to maintain confidentiality on a "need to know" basis. Certain circumstances may require NC State to override a request for confidentiality to meet its Title IX obligations.

Protective Measures

INTERIM PROTECTIVE MEASURES

As part of NC State's response to a report of sexual discrimination or sexual violence, regardless of whether there has been a request for formal disciplinary or law enforcement action, NC State must provide interim measures or offer accommodations to address issues that impact the reporting party and accused party's educational, living or work environments. These interim measures can often be put in place very quickly, prior to the resolution of any report or a criminal proceeding. Examples of interim measures and accommodations available include "no-contact" orders, changes in work schedules, job assignments or class schedules, access to counseling or other NC State resources, legal resources and support, academic support services, housing relocation, assistance in addressing off-campus living or withdrawing from courses without penalty.

CIVIL PROTECTION

You may seek a civil "no-contact" protective order (known as a 50C order). These orders are for a determined period of time, and you may have to petition the court to have the time extended. A civil no-contact order (also known as a 50C order), is a court order that aims to protect you from unwanted sexual conduct or stalking by someone with whom you do not have an intimate or familial relationship (such as an acquaintance, co-worker, neighbor or stranger). For further information, students may contact Student Legal Services.

CRIMINAL PROTECTION

If you had a personal relationship with the perpetrator, you may be able to seek a domestic violence protective order (also known as a 50B order). A domestic violence protective order can help you by ordering the assailant not to assault, threaten, abuse, follow, harass or interfere with you or your children either in person, at work, on the telephone or by other means. For further information, students may contact Student Legal Services or the NC State Women's Center.

Title IX Coordinator – Dr. Linda McCabe Smith

Vice Provost for Institutional Equity and Diversity
Office for Institutional Equity and Diversity
June 2017

NC STATE

- **Non-retaliation;**

NC State or any officer, employee or agent of NC State may not retaliate, intimidate, threaten, coerce, or otherwise discriminate against any individual for exercising his or her rights or to utilize the institution's procedures for reporting interpersonal violence.

- **To be informed** of all reporting options, including an explanation of the procedures for making reports of misconduct against a student or an employee;
- **To pursue criminal charges and/or a university action;**
- **To receive reasonable interim protective measures and accommodations**, including but not limited to "no contact orders" and changes to academic, living, transportation and working situations;
- **To receive information** on all available resources;
- **To receive an explanation of applicable charges** from NC State Police and/or Student Conduct;
- **To have all reports of interpersonal violence investigated** by the Office for Institutional Equity and Diversity or NC State Police (or other university officials as may be appropriate);
- **To be free from harassment, intimidation and retaliation** from the respondents and others;
- **To be a witness in the investigation and/or disciplinary process;**
- **To not have your sexual history discussed** during the investigation and/or any hearing;
- **To be informed of the outcome** of the investigation and any related hearing to the extent allowed under state and federal law and NC State policies.

**NORTH CAROLINA STATE UNIVERSITY
INTERNAL AUDIT DIVISION**



Photo by Nancy Burgart

**AUDIT PLAN
FISCAL YEAR 2019**

**NCSU Internal Audit Division
Fiscal Year 2019 Audit Plan**

Audit Area Audit Title	Audit Objective
University-wide Title IX Governance Processes	Assess the effectiveness of the processes governing and ensuring Title IX compliance
University-wide Hiring Process - Controls to Prevent Unallowable Hires	Review the effectiveness of the University's hiring process controls to prevent unallowable hires such as persons trespassed from the University or flagged as "Do Not Hire" due to prior disciplinary actions
University-wide Grant Expenses at Award End	Test financial expenditures at the end of federal grant awards for allowability, allocability, reasonableness, compliance with applicable regulations and provisions of the award agreements
University-wide Corrective Actions for National Science Foundation (NSF) Audit	Perform follow-up activities on all audit issues reported in the NSF external audit
Office of Finance and Administration – Facilities Small Construction Contract Award Process	Review Facilities small construction contract awards for favoritism or conflict of interest
Office of Finance and Administration - Environmental Health and Public Safety – Security Applications and Technology (SAT) Services Physical Access Services	Assess services for granting, revoking, and managing the physical access for campus locations supported by SAT

College of Agriculture and Life Sciences (CALS) - Cooperative Extension Services (CES) Business Process Governance	Assess the effectiveness of CALS governance and business process guidance provided to CES offices
College of Humanities and Social Sciences - Institute for Nonprofits Business Processes	Evaluate effectiveness and efficiency of business processes and compliance to federal, state, and University requirements
College of Sciences (COS) General Information Technology (IT) Controls	Evaluate governance over processes and procedures that apply to the overall COS IT operations

Fiscal Year 2018 Engagements In Progress on July 1, 2018

The Audit Plan includes estimated time for engagements that we anticipate will still be in progress as of July 1, 2018.

Investigations

The Audit Plan includes estimated time for analysis of allegations reported through the Internal Audit Division Hot Line, the Office of the State Auditor Hot Line, or other internal and external sources and subsequent investigation.

Prior Year's Follow-up Audits

The Internal Audit Division performs follow-up activities on all audit issues reported by our office or the Office of the State Auditor. As of March 9, 2018, we will follow up on corrective actions for issues noted in the following audit reports in fiscal year 2019:

Campus Enterprises - NCSU Dining Timesheet Investigation – Follow-up

Campus Enterprises - University Dining Vendor Processes Fraud Risk – Follow-up

College of Agriculture and Life Sciences – Business Processes - Follow-up

User Controls Over Ultra-Sensitive Data – Follow-up

Consulting	Internal Audit Division is consulting with
2017 Office of State Auditor Information Technology General Controls Audit	The Office of Information Technology Security and Compliance to facilitate the Office of State Auditor's audit of NCSU's Information Technology general controls. The State Auditor's audit includes review of Internal Audit Division Information Technology audit reports.
College of Agriculture and Life Sciences - Integrated Pest Management Research	The Integrated Pest Management - Research management regarding an issue with non-compliance with University policy on compensation
Implementation of Accounts Payable Vendor Management System Application	The University Controller's Office on their implementation of a vendor management system application
University Compliance and Integrity Initiative	The University Compliance Steering Committee, the Compliance Officials Working Group, the Compliance Manager, and the Deputy General Counsel to enhance University-wide compliance activities by increasing collaboration and expanding reporting opportunities for students, faculty, and staff that have ethical or compliance related concerns
Various Minor Consulting Activities	Time is allowed on the Audit Plan for consulting activities lasting less than 1 hour and up to 3 days
Special Assignments	
National Institute of Standards and Technology (NIST) 800-171 Compliance Steering Team	Internal Audit Division is providing advisory and consulting services to the Office of Research, Innovation and Economic Development, Office of Finance and Administration, Office of General Counsel, and Office of Information Technology as they develop a collaborative compliance process to assist the University in achieving its research goals while maintaining compliance with NIST 800-171 "Protecting Controlled Unclassified Information in Nonfederal Information Systems and Organizations" and NIST 800-53 "Security and Privacy Controls for Federal Information Systems and Organizations". The goal is to raise awareness of research compliance, provide compliance educational opportunities, assess the impact of compliance, and create and provide quality resources that will optimize compliance activity.

Research Administration Systems Replacement - eRA (electronic Research Administration)	Assistant Director is providing advisory and consulting services to the Office of Research, Innovation and Economic Development and the Office of Finance and Administration in their replacement of legacy systems used for electronic research administration activities.
Information Technology (IT) Governance Committees	Chief Audit Officer & Director, Assistant Director and Audit Staff are providing objective, independent input to various IT governance committees for ensuring that changes, new directions, and planning are done in a coordinated and collaborative fashion.
Continuous Risk Assessment and Audit Planning	
All team members visit faculty and staff across the University throughout the year to discuss their units' strategic plans, goals, and risk posture. This includes new and on-going activities related to their academic, research, and outreach missions and potential concerns or emerging risks to both strategic and tactical goals at the unit and University level. This process supports the identification of potential audit and consulting engagements and is used as an objective tool in the development of our Annual Audit Plan.	

NCSU Internal Audit Division

Continuous Risk Assessment and Audit Planning Process

Audit Risk Universe

Current best practices relating to development of the audit universe contend that a risk-based internal audit function considers all risks that affect their enterprise, not just the "auditable risks." Specifically, at NCSU, this broader concept of the audit universe begins with the core elements of the NC State Mission: academics, research, and engagement. The NC State Internal Audit Division (IAD) identifies three integral activities necessary for the achievement of our mission:

- 1) Governing – performed by our University leadership team and the Board of Trustees who set the direction and ethical expectations for University constituents
- 2) Doing – performed by our faculty, engagement agents, and staff around the globe
- 3) Supporting – performed by University units through various processes and practices carefully designed to manage risk and ensure the University meets its goals, objectives, and requirements

Risks to these mission-critical activities and the ways in which risks are mitigated are the focus of our continuous Risk Assessment (RA) Process that leads to the development of our Audit Risk Inventory and Audit Plan. (See Audit Risk Universe, page 8).

Continuous Risk Assessment Process

IAD continuously performs risk assessment activities across the Audit Risk Universe to identify areas of high risk to the University "enterprise" in relation to achieving both its strategic and tactical goals and objectives. The RA process is at the core of our audit and consulting engagements and is used as an objective tool in the development of our risk-based Audit Plans. We use our Audit Risk Inventory to compile and track risk exposures to the University's governance, operations, and information systems that relate to components such as the:

- Reliability and integrity of research, financial, and operational information
- Effectiveness and efficiency of operations
- Safe-guarding of assets
- Compliance with University and UNC System policy
- Compliance with legal, regulatory, and contractual obligations
- Detection and prevention of fraud
- Effectiveness of information technology security and compliance

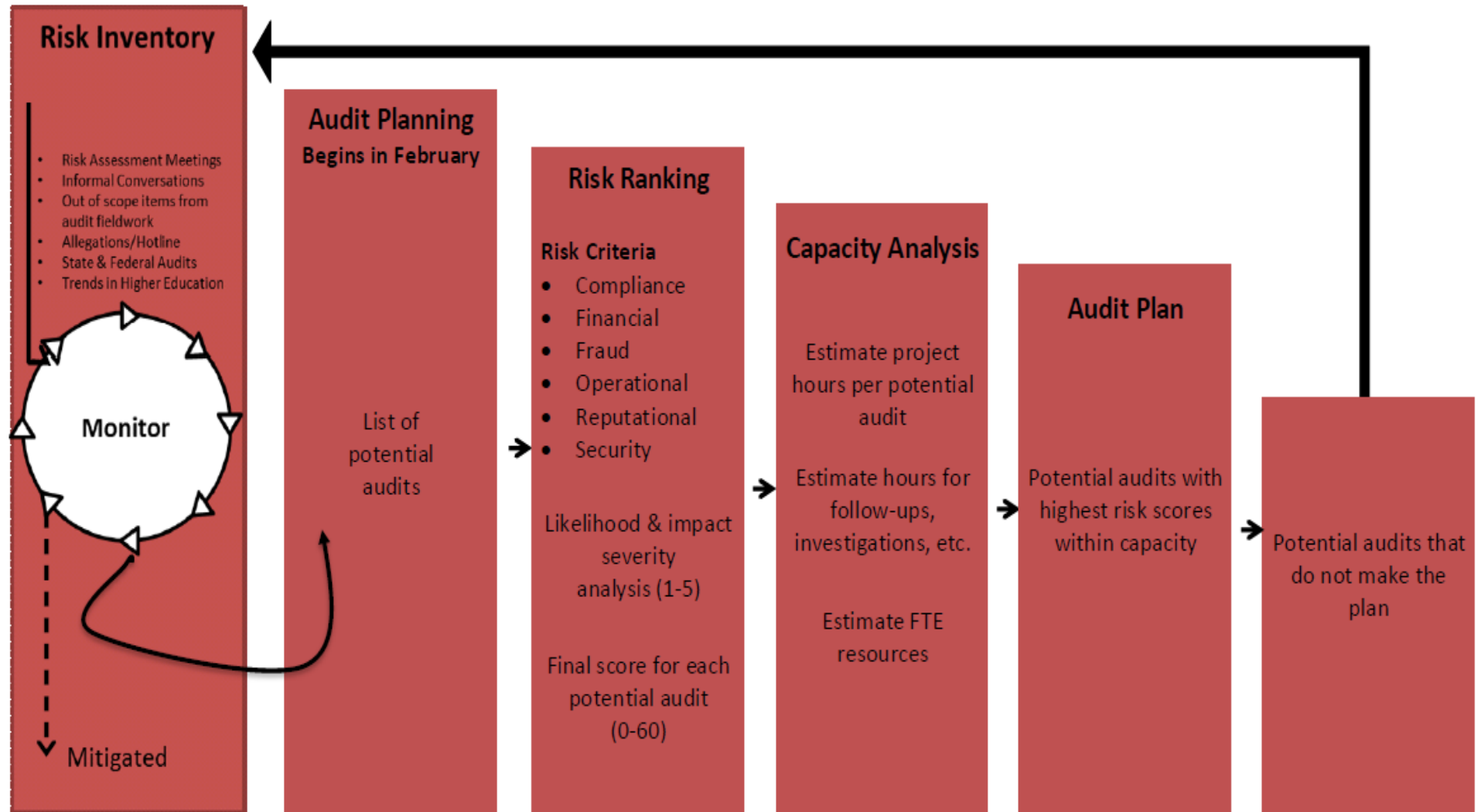
Audit Plan Development

All objective and subjective information and data gathered through our continuous RA process is analyzed when received and at weekly RA staff meetings. This on-going analysis process allows IAD to determine areas that may need immediate attention, areas that are potential near-term or future audits, and areas that we will continue to watch and monitor through our process.

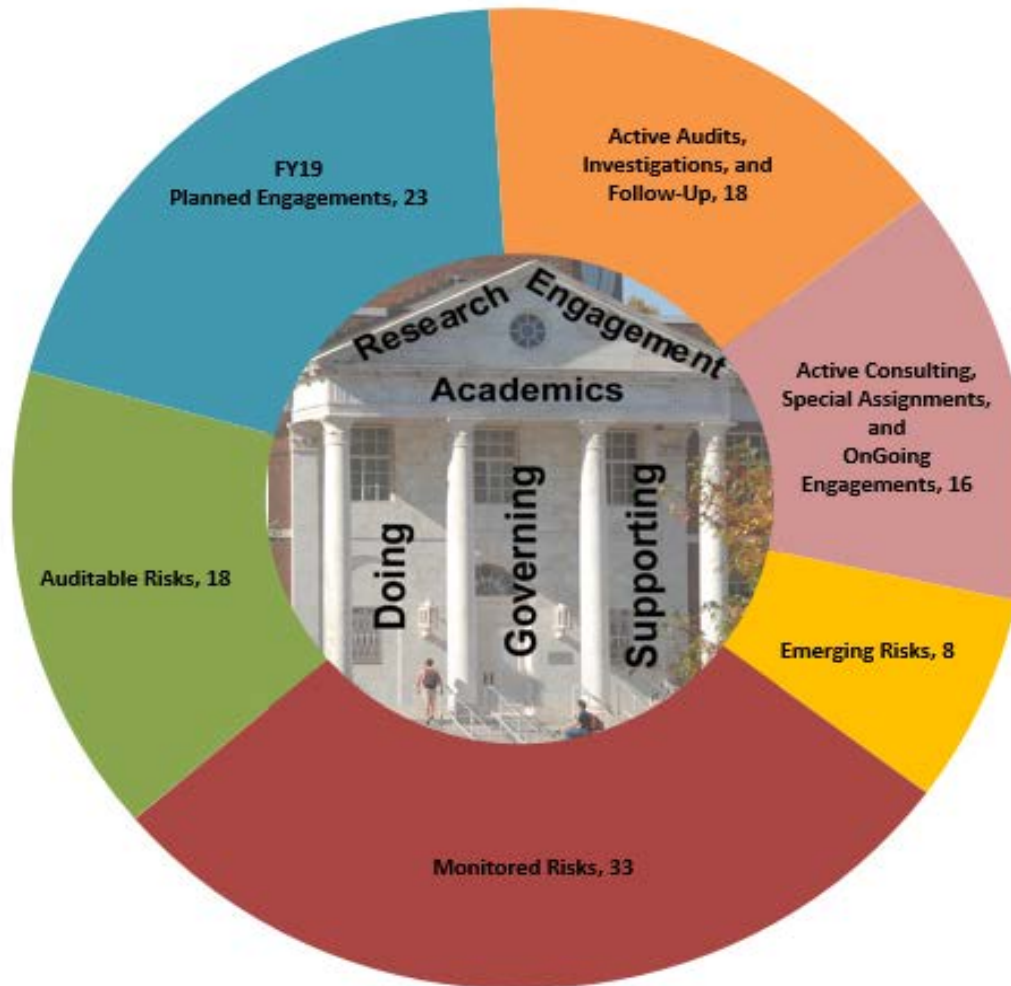
Our Audit Plan reflects the results of our continuous assessment and analysis process as of the end of the first quarter of each calendar year. Each year's Plan is presented for approval at the regularly scheduled April meeting of the NC State Board of Trustees and is implemented at the start of the new fiscal year on July 1. (See Risk Inventory and Audit Plan Development, page 7).

Risk Assessment and Audit Planning Process

Continuous Risk Inventory and Audit Plan Development



NCSU Internal Audit Division
Continuous Risk Assessment and Audit Planning Process
Audit Risk Universe as of March 13, 2018



NCSU Internal Audit Division Staff Bios

Chief Audit Officer & Director

Cecile M. Hinson, CCEP, CFE, CISA

Cecile joined the Internal Audit Division in February 2001. Prior, she worked for Lockheed Martin and PricewaterhouseCoopers, LLP, in the areas of financial, operational, and information technology auditing. Cecile received her Bachelor of Science in Business with an emphasis in Accounting from Meredith College. She is a Certified Compliance and Ethics Professional (CCEP), a Certified Information Systems Auditor (CISA) and a Certified Fraud Examiner (CFE). She is also a graduate of the NC State Equal Opportunity Institute and holds an Information Technology Audit Certificate from the MIS Training Institute.

Assistant Director

Nancy L. Burgart, CFE, CISA

Nancy re-joined the Internal Audit Division in October 2010 after working as an IT Compliance Auditor in the NC Office of the State Chief Information Officer. Nancy began her career at NC State in August 1994 and worked in various departments across campus, including Telecommunications, NCSU Libraries, and Internal Audit. Nancy has a Bachelor of Science in Accounting from East Carolina University. She is a Certified Information Systems Auditor (CISA) and a Certified Fraud Examiner (CFE).

Staff

Neil Holloway, MBA, CFE, CGFM, PMP

Neil joined the Internal Audit Division in February 2015. Previously, he worked as a financial management consultant for IBM and an auditor for the U.S. Department of Defense, Office of the Inspector General. Neil earned his Bachelor of Science in Accounting from Juniata College in 2007. He earned his Master of Business Administration (MBA) from NC State in 2017. He is a Project Management Professional (PMP), a Certified Government Financial Manager (CGFM), and a Certified Fraud Examiner (CFE).

Frank J. Dziepak, CIA, CFE

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

M'Shiela R. Hawthorne, CFE

M'Shiela joined the Internal Audit Division in December 2014. She has over 20 years of accounting experience in various industries including the military. M'Shiela has a Bachelor of Science Degree in Accounting with a concentration in Internal Audit from NC State University. She is a Certified Fraud Examiner (CFE). M'Shiela is in pursuit of a Certified Internal Auditor (CIA) certification.

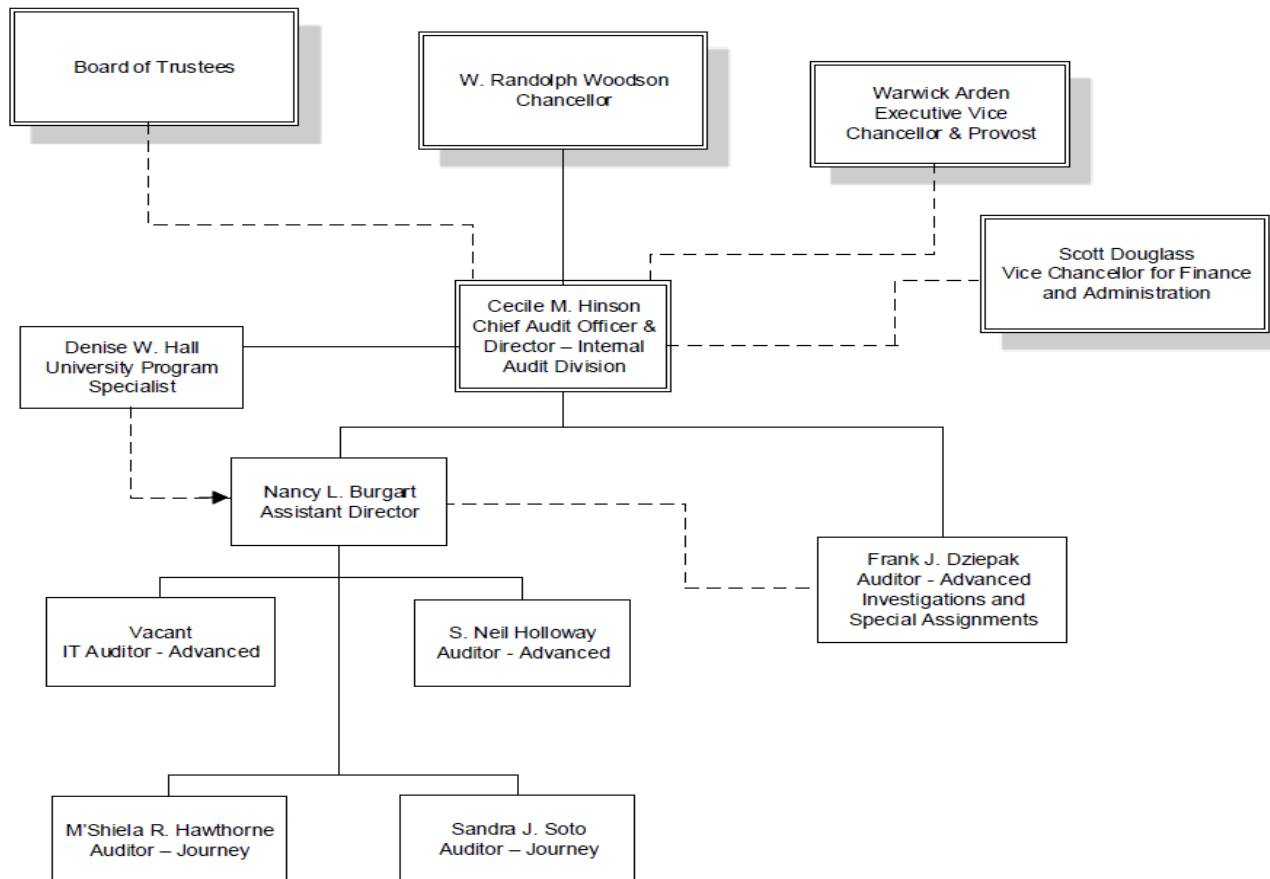
Sandra J. Soto, CFE

Sandra joined the Internal Audit Division in December 2017. She has over 20 years of accounting experience in various industries. Sandra graduated with honors and has a Bachelor of Science Degree in Accounting with a concentration in Internal Audit from NC State University. She is currently enrolled in the MBA program at NC State. Sandra is a Certified Fraud Examiner (CFE). She is also trilingual, speaking English, Spanish and French.

Denise W. Hall

Denise joined the Internal Audit Division in September 2012. Prior, she worked for the Office of General Counsel on the NC State campus as an Administrative Assistant. Denise is a Certified Paralegal and a graduate of the NC State Equal Opportunity Institute.

**NCSU Internal Audit Division Organization Chart
January 10, 2018**



Last Updated 1/10/2018

Review of Audit Reports - University Associated Entities
Audit, Risk Management and Finance Committee
North Carolina State University
June 30, 2017

4.3B

	Total Net Assets June 30, 2017 In 000's	Unqualified Audit Opinion	Management Letter	Signed Operating Agreement
INVESTMENT ENTITY:				
NC State Investment Fund, Inc.	\$ 1,059,431	Yes	No	Yes
FUNDRAISING ENTITIES:				
The North Carolina Agricultural Foundation, Inc.	161,599	Yes	No	Yes
NC State Engineering Foundation, Inc.	113,037	Yes	No	Yes
North Carolina State University Foundation, Inc.	382,788	Yes	No	Yes
NC State Executive Education, LLC (a, b, c)	(156)	N/A	N/A	Yes
North Carolina Tobacco Foundation, Inc.	9,757	Yes	No	Yes
NC State Natural Resources Foundation, Inc.	34,930	Yes	No	Yes
North Carolina Veterinary Medical Foundation, Inc.	75,982	Yes	No	Yes
North Carolina State University College of Sciences Foundation, Inc.	23,207	Yes	No	Yes
NC State University Alumni Association, Inc.	37,834	Yes	No	Yes
NCSU Student Aid Association, Inc.	81,136	Yes	No	Yes
Wolfpack Club Student Housing Foundation, LLC (a, f)	-	N/A	N/A	N/A
North Carolina Textile Foundation, Inc.	45,429	Yes	No	Yes
SOCIAL CLUB ENTITIES:				
North Carolina State University Club (d)	6,672	Yes	No	Yes
The NC State Alumni Club, Inc.(d)	176	Yes	No	Yes
OTHER ENTITIES:				
NC State University Partnership Corporation	66	Yes	No	Yes
Leaders in Innovation and Nonwovens Commercialization, LLC (a, e)	5,637	N/A	N/A	Yes
NC State University Centennial Development, LLC (a, e)	17,283	N/A	N/A	Yes
NC State Upfit, LLC (a, e)	2	N/A	N/A	Yes
Bell Tower Holdings LLC (a, e)	-	N/A	N/A	Yes
NC State CBC Land I, LLC (a, e)	12	N/A	N/A	Yes
NC State CC Holdings I, LLC (a, e)	56	N/A	N/A	Yes
Wolfpack Investor Network, LLC (a, e)	3	N/A	N/A	Yes

(a) LLC's are wholly owned by aforementioned entity

(b) Net Assets also included in NCSU Fdn Total Net Assets

(c) Operating Agreement is between LLC and NC State University Foundation

(d) December 31 year end; numbers are as of December 31, 2016

(e) Operating Agreement is between LLC and NC State University Partnership Corporation

(f) Entity dissolved on 2/28/2017

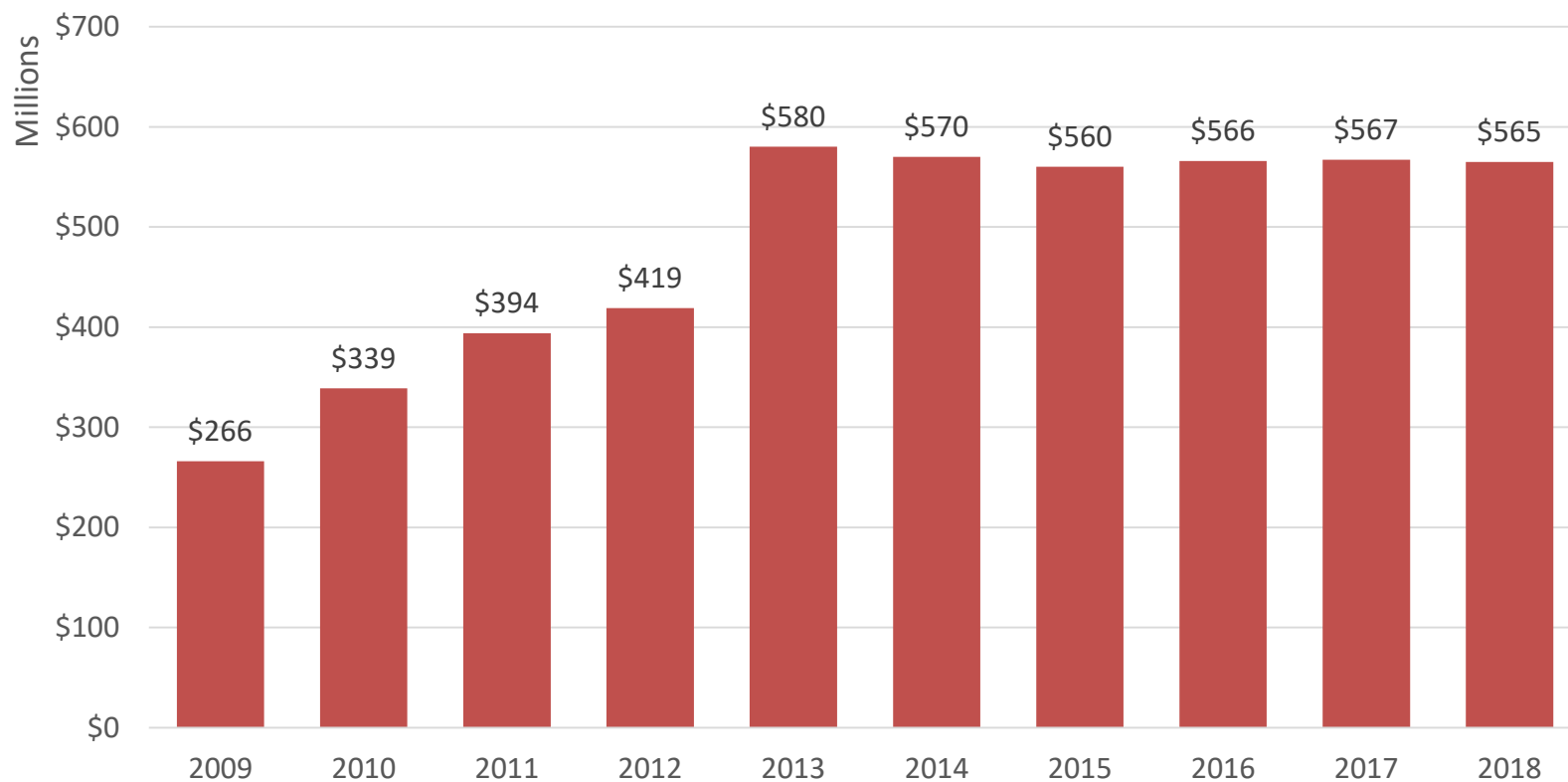
N/A - Not applicable

University Debt Update

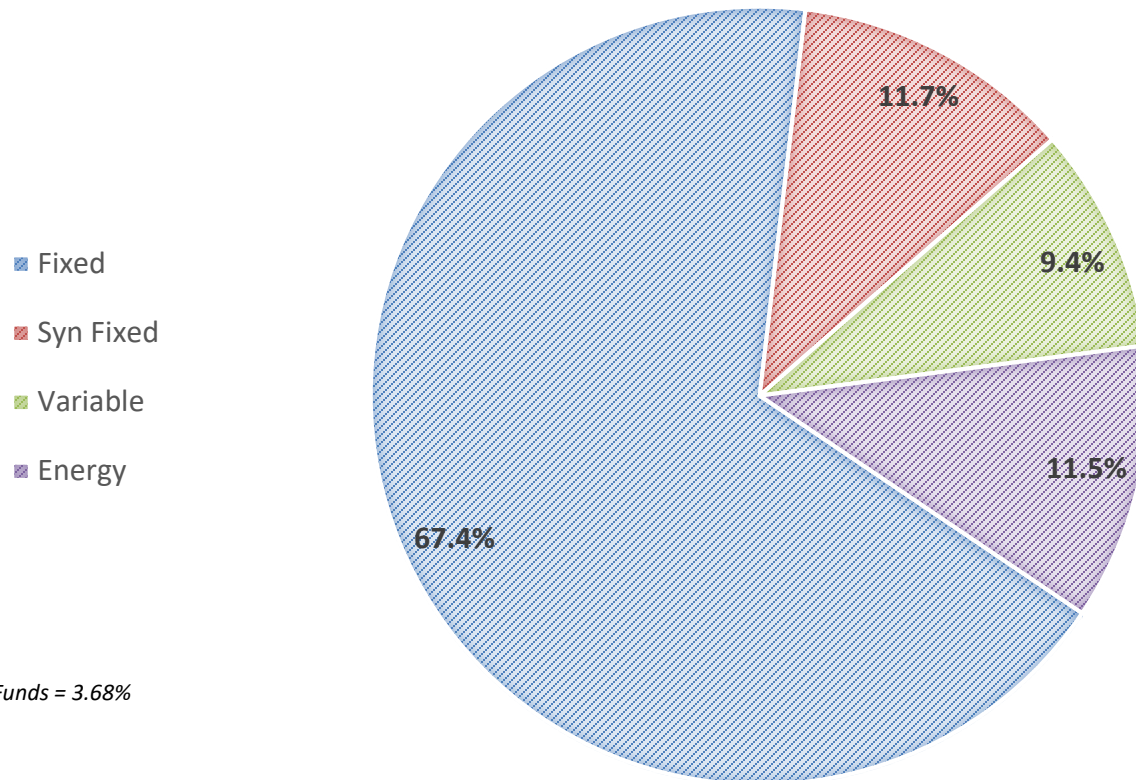
North Carolina State University
Audit, Risk Management and Finance Committee
April 19, 2018

Lori Johnson
Senior Director
Strategic Debt and Financial Management

Debt Outstanding 10 year history

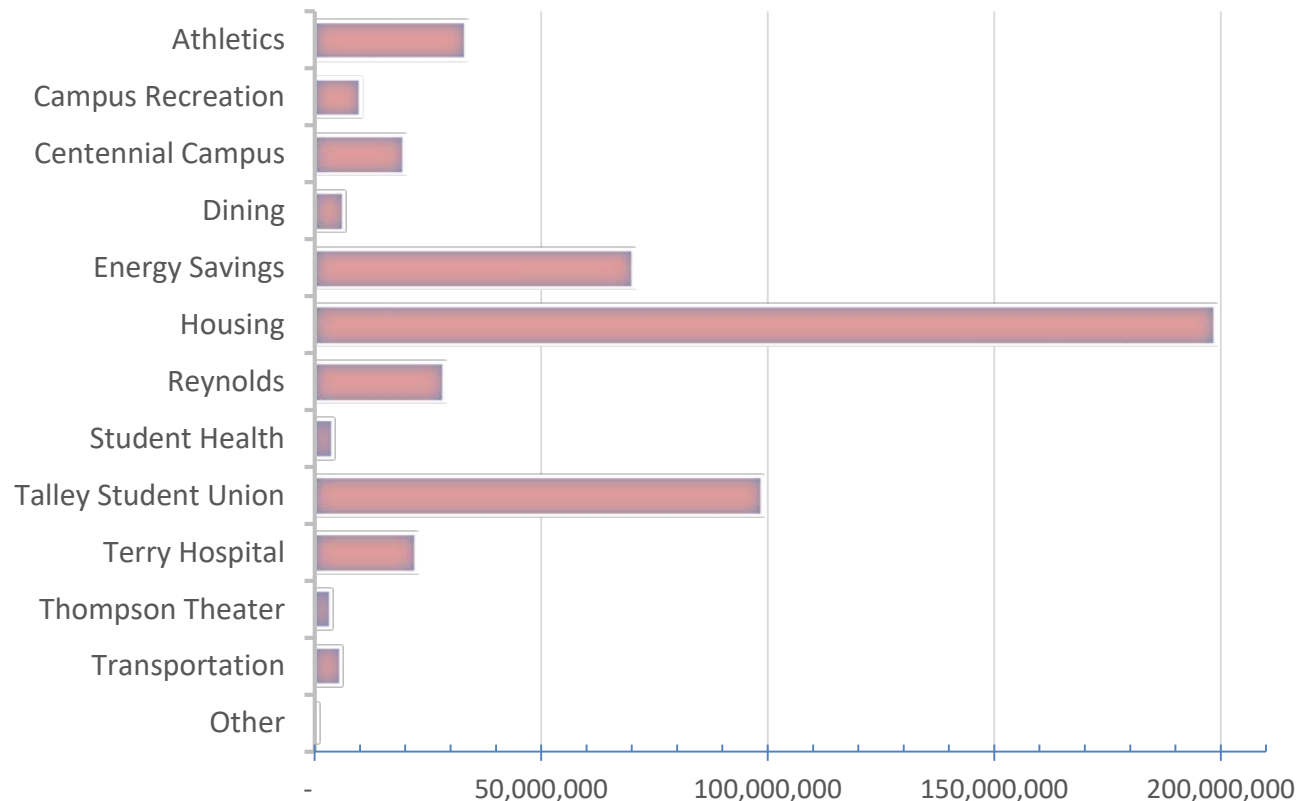


Debt Outstanding by Type June 30, 2018



FY2017 Cost of Funds = 3.68%

Debt Outstanding by Purpose June 30, 2018



Upcoming Borrowing

(Estimates as of March, 2018)

Project	Cost (millions)	Debt (millions)	Date	Source of Repayment
Carmichael Renovation	\$45	\$38	2019 or 2020	Student Fees
Engineering Oval	\$154	\$20-40* \$17	2019 or 2020	Gifts Energy Savings
Plant Sciences	\$160	\$16-18*	2019 or 2020	Gifts

Commercial Paper is used during the design and construction phase to reduce borrowing costs. It is anticipated that we will borrow permanently in 2019 or 2020 for these projects depending on pledge receipts and construction cash needs.

* Amount dependent on timing and amount of pledge receipts

Tax Cuts and Jobs Act of 2017

- Final Bond Provisions
 - Eliminated advance refunding
 - Corporate tax rate reduced to 21%
 - Corporate AMT eliminated
- Early Impact
 - Deal volume is down, too early to tell if corporate investor interest will change
 - Margin rate factor adjustment increased interest rate on series 2015
 - $1-21\% / 1-35\% = 1.21538\%$ (22% increase in rate)

Tax Cuts and Jobs Act of 2017

- Options going forward
 - Renegotiate rate on 2015 privately placed debt
 - Refund 2015 series
 - Use shorter no-call periods when issuing fixed
 - Issue more variable rate debt instead of fixed
 - Issue shorter termed bonds
 - Issue taxable debt

Private Use and the State of North Carolina

- Beginning with the NC Connect Bond series
 - No private use in that portion of building funded with State of NC tax-exempt debt
 - Agreement required prior to disbursement of funds
 - Annual report required detailing all private use
- Private use can arise from:
 - Leases, naming rights, research agreements, management contracts, other “beneficial use” agreements
 - Governmental bonds have a 10% private use limit

RatingsDirect®

North Carolina State University at Raleigh, North Carolina; CP; Public Coll/Univ - Unlimited Student Fees

Primary Credit Analyst:

Jessica A Matsumori, San Francisco (1) 415-371-5083; jessica.matsumori@spglobal.com

Secondary Contact:

Phillip A Pena, San Francisco (415) 371-5039; phillip.pena@spglobal.com

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Rationale

Outlook

Enterprise Profile

Financial Profile

North Carolina State University at Raleigh, North Carolina; CP; Public Coll/Univ - Unlimited Student Fees

Credit Profile

North Carolina St Univ at Raleigh ICR

<i>Long Term Rating</i>	AA/Stable	Affirmed
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The Brd of Governors of the Univ of North Carolina, North Carolina

North Carolina St Univ at Raleigh, North Carolina

University of North Carolina Brd of Governors (North Carolina St Univ at Raleigh) var rate gen rev bnds ser 2003B

<i>Long Term Rating</i>	AA/A-1+/Stable	Affirmed
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Univ of North Carolina Brd of Governors (North Carolina St Univ at Raleigh) ser 2005A, 2003A, 2002B, 2002C

<i>Long Term Rating</i>	AA/Stable	Affirmed
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Univ of North Carolina Brd of Governors (North Carolina St Univ at Raleigh) (CP)

<i>Short Term Rating</i>	A-1+	Affirmed
--------------------------	------	----------

Rationale

S&P Global Ratings affirmed its 'AA' long-term rating and underlying rating (SPUR) on North Carolina State University at Raleigh's (NC State) existing revenue bonds. In addition, we affirmed our 'A-1+' short-term rating on the university's outstanding commercial paper (CP) notes. The outlook, where applicable, is stable.

We assessed NC State's enterprise profile as very strong, characterized by solid demand metrics, excellent retention, good student quality, and a capable management team. We assessed the university's financial profile as very strong, characterized by robust financial performance and good financial policies offsetting a moderately high debt load and modest financial resources for the rating. Combined, we believe these credit factors lead to an indicative stand-alone credit profile of 'aa' and a long-term rating of 'AA'. The short-term rating is based on the ample liquidity provided by UNC-Chapel Hill to pay the purchase price of CP notes if they are not remarketed.

More specifically, the ratings are supported by our view of the university's:

- Role as North Carolina's land-grant university and one of two comprehensive research institutions in the 17-campus University of North Carolina (UNC) System;
- Stable enrollment, coupled with highly competitive admissions at both the undergraduate and graduate levels;
- Good financial management, as evidenced by past solid operating performances; and
- Historically healthy funding for operations and capital from North Carolina.

In our opinion, partly offsetting credit factors include the university's:

- Low financial resources for the rating category, with adjusted unrestricted net assets (UNA) of \$368.4 million as of

June 30, 2017, accounting for 22% of adjusted operating expenses and 64% of total debt; and

- Growing endowment of \$1.12 billion, as of fiscal year-end 2017, most of which is restricted.

The university's outstanding general revenue bonds are payable from, and secured by, available funds of the university. The available funds pledge includes a broad range of university funds, which we consider to be equivalent to the university's unlimited student fee pledge.

North Carolina State University at Raleigh was established in 1887 as a land-grant institution by the North Carolina General Assembly. Today, it is a comprehensive research university organized into 10 schools and colleges spread across the 2,100-acre campus. The university offers programs in agriculture and life sciences, design, education, engineering, humanities and social sciences, management, natural resources, sciences, textiles, and veterinary medicine and is currently the largest four-year institution in the UNC System.

Outlook

The stable outlook reflects our expectation that, during the next two years, the university's financial performance and demand for programs will remain healthy, and financial resources will remain slightly below average for the rating category.

Downside scenario

We could consider a negative outlook if financial resources ratios were to decline significantly relative to current levels, based on the university's capital plans that it expects to fund with additional debt, or if there was a trend of weakened operating results.

Upside scenario

A higher rating would require a significant increase in financial resource ratios levels and continuation of solidly positive operating performance, coupled with the maintenance of stabilized state appropriations.

Enterprise Profile

Industry risk

Industry risk addresses the higher education sector's overall cyclical and competitive risk and growth by applying various stress scenarios and evaluating barriers to entry, levels and trends of profitability, substitution risk, and growth trends observed in the industry. We believe the higher education sector represents a low credit risk when compared with other industries and sectors.

Economic fundamentals

In our view, the university's geographic diversity is limited by the board of governors' policy requiring an 18% cap on non-residents at the undergraduate level. As such, our assessment of NC State's economic fundamentals is anchored by the state of North Carolina's gross domestic product (GDP) per capita.

Market position and demand

NC State is the largest university in the UNC System with approximately 34,400 students enrolled. Enrollment has been relatively flat over the past six years, and for the fall 2017 semester, total headcount was 34,432, a 1.4% increase from the previous year. Graduate enrollment has become a somewhat larger portion of enrollment in recent years and accounted for 30% of total students for fall 2017, up from 27% in fall 2010. Management anticipates enrollment will remain stable for the near future, though the graduate student population may continue to grow.

First-year applications totaled 26,733 in fall 2017, a 2.2% increase from the previous year. In fall 2016, the university adopted the common app, when applications increased by nearly 25%. The university's selectivity ratio in fall 2017 was 50.8%, compared with 47.0% and 49.8% for fall 2016 and fall 2015, respectively. A solid 34.8% matriculated for fall 2017, about as many as in fall 2016. Management reports that out-of-state applicants have increased, although the Board of Governors policy dictates that they represent less than 18% of the first-year class. Student quality, as measured by standardized test scores, is above average, with SAT scores of 1,302 for fall 2017. First-year retention rates are also excellent at approximately 94%, and graduation rates remain well above the public university national average. For the 2017-2018 academic year, undergraduate tuition and fees for state residents is \$9,058 and for out-of-state students is \$27,406, which we consider modest compared to peers. Next year, tuition will be frozen for those resident undergraduate students staying a contiguous eight semesters.

Graduate admissions are also highly competitive. For fall 2017, the university received 15,049 applications for admission and selected a low 25.9% of those applicants. Fall 2017 was the first year that a residency requirement for first-year students was instituted, with 98% occupancy for University Housing.

A major strategic initiative at the university is fundraising. The alumni participation rate remains low at around 12%. The university completed a successful capital campaign in 2008, under which it raised \$1.37 billion. We understand it launched the public phase of its "Think And Do the Extraordinary" capital campaign in October 2016. The goal of the campaign is \$1.6 billion, with funds geared toward the university endowment, programs and professorships, and scholarships. The campaign is expected to conclude in December 2021 and management reports \$1.16 billion in pledges have been received to date.

Management

The NC State Board of Trustees comprises 13 members--eight of whom are elected by the UNC Board of Governors, four of whom are appointed by the governor, and one who is the president of the student government (ex-officio). The board's purpose is to advise on matters pertaining to the university and to serve as advisers to the chancellor. Certain responsibilities of the board involve approvals as delegated by the UNC Board of Governors.

We view positively the continued progress on the strategic plan, which improves efficiencies and reallocates resources at both the academic and operational level. In addition, we view positively management's conservative budgeting practices. Recent changes in management include new deans, but executive management is stable. Given the strength of the current management team and strong policies and plan already in place, we expect a smooth transition.

Research

NC State's campus includes a central campus; the Biomedical Centennial Campus; and Centennial Campus, a 1,334-acre research and technology-transfer park that includes corporate and government research, as well as

development centers and business incubators. The university, along with the UNC-Chapel Hill and Duke University, constitute the backbone of the Research Triangle. Research Triangle is a world-leading research development park, which we believe provides long-term stability to the university's role. In our opinion, the university conducts a high level of research for an institution without a medical school. For fiscal 2017, 19% of revenues were generated from grants and contracts, the largest contributor of which is the National Science Foundation. The university's indirect cost recovery rate is 52%.

Financial Profile

Financial management policies

The university has formal policies for endowment, investments, and debt. It operates according to a 10-year strategic plan and has an unwritten reserve liquidity policy. The university meets standard annual disclosure requirements. The financial policies assessment reflects our opinion that, while there may be some areas of risk, the organization's overall financial policies are not likely to weaken its future ability to pay debt service. Our analysis of financial policies includes a review of the organization's financial reporting and disclosure, investment allocation and liquidity, debt profile, contingent liabilities, and legal structure and a comparison of these policies to comparable providers.

Financial performance

Operations have historically been robust with positive operations on a full-accrual basis being another key credit factor. The trend of positive operations continued in fiscal 2017 with a 2.9% adjusted net operating margin, which is comparable to prior years. Total net assets for fiscal 2016 were \$2.05 billion. Expense cuts, as well as increased tuition revenue resulted in surplus operations on a Generally Accepted Accounting Principle (GAAP) basis in fiscal years 2010 through 2016. Adjusted net income before capital appropriations and additions to endowment totaled \$46.2 million in fiscal 2017. Management has shared that operations are expected to continue to produce a healthy surplus, though margins may be thinner than prior years due to growth in instructional expenses. Management anticipates its future performance will modestly improve over time but that it will generally be in line with fiscal 2017 results.

State appropriations continue to grow and were \$506 million in fiscal 2017 with \$512.0 million anticipated for fiscal 2018. Capital appropriations have historically been modest and were \$6.1 million in fiscal 2017 and are expected to be \$9.0 million in fiscal 2018.

Available resources

The university's financial resources have been improving but remain low for the rating category, in our opinion. Adjusted UNA totaled \$368.4 million as of June 30, 2017, equal to just 21.9% of adjusted operating expenses and 64.3% of total debt.

Total market value for the NC State associated entities and the university endowment fund was \$1.12 billion as of fiscal year-end 2017. Management attributes the increase in 2017 to successful fundraising as part of its capital campaign as well as solid investment returns of 12.07% for the year. The majority of the university's endowments are pooled into the North Carolina State Investment Fund (NCSIF). About 90% of these funds are managed by the UNC Management Co. Inc. Annual distributions are about 5% of the average market value of the endowment during the previous 20 quarters. NC State has sufficient liquidity as part of its long-term investment portfolio, in our view.

Operating funds are generally invested in the state treasurer's investment fund, which provides same-day funds, and to a lesser degree, in NC State investment Fund's Intermediate Term Fund.

Debt and contingent liabilities

As of fiscal year-end 2017, the university has approximately \$573.1 million in total debt outstanding. Of the \$573.1 million, \$448.1 million are revenue bonds secured by a pledge of available funds. We view the self-supporting nature of the general revenue bonds and internal policy of 1.2x debt service coverage (per project) as positive and believe they help mitigate some of the risk associated with the large overall debt level. A majority of the university's debt is fixed rate with about \$103.0 million in variable-rate debt, a portion of which is synthetically fixed.

The university's series 2003B bonds are variable rate demand bonds supported by a standby bond purchase agreement with Wells Fargo Bank (not rated by S&P Global Ratings) that expires in 2020. The series 2008A were refunded in November 2015 and the university entered into a direct-placement loan with BB&T Bank (monthly rate). Additionally, the university entered into a \$50 million direct-placement loan with PNC in 2017. We have reviewed the terms of the loans and view them as on parity with general revenue bonds, which means there are no additional rate covenants, immediate acceleration, or cross-defaults as is stipulated in the general trust indenture. The university has an adopted debt and swap management policy, and it actively manages the swap portfolio internally. Involuntary termination risk for the university is remote, in our view, due to the very broad ratings trigger spread between its current rating and the event of default. The university does not plan to issue any further debt until 2019 or 2020, when they may issue up to \$115 million.

Table 1

North Carolina State University at Raleigh*: Enterprise And Financial Statistics						
Enrollment and demand	--Fiscal year ended-- June 30--					--Medians for 'AA' rated Public Colleges & Universities--
	2018	2017	2016	2015	2014	2016
Headcount	34,432	33,956	34,015	33,989	34,009	MNR
Full-time equivalent	30,954	30,329	29,874	29,937	29,864	32,506
Freshman acceptance rate (%)	50.80	47.00	49.80	51.40	46.90	69.30
Freshman matriculation rate (%)	34.80	34.40	40.30	41.90	41.10	MNR
Undergraduates as a % of total enrollment (%)	70.10	66.10	66.00	67.40	68.00	77.70
Freshman retention (%)	N.A.	93.80	93.70	93.00	92.60	86.00
Graduation rates (six years) (%)	N.A.	76.00	76.00	N.A.	N.A.	MNR
Income statement						
Adjusted operating revenue (\$000s)	N.A.	1,553,792	1,559,235	1,508,039	1,449,841	MNR
Adjusted operating expense (\$000s)	N.A.	1,507,568	1,530,726	1,452,024	1,375,947	MNR
Net adjusted operating income (\$000s)	N.A.	46,224	28,509	56,015	73,894	MNR
Net adjusted operating margin (%)	N.A.	3.07	1.86	3.86	5.37	1.46
Estimated operating gain/loss before depreciation (\$000s)	N.A.	141,867	117,230	138,094	151,760	MNR
Change in unrestricted net assets (UNA; \$000s)	N.A.	(3,984)	23,327	(39,135)	25,439	MNR

Table 1

North Carolina State University at Raleigh*: Enterprise And Financial Statistics (cont.)						
State operating appropriations (\$000s)	N.A.	506,419	502,534	481,548	473,005	MNR
State appropriations to revenue (%)	N.A.	32.60	32.20	31.90	32.60	19.40
Student dependence (%)	N.A.	19.80	24.60	23.90	23.10	41.80
Research dependence (%)	N.A.	18.60	17.90	17.80	17.10	MNR
Endowment and investment income dependence (%)	N.A.	2.30	0.60	1.30	1.80	0.80
Debt						
Outstanding debt (\$000s)	N.A.	573,146	574,449	561,961	579,658	698,540
Current debt service burden (%)	N.A.	2.51	1.93	2.03	2.47	MNR
Current MADS burden (%)	N.A.	2.97	2.70	2.84	3.00	3.60
Financial resource ratios						
Endowment market value (\$000s)	N.A.	1,122,900	998,600	984,000	885,100	748,837
Related foundation market value (\$000s)	N.A.	625,523	569,822	576,686	547,585	606,279
Cash and investments (\$000s)	N.A.	611,322	594,841	446,080	723,537	MNR
UNA (\$000s)	N.A.	236,449	240,433	217,106	256,241	MNR
Adjusted UNA (\$000s)	N.A.	351,171	346,854	348,529	299,799	MNR
Cash and investments to operations (%)	N.A.	40.60	38.90	30.70	52.60	54.70
Cash and investments to debt (%)	N.A.	106.70	103.50	79.40	124.80	159.60
Adjusted UNA to operations (%)	N.A.	23.30	22.70	24.00	21.80	31.90
Adjusted UNA plus debt service reserve to debt (%)	N.A.	64.30	63.00	65.40	54.70	89.70
Average age of plant (years)	N.A.	N.A.	10.30	10.30	10.10	12.90
OPEB liability to total liabilities (%)	N.A.	N.A.	N.A.	N.A.	N.A.	MNR

N.A.--Not available. MNR--Median not reported. MADS--Maximum annual debt service. Total adjusted operating revenue = unrestricted revenue less realized and unrealized gains/losses and financial aid. Total adjusted operating expense = unrestricted expense

Ratings Detail (As Of January 24, 2018)

North Carolina State University at Raleigh

Long Term Rating

AA/Stable

Affirmed

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NC State Investment Fund, Inc.

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

Inception Date: April 1, 1999

December 31, 2017

MARKET COMMENTARY

Calendar 2017 closed on a high note, as most major equity and fixed income indices posted positive gains with record low volatility for the year. Equity markets experienced a particularly strong quarter, after the passage of significant tax reform in the U.S. Year-over-year GDP growth in the U.S. also reached 3.2%, its highest level since Q1 2015 and unemployment finished the year near an all-time low of 4.1%. With strong corporate earnings growth and near-target inflation readings, the Federal Reserve Bank continued to execute its tightening plan, increasing the Fed Funds rate by 0.25% in December to a range of 1.25%-1.5%. The Eurozone as well appeared to continue on its path of economic recovery, with GDP increasing by 0.6% and unemployment falling to its lowest point since January 2009 (8.8%). The European Central Bank detailed its plan to reduce its pace of bond purchases from €60 billion/month to €30 billion/month, while extending quantitative easing through at least September 2018. In the UK, the economy continued to show evidence of recovery and the Bank of England raised interest rates for the first time since November 2007.

Domestic equities moved higher in Q4 2017, with the S&P 500 returning 6.6%. Small-cap stocks, as measured by the Russell 2000 Index, lagged modestly, netting a 3.3% gain. For the one-year period ended December 31, 2017 the S&P 500, Russell Mid-Cap, and Russell 2000 indices returned 21.8%, 18.5%, and 14.7% respectively.

International equities, as measured by the MSCI EAFE Free Index, produced a return of 4.2% during the quarter, resulting in a one-year gain of 25.0%. International markets were boosted by numerous tailwinds including low unemployment, accommodative central bank policy, and strong corporate earnings. Japanese equities produced some of the strongest returns during the quarter, gaining 8.7%. Japanese markets benefited from the expectation of continued monetary and fiscal stimulus policies following the results of the country's snap elections held in October.

Emerging markets (EM), as measured by the MSCI Emerging Markets Index, posted another strong quarter, returning more than 7.5%. The index returned 37.8% during Calendar 2017, aided by a weaker U.S. dollar (largest annual decline since 2007), a relatively benign political climate and a sustained rebound in commodity prices.

Fourth quarter 2017 saw the U.S. yield curve continue to flatten, with 3-month yields increasing by 33bps while 30-year treasury yields fell by 12bps, closing the year at 1.39% and 2.74%, respectively. As a result, longer dated U.S. treasuries performed well during the period, gaining 2.6%. Long U.S. corporate bonds, as measured by the Bloomberg Barclays U.S. Long Corporate Index, were the strongest fixed income performers during the quarter, gaining 3.3%.

Going forward, geopolitical uncertainty continues to dominate headlines, although the effects of a potential conflict are difficult to predict, particularly on equity and fixed income price movement. Both fundamental valuations (in public and private markets) and investor confidence remain near all-time highs. Although we are more than nine years into this economic expansion (the third longest in history), there are no immediate inflection points that point to a near-term recession. The path of least resistance in the near term continues to be up. Nonetheless, given stretched valuations in equity markets and tight spreads in fixed income markets, any shock to the system could result in a correction.

PERFORMANCE

December 31, 2017						
Market Value	\$962,911,212		Participants		9	
Performance	QTD	FYTD	1 Year	3 Year	5 Year	10 Year
NCSIF	3.5%	6.8%	13.2%	7.6%	9.6%	4.7%
Policy Index (1)	3.7%	6.5%	13.3%	6.5%	8.0%	5.6%
Global Index (2)	4.1%	8.2%	17.5%	7.3%	8.2%	4.8%
BNY E&F Univ (3)	3.4%	6.8%	14.9%	7.0%	8.4%	5.4%
UNCIF	3.5%	6.7%	13.1%	7.5%	9.5%	5.3%
NCSIF Private	2.7%	9.1%	15.0%	10.4%	13.1%	8.3%
BlackRock LPP	4.1%	7.9%	15.9%	7.9%	9.3%	

Note 1: Policy Index= NCSIF's Strategic Investment Policy Portfolio Index (SIPP). For the

Note 2: Global Index= 70% ACWI; 30% Barclay's Aggregate

Note 3: BNY Mellon Endowment & Foundation Universe Median Return—

166 portfolios are represented for the one-year period ended December 31, 2017

FUND PERFORMANCE

The NCSIF (Fund) is a large, diversified investment pool with a long-term perspective. At December 31, 2017 the \$963 million market value pool was invested with several managers in a wide variety of asset classes. The largest manager for the Fund, UNCMC, managed 87.9% of the Fund's assets and the UNC Investment Fund (UNCIF) produced a 3.5% three-month return and an 13.1% 12-month return for the period ended December 31, 2017. The NCSIF employs three additional private equity managers, who oversee 1.9% of the portfolio. This portion of the Fund produced a strong three-month and 12-month return of 2.7% and 15.0%, respectively, for the period ended December 31, 2017. The remainder of the pool, the Fund's Liquid Policy Portfolio (LPP), managed by Blackrock, was another 8.8% of the portfolio. This investment returned 4.1% for the three months and 15.9% for the 12 months ended December 31, 2017. The remaining 1.4% of the portfolio is invested in cash with the State Treasurer's Short-Term Investment Fund (STIF).

RISK METRICS

3 Year Period	Fund	UNCIF	Policy Index	MSCI ACWI
Annualized Return	7.6%	7.5%	6.5%	9.3%
Annualized Volatility	4.5%	4.6%	4.1%	10.5%
Annual Sharpe Ratio (1)	1.69	1.63	1.59	0.89
Correlation to Global Index	0.87	0.85	0.94	0.99
Max Drawdown	-6.3%	-6.8%	-5.0%	-13.4%

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

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

Second Quarter Fiscal Year 2018

NC State Investment Fund, Inc.

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

Inception Date: April 1, 1999

December 31, 2017

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.



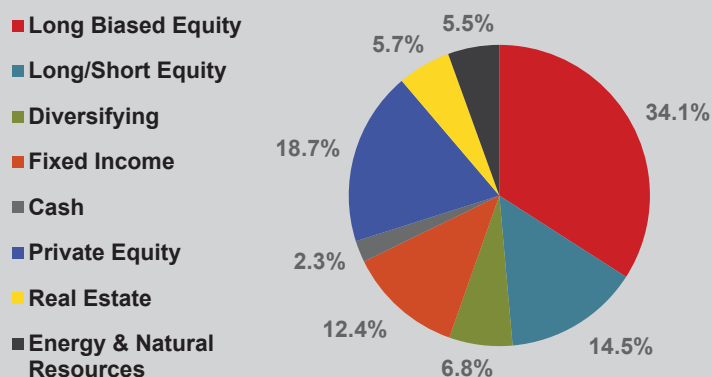
UNC MANAGEMENT CO.

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

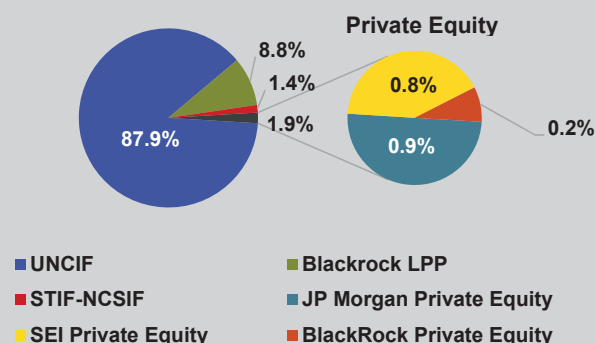
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Second Quarter Fiscal Year 2018

ASSET ALLOCATION



ALLOCATION BY MANAGER



HISTORY OF THE FUND

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

NC State Intermediate Term Fund

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

Inception Date: July 3, 2014

December 31, 2017

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.

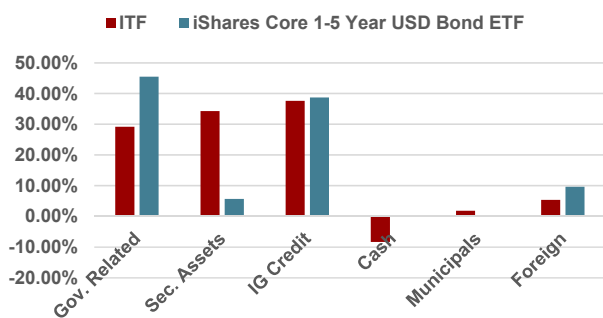
The decision to invest funds takes into account various factors including duration, credit, concentration, and manager risk, along with total return, suitability, and the experiences, quality and capability of external managers.

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. 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. The ITF's position in JP Morgan was liquidated on September 27, 2017 and PIMCO Low Duration was liquidated on October 2, 2017. The proceeds from these liquidations were reinvested into Vanguard's Short Term Fund and PIMCO Income, bringing the total cost basis to \$190.4 million.

SECTOR ALLOCATION



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

PERFORMANCE

Market Value	\$188,564,096			
Performance	QTD	FYTD	1 Year	3 Year
ITF Fund	0.3%	1.0%	2.6%	1.7%
Barclays 1-3 yr Treasury	-0.3%	1.0%	0.4%	0.6%
Barclays Universal 1-5 yr	-0.2%	0.4%	1.9%	1.9%
DoubleLine	0.2%	1.3%	3.8%	
PIMCO Income	1.1%	3.2%	8.6%	
Vanguard Short Term	0.0%	0.6%	2.2%	2.0%

STATISTICS	Fund	Index (1)
Volatility	1.1%	1.3%
Sharpe Ratio	1.4	1.2
SEC Yield	3.0%	2.3%
Effective Duration	2.7	2.7
FYTD Net Interest & Dividends**	\$2,384,245	N/A
Net Interest & Dividends Since Inception**	\$14,463,093	N/A

**Net of Fund expenses

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

MANAGERS

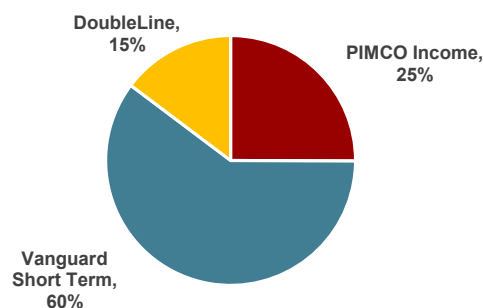
JP Morgan's Short Term Fund is based on bottom-up fundamental analysis, while retaining a high quality bias.

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

PIMCO's 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



**BUILDINGS AND PROPERTY COMMITTEE
NORTH CAROLINA STATE UNIVERSITY
April 19, 2018**

**BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY**

**Buildings and Property Committee
Time: 1:00 – 2:30 p.m., April 19, 2018
Primrose Hall Conference Room
Robert “Chip” Andrews, Chair
Members: Gonzalez, Goodnight, Murphy, Prestage, Weisiger**

AGENDA

CALL TO ORDER

Chip Andrews, Chair, Buildings and Property Committee

- Roll Call
- Reading of the State Government Ethics Act

1. MINUTES

TAB 1

Chip Andrews, Chair, Buildings and Property Committee

- Approval of February 15, 2018 meeting minutes

5.1.A

2. PROPERTY MATTERS

TAB 2

3. PROPERTY MATTERS (Received after Full Board Mailing)

TAB 3

4. DESIGNER SELECTIONS

TAB 4

Douglas Morton, Associate Vice Chancellor, Facilities

- Open Ended Service Agreement Designer Selections 2018-2019
- Approval of Designer Selections \$1 million or Less

5.4.A.1

5.4.A.2

5. ACCEPTANCE OF COMPLETED BUILDINGS AND PROJECTS

TAB 5

Douglas Morton, Associate Vice Chancellor for Facilities

- The University and Office of State Construction have accepted the attached list of completed buildings and projects with dollar values greater than \$2,000,000. The University has accepted the attached list of completed buildings and projects with dollar values less than \$2,000,000. All are recommended to the Buildings and Property Committee for formal acceptance. This listing represents buildings and projects received since the February 15, 2018 meeting.

5.5.A

✓ Requires full board approval

¹ Materials will be distributed to committee members at the meeting

Buildings and Property Committee

Page 1

**BUILDINGS AND PROPERTY COMMITTEE
NORTH CAROLINA STATE UNIVERSITY
April 19, 2018**

6. PARKING AND TRANSPORTATION	TAB 6
<i>David Rainer, Associate Vice Chancellor Environmental Health & Safety</i>	
✓ Proposed Revision to Policy 7.60.1 Parking and Transportation Ordinances 2018-2019	5.6.A
7. PHYSICAL MASTER PLAN	TAB 7
<i>Lisa Johnson, University Architect</i>	
• Annual Update	¹ (5.7.A)
8. SITE AND PLAN REVIEW / APPROVAL	TAB 8
<i>Lisa Johnson, University Architect</i>	
Site Review and Approval	
• Kappa Alpha Theta House, South Campus Precinct	5.8.A.1
Plan Review and Approval	
• Kappa Alpha Theta House, South Campus Precinct	5.8.A.2
• Plant Sciences, Centennial Campus Precinct	5.8.A.3
• Approval of Plans and Specifications of Formal Projects less than \$2 million	5.8.A.4
9. INFORMATIONAL REPORTS	TAB 9
• Capital Projects Update (<i>Douglas Morton</i>)	5.9.A.1
• Status of Projects in Planning (<i>Lisa Johnson</i>)	5.9.A.2
ADJOURN	

✓ Requires full board approval

¹ Materials will be distributed to committee members at the meeting

**BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY**

Buildings and Property Committee

Meeting Date: February 15, 2018

Minutes

Meeting No. 17-18: 2

Location: Primrose Conference Room

Time: 1:09-2:15 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:

Dr. W. Randolph Woodson, Chancellor
Ms. Eileen Goldgeier, Vice Chancellor & General Counsel
Mr. Scott Douglass, Vice Chancellor, Finance and Administration
Mr. Marc Hoit, Vice Chancellor for IT and CIO
Ms. P. J. Teal, Secretary of the University and Assistant to the Chancellor
Mr. Douglas Morton, Associate Vice Chancellor, Facilities Division
Mr. Jeff Bandini, Associate Vice Chancellor, University Real Estate & Development
Mr. Michael Fausnight, Associate General Counsel, Office of General Counsel
Ms. Lisa Johnson, University Architect
Mr. Harlan Stafford, Director, University Real Estate & Development
Ms. Catherine Phillips, OFA Director of Operations, Analysis and Planning
Mr. Imran Aukhil, Assistant Director, University Real Estate & Development
Ms. Julia Brooks, Executive Assistant, Facilities Division
Ms. Melissa Young, Administrative Assistant, Office of the University Architect

CALL TO ORDER

Chair Andrews called the meeting to order at 1:09 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 November 16, 2017 meeting minutes. There being none, Andrews declared the minutes approved as drafted.

PROPERTY MATTERS

Andrews asked Mr. Stafford to present three property matters that requires full board approval. They were:

- ./ Acquisition by Lease: This Property is needed for the following reasons and purposes: North Carolina State University, on behalf of the Global Training Initiative, whose existing lease expires on November 30, 2018, is requesting to execute a new strategic office lease, with expanded square footage (± 7,000 square feet) to accommodate growth, on or nearby Centennial Campus.
- ./ Acquisition by Lease: This Property is needed for the following reasons and purposes: North Carolina State University, on behalf of the Computer Science Department & Visual Narrative Cluster, whose existing lease expires on October 3, 2018, is requesting to execute a new strategic office lease, with expanded square footage (± 10,000 square feet) to accommodate growth, on or nearby Centennial Campus.
- ./ Disposition by Lease: To ABB, Inc. for ± 28,575 square feet consisting of office and highbay space in the Poulton Innovation Center, located at 1021 Main Campus Drive, Raleigh, NC. ABB is a significant tenant partner on Centennial Campus and the disposition is recommended for continued partnership with the University.

Andrews called for a motion and a second to recommend to the full board approval of these items as outlined by Stafford. 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. The motion passed.

DESIGNER SELECTIONS

Chair Andrews asked Mr. Morton to discuss the designer selections. Morton recommended approval of two designer selections less than \$1 million dollars.

Andrews called for a motion and a second to recommend approval of the designer selections 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.

ACCEPTANCE OF COMPLETED BUILDINGS AND PROJECTS

Chair Andrews asked Mr. Morton to present the completed buildings and projects for acceptance. Morton requested acceptance of seven completed projects listed with a combined value of \$3.9 million, which included the Centennial Campus Expansion of Initiative Way and the Weisiger-Brown Parking Lot expansion.

Andrews called for a motion and a second to recommend acceptance 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.

SITE APPROVAL

Chair Andrews asked Ms. Johnson to present the site approval for Plant Sciences at Centennial Campus. Johnson said the \$160.2 million Plant Sciences Building will build a new interdisciplinary plant sciences research building on Centennial Campus where researchers from the College of Agriculture and Life Sciences (CALS) and from the university can build imaginative and far-reaching multidisciplinary partnerships with scientists from government, industry, and regulatory agencies. The five-level building will be approximately 184,000 gross square feet (GSF) comprised of flexible research labs, office space, partner lab/office suites, support lab space, and flexible conferencing space. The top floor will house Biosafety Levels BSL-2 and BSL-3 rooftop greenhouses.

Chair Andrews called for a motion and a second to recommend site approval for Plant Sciences Building as outlined by Ms. Johnson. Mrs. Goodnight 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.

PLAN APPROVAL

Chair Andrews asked Ms. Johnson to present the Plans and Specifications of Formal Projects less than \$2 million. Johnson requested acceptance of four projects listed with a combined value of \$1.7 million, which included Partners Buildings II and III, Eastern 4-H Conference Center, and the Phytotron.

Chair Andrews called for a motion and a second to recommend approval of the Plans and Specifications of Formal Projects less than \$2 million as outlined by Ms. Johnson. Dr. Prestage made the motion, and Ms. Gonzalez seconded.

INFORMATIONAL REPORTS

Chair Andrews recognized Mr. Morton to present the update for capital projects. Morton noted that the update is to provide committee members information from design to completion. The projects update included the DH Hill Academic Success Center and the Equine Isolation Unit. Morton showed the site and logistic plan for Engineering Building Oval.

Andrews recognized Johnson to provide an update on projects in planning. Johnson presented the update.

There being no additional business, the meeting adjourned at 2:15 p.m.

Rmw

d,

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

The 2018-2019 Open-Ended Service Agreement Designer Selections

Firm Name

City/State

Architecture:

Design Line Studios	Raleigh, NC
Huffman Architects	Raleigh, NC
Louis Cherry Architecture	Raleigh, NC
Oakley Collier Architects	Raleigh, NC
Ratio Architects	Raleigh, NC
Tonic Design	Raleigh, NC

Asbestos/Environmental/Hazardous Materials:

A1 Consulting Group, Inc.	Morrisville, NC
Apex Companies, LLC	Apex, NC
Dunklee & Dunham, PC	Cary, NC

Civil:

CLH Design, PA	Raleigh, NC
Bohler Engineering	Raleigh, NC
Cole-Jenest & Stone, PA	Raleigh, NC

Cost Estimating:

Cummings Engineering Consultants, Inc.	Raleigh, NC
MBP Construction Engineering	Raleigh, NC

Electrical and Mechanical Engineering:

Edmondson Engineers, PA	Durham, NC
Locklear, Locklear & Jacobs, PLLC	Pembroke, NC
Summer Consultants, Inc.	Raleigh, NC
The Wooten Company	Raleigh, NC

GIS:

Timmons Group	Raleigh, NC
Geographic Information Systems, Inc.	Birmingham, AL

Lab Design:

BHDP Architecture	Raleigh, NC
BSA Life Structures	Raleigh, NC

Landscape Architecture/Master Planning:

Sepi Engineering and Construction, Inc.
McAdams Company

Raleigh, NC
Durham, NC

Mechanical:

Dewberry
Hallam - ICS
Optima Engineering, PA
Sigma Engineered Solutions, PC

Raleigh, NC
Raleigh, NC
Raleigh, NC
Morrisville, NC

Move Coordination:

310 Architecture + Interiors
Heery International, PC

Raleigh, NC
Raleigh, NC

Roofing:

Bute, PLLC
REI Engineers, Inc.
Raymond Engineering

Durham, NC
Raleigh, NC
Raleigh, NC

Structural:

Atlas Engineering, Inc.
Criser Troutman Tanner Consulting Engineers

Raleigh, NC
Raleigh, NC

Surveying:

CH Engineering, PLLC
ESP Associates, PA
Wetherill Engineering, Inc.

Cary, NC
Morrisville, NC
Raleigh, NC

Testing:

ECS Engineering Services
Kleinfelder
Mosher Engineering

Raleigh, NC
Morrisville, NC
Raleigh, NC

Transportation:

Ramey & Kemp & Associates, Inc.
VHB Engineering NC, P.C.

Raleigh, NC
Raleigh, NC

Approval of Designer Selections for Projects \$1,000,000 or Less

Note: The projects below are submitted to the Board of Trustees Buildings and Property Committee for formal approval of designer selections for projects \$1,000,000 or less that are not on the OESAD list. This listing represents designers selected since February 15, 2018.

<u>Project:</u>	<u>Fee:</u>
Equine Isolation Unit Designer: HH Architecture Funds Source: CVM Receipts	\$120,000
Rigging Replacement Stewart Theater - Talley Designer: Huffman Architects Fund Source: Arts, NC State Trust Fund	\$104,475
Roof Replacement- Daniels Hall Designer: Raymond Engineering Fund Source: University Carry Forward	\$76,000
Greek Village Phase 3 Infra.-Special Inspections & CMT Services Designer: Stewart Fund Source: Fraternity, Sorority Life Trust Funds	\$53,000
Data Center II Upgrade Study Designer: Clark, Richardson & Biskup Fund Source: OIT Carry Forward	\$29,900
CVM Dean's Suite A233 Renovation Designer: New City Design Group Fund Source: CVM Receipts	\$21,500
Chick-fil-A Atrium Upgrades - DH Hill Designer: New City Design Group Fund Source: Dining and Catering Trust Funds	\$19,900
AHS Test Kitchen Designer: Ross Deckard Architects Fund Source: Agriculture Research Funds	\$14,250
Renovation to Nelson Hall 2403 Designer: Andre Johnson Architect, PLLC Fund Source: Provost Appropriated Funds	\$13,300
Greek Village Phase 3 Infrastructure - PCB Testing Designer: Matrix Health & Safety Consultants Fund Source: Fraternity, Sorority Life Trust Funds	\$8,100

**Buildings and Property Committee
Board of Trustees
Acceptance of Completed Buildings and Projects**

5.5.A

Code/Item	Project#	Location	Title	Project Cost	University Acceptance
41624 / 330	201620052	Wolf Ridge	Student Health Renovation	\$495,000	2/1/2018
41624/330	201620052	Wolf Ridge	Student Health HVAC & Drywall Repairs	\$19,100	3/1/2018
41524/350	201712039	Dorothy and Roy Park Alumni Center	Roof Replacement	\$352,530	3/6/2018
			TOTAL	\$866,630	

BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY

Committee: Building and Property Meeting

Date: April 19, 2018

Agenda Item/Issue:	Resolution amending the Parking and Transportation Policies on the Campus of North Carolina State University
Requested/Required Actions:	Approval of the Resolution by the Full Board of Trustees approving the Proposed Revision to Policy 7.60.01: Parking and Transportation Ordinances for 2018-2019 as described in the attached Summary of 2018-2019 Proposed Changes. The Proposed Changes would be effective August 17, 2018.
Suggested Motion:	<p>WHEREAS, the Board of Trustees approved amendments to the Parking and Transportation Policies on the Campus of North Carolina State University on April 19, 2017 and</p> <p>WHEREAS, it is necessary to make changes in current policies.</p> <p>NOW, THEREFORE, BE IT RESOLVED THAT the Board of Trustees of North Carolina State University amend the Parking and Transportation Policies on the Campus of North Carolina State University superseding all previous editions. Effective date of this amendment is August 17, 2018.</p>
Responsible University Unit University Presenter/Contact:	Department of Transportation David Rainer, Associate Vice Chancellor, Environmental Health & Safety

SUMMARY NARRATIVE OF PROPOSED 2018-2019 CHANGES TO PARKING AND TRANSPORTATION ORDINANCES

Changed font from Times Roman to Arial

Definitions have been renumbered to accommodate added definitions

Corrected General Statute 20-222 to 20-219.11

- 1.1.1 Added vehicle to the definition of abandoned
- 1.1.7 Added definition of "Bike Share"
- 1.1.9 Added definition of "Car Share"
- 1.1.14 Added definition of "Concurrent Parking"
- 1.1.15 Added definition of "Corporate Partner"
- 1.1.22 Added definition of "Food Truck"
- 1.1.25 Rewritten for clarity
- 1.1.29 Added definition of "Non-University Apartment Shuttles"
- 1.1.34 Added definition of "Parking Permit"
- 1.1.36 Added definition of "Pay-As-You-Go"
- 1.1.37 Added definition of "Pay-By-Phone/App"
- 1.1.42 Rewritten for clarity
- 1.1.43 Rewritten for clarity
- 1.1.44 Rewritten for clarity
- 1.1.52 Rewritten for clarity
- 1.1.55 Removed definition of "University Partner" and added definition of "Corporate Partner" (see 1.1.15)
- 1.1.66 Added definition of "Vehicle Registration"
- 1.1.67 Rewritten for clarity
- 1.1.68 Changed "University" to "corporate"
- 1.3.2,a and b Rewritten for clarity
- 2. Restructured for better flow of document. Moved Section 2. to Section 3.
- 3. Old Section 3 (FY17/18) now new Section 2.
- 2. Reworded title to allow for virtual and physical parking permits
- 2.1.1 Added to clarify terms "permit," "parking privilege" and "virtual permit."
- 2.1.2 Rewritten for clarity
- 2.1.4 Rewritten for clarity

REQUIRES FULL BOARD APPROVAL

5.6.A

2.1.5 Rewritten for clarity

2.2.1 Clarify term “Employee Vehicle Registration”

2.2.2 Removal of “RH” permit

2.2.3 Rewritten for clarity

2.2.4 Written to replace 3.2.3 (FY17/18) – Payroll deducted employee’s responsibility regarding permit cancellation

2.2.5,a Rewritten to clarify permit returns for medical or scholarly leave and explain that permit holders may not return or suspend payment during University holidays and academic breaks.

3.2.5 (From FY17/18) Has been removed because employees will no longer be allowed pre-tax deductions.

2.2.7,b Changes to retiree parking. Permits will not be valid in gated employee parking areas.

2.2.7,c Rewritten for clarity

2.2.8 Rewritten for clarity and to alter language to allow for tax changes and accommodate virtual permits

2.2.9 New language allows all temporary employees to purchase monthly, weekly or daily permits.

3.2.10 (From FY17/18) Removed and included in 2.2.8

2.2.10 Rewritten for clarification

2.2.11 Substituted “Corporate” for “University” and included parking fees to be charged at market rates.

3.2.14 (From FY17/18) Carpool and Vanpool information moved to 2.4.6

3.2.15 (From FY17/18) Electric Vehicle Charging Stations information moved to 2.4.2

2.2.13 Graph changes made to clarify permit assignment areas. Asterisk added below graph to specify GL (Greek Life) permit required

2.3.1 Added to spell out requirements of General Statute 16-44.1,d. Students must provide proof of insurance

2.3.1,a Edited to explain eligibility and reference 2.3.3, and include permits now being sold on a semester and summer session basis

2.3.1,b Rewritten for clarification

2.3.1,c Moved to 2.3.1,g

2.3.1,c Clarify eligibility for First year resident and commuter students

2.3.1,d Clarify available zones and include language directing no overnight parking.

2.3.1,f Commuting student language removed and included in 2.3.1,c

2.3.1,f Rewritten for clarity

2.3.1,g Moved from 2.3.1,c

2.3.2 Words “Residence Hall” added for clarification and permit “P” is now “F”

2.3.3 Included language that permits are issued based on availability. Graph changes to reflect available permits

- 2.4.1 Language added for clarification
- 2.4.2 Electric Vehicle Charging Station – information moved from 3.2.15 (FY17/18). Additional language added to reflect current practices
- 2.4.3,b Rewritten for clarity
- 2.4.4 Rewritten for clarity
- 2.4.5 Graph rewritten to reflect current practices
- 2.4.6 Moved from 3.2.14 (FY17/18) and rewritten to reflect current practices
- 2.4.9 Rewritten for clarity and to include language that permits must be returned at the conclusion of elected term.
- 2.4.12 New language to outline Non-University Apartment Shuttles and the implementation of operations on campus.
- 2.5 Graph reflects new permit costs
- 2.6.1 Language to define temporary vehicles and registration requirements of those vehicles to park on campus.
- 2.7.1 Rewritten to clarify displaying physical permits
- 2.8.1 Rewritten for clarity
- 2.9 Added language for clarity
- 2.11.2 Added language to accommodate LPR (License Plate Recognition)
- 3.12 (From FY17/18) Information moved to 2.4.6
- 3.1.1 Rewritten for clarity
- 3.1.2 Define placement of permit on vehicle
- 3.1.3 Language removed. Motorcycles will now register separately and not be included at a reduced rate with vehicle registration.
- 2.1.3 (From FY17/18) Moved to 3.1.2
- 2.1.5 (From FY17/18) Language removed.
- 3.2.1 Rewritten for clarity
- 3.2.3 Added language to clarify bicycles are required to be registered
- 3.2.4 Rewritten for clarity and to specify bicycles may be impounded for lack of registration.
- 3.4.4 Language added to accommodate LPR (License Plate Recognition)
- 3.4.6 Language added to accommodate LPR (License Plate Recognition)
- 4.1.1 Language added for clarity
- 4.1.2 Remove reference to A4
- 4.1.3 Rewritten for clarity
- 4.1.6 Information now included in 4.1.1

- 4.1.7 Language removed. Signage stating 24 Hour Towing reflects the ordinance.
- 4.2.1 Language added to accommodate LPR and pay by plate areas.
- 4.2.2 Below graph – Notes: 2) Language to reflect visitor parking requirements
- 4.2.3 Notes below graph removed
- 4.5.3 Language added to adequately define hourly pay lots including pay by plate lots and to indicate Guest Online permits are not valid in pay lots.
- 4.7.1 Rewritten to reflect number of violations are changing from six (6) to three (3) before a vehicle can be immobilized.
- 4.8.1 Rewritten for clarity
- 4.8.2 Rewritten for clarity
- 5.1.1 Violations added: Concurrent Parking, Damages to Facilities/Equipment and Overnight Parking. Below graph, single asterisk removed because of redundancy with language in graph above.
- 5.3.4 Rewritten for clarity
- 5.4.1,a Language added to accommodate LPR (License Plate Recognition)
- 5.7.1 Rewritten to reflect penalties must be appealed within seven (7) calendar days not fourteen (14)
- 5.7.2 Rewritten to reflect penalties must be appealed within seven (7) calendar days not fourteen (14) and to further define violations that may not be appealed.
- 5.7.3 Rewritten for clarity and to reflect, if an appeal is denied, collection procedures will be initiated within seven (7) calendar days, not fourteen (14).

NC STATE UNIVERSITY

Policies, Regulations and Rules

Authority	Board of Trustees
Title	Parking and Transportation Ordinances
Classification	POL07.60.1
PRR Subject	Transportation
Contact Info	Associate Vice Chancellor for Environmental Health & Public Safety (919-515-7915)

History: First Issued: July 27, 1972. Last Revised: ~~January 6, 2017~~ ~~January 31~~ February 27, 2018.

Additional References: ~~North Carolina~~ General Statute 116-44.4, 20-22220-219.11, and 20-137.7.

1. GENERAL PROVISIONS

1.1 Definitions

1.1.1 Abandoned Bicycle/Vehicle: Any bicycle or vehicle that has been parked illegally for more than ten days or which is determined to be "derelict" or inoperable under North Carolina General Statute 20-137.7.

1.1.2 Academic Year: The period of time from August 16 of one calendar year until August 15 of the next calendar year.

1.1.3 Access Point for Accessibility Spaces: The road space adjacent to all curb cuts built for wheel chair access from the street to the sidewalk and the space adjacent to each mobility-impaired parking space identified by white diagonal lines.

1.1.4 Administrative Sanctions: Penalties which may be assessed for repeated violations of these ordinances or for failure to pay validly due fines and/or fees. Administrative sanctions include, but are not limited to, revocation of parking permits and referral to the Office of Student and Community Standards.

1.1.5 Bicycle: A device propelled by human power upon which any person may ride, and supported by either two tandems or three wheels, one of which is 16 inches or more in diameter. For the purpose of this Ordinance, a bicycle shall be deemed a vehicle.

1.1.6 Bicycle Path: A paved strip or path that is designated for use by bicycles. May be adjacent to a roadway, or a separate route to a roadway, and may also include strips to delineate bicycle lanes from pedestrian lanes.

1.1.7 Bike Share: A system, through membership, that allows individuals to rent bikes for a period of time for a fee. Bike share can be a "docked" or "dockless" system.

1.1.~~87~~ Campus: All property located in and around Raleigh, North Carolina, which is owned or leased by the State of North Carolina and under the supervision of the Board of Trustees of North Carolina State University.

1.1.9 Car Share: A program that allows, through membership, individuals to rent a vehicle for a period of time for a fee.

1.1.108 Carpool: An organized group of two or more commuting members of campus who regularly ride together in one car and share the use of a carpool permit issued by Transportation.

1.1.119 Chancellor: The Chancellor of North Carolina State University at Raleigh, NC.

1.1.120 Chronic Offender: An individual who exhibits an observable pattern of reoccurring parking violations without demonstrating a recognizable intent to self-correct the violating behavior. Transportation reserves the right to ~~band~~ prohibit such individuals from parking on campus.

1.1.134 Client: One for whom professional services are rendered.

1.1.14 Concurrent Parking: When multiple, vehicles, registered to one account, are found parked on campus at the same time.

1.1.15 Corporate Partner: Any non-University entity, or employee of such, leasing land or space from the University, which is located on one of the University's campuses or properties.

1.1.162 Crosswalks: Any portion of a roadway distinctly indicated for pedestrian crossing by lines, other markings on the surface, a raised elevation of asphalt or concrete and/or signs.

1.1.173 Director of Transportation: That person designated by the Chancellor who shall be responsible for administering, implementing, and enforcing the provisions of the Ordinance, except where another person or party is specified in the Ordinance.

1.1.184 Dismount Zone: Areas where cyclists, skateboarders, and non-motorized scooter drivers must dismount their vehicle. All motorized vehicles are prohibited in this zone.

1.1.195 Employees: The faculty (including a non-salaried visiting faculty), research/teaching/associate/intern (post-doctoral) employees, re-employed retirees (including those re-employed through the University's Phased Retirement Program), administrative officers, extension personnel, clerical personnel and all other non-student employees of the University employed part-time or full-time as permanent EHRA, SHRA, or temporary employees.

1.1.4206 Fire Lane: Any area specifically marked, striped, signed or designated where vehicles are prohibited from parking, and/or any area in which direct and immediate access to a fire hydrant or firefighting apparatus would be blocked by a parked vehicle.

1.1.2147 Fiscal Year: From July 1 to June 30 of any given year.

1.1.22 Food Truck: A vendor that prepares and sells food from a large vehicle equipped with facilities for cooking and selling food.

1.1.2348 Intersections: A road junction where two or more roads either meet or cross at grade (at the same level).

1.1.2449 LPR: A technology known as License Plate Recognition which is used to identify vehicles for enforcement and parking management purposes.

1.1.250 Loading Zone: Any areaA time limited space designated by signs and proclaimed for use for loading and unloading materials and supplies.

1.1.264 Low Speed Vehicle: A four-wheeled vehicle whose top speed is less than 20 miles per hour. This includes, but is not limited to, golf carts, golf cart-type utility vehicles and gator-type utility vehicles

1.1.272 Motorcycle/Moped/Scooter: Any motorized two or three wheeled vehicle capable of carrying a rider.

1.1.283 No Parking Area: Any area not specifically marked, striped, or designated for parking. Parallel/angled spaces must be striped on each end of parked vehicle.

[1.1.29 Non-University Apartment Shuttles: Bus shuttle service for apartment residents between residential areas and campus.](#)

1.1.3024 Operator: A person in actual physical control of a vehicle, which is in motion, stopped, or standing.

1.1.2315 Park: The standing of a vehicle, whether occupied or not, other than while actually engaged in the loading or unloading of passengers.

1.1.3226 Parking Area: Any place or area specifically set aside, marked or assigned by Transportation for the parking of vehicles, either permanently or temporarily.

1.1.3327 Parking Pay Station: Any mechanical device activated by credit/debit card, coupon, or pay app- which enables an individual to purchase parking in a specific parking space in incremental time-limited units.

[1.1.34 Parking Permit: A physical or virtual parking credential that defines and grants access to parking in designated area\(s\) and designated times. All permits require registration of a vehicle. Transportation reserves the right to limit the number of vehicles registered to each permit.](#)

1.1.3528 Parking Services: The office designated by the Director of Transportation, which issues parking permits, keeps registration and permits records, records violations, and collects transportation fees and fines.

[1.1.36 Pay-As-You-Go: Designated short-term parking areas where individuals may purchase time for parking with a pay-by-phone application approved by Transportation.](#)

[1.1.37 Pay-By-Phone/App: An approved third party parking payment application that allows the customer to pay for time parked on the NC State Campus.](#)

1.1.3829 Pay-By-Plate or Pay-By-Space Lot: A pay lot where users are required to either enter their vehicle license plate or the numbered space in which their vehicle is parked at the machine where they pay for time parked.

1.1.380 Pay Lot: Any parking lot or area where payment for parking is required based on the length of time the vehicle is parked. Pay lots may be operated by automated pay machine or by attendants who collect the parking fees.

1.1.394 Pay Lot Invoice: A payment request issued for daily parking fees incurred in a visitor parking area when there is no evidence that parking fees were paid at the time of use.

1.1.3402 Pedestrian Safety Zone: Areas where cyclists, skateboarders, and non-motorized scooter drivers must either ride at the walking pace of the nearby pedestrians or dismount their vehicle. Pedestrians have the right-of-way in a pedestrian safety zone. All sidewalks, pathways, plazas, or walkways are pedestrian safety zones.

1.1.4133 Personal Assistive Mobility device: A self-balancing device, designed to transport one person, with a propulsion system that limits the maximum speed of the device to 15 miles per hour or less. This includes, but is not limited to, electric wheelchairs and Segways.

1.1.4234 Registered Vehicle: A vehicle, ~~which has been~~ registered with Transportation and ~~is~~ authorized to ~~display a valid University parking permit~~ park in a designated parking zone on campus.

1.1.4335 Reserved ~~Parking Facility~~ Lot: A designated lot ~~or deck~~, or part of a lot ~~or deck~~, reserved for users who have purchased ~~permits parking privileges~~ specifically for that ~~lot~~ facility.

1.1.4436 Reserved Space: Any parking space, ~~which is marked~~ designated for a specific ~~University parking permit, permit type,~~ user or use.

1.1.4537 Restitution: Compensation due to Transportation for the value of a product/service received without benefit of having made previous payment for the same.

1.1.4638 Retired Employees: Individuals who have separated ~~from~~ employment with North Carolina State University because of completion of an appropriate term of service, or due to a mental or physical disability, and who are drawing annuities from one of North Carolina State University's retirement programs, and are not receiving compensation for current services. (Employees participating in the Phased Retirement Program are not considered retired employees. PRP employees retain their pre-employment permit and continue to pay the regular permit rate for the duration of the three-year PRP assignment.)

1.1.4739 Service Provider: One who is providing repair and/or maintenance of equipment or facility. Exceptions to this definition are by Transportation approval only.

1.1.480 Sharrow: An on-the-street marking denoting a "safety zone" where cyclists can ride on the street without being hit by an opened car door. These markings may also denote where cyclists should be riding, such as at intersections with multiple turn lanes. A sharrow also serves to alert both cyclists and drivers that the lane is for both types of vehicles.

1.1.494 Sidewalks: All property along or by any street, highway, or roadway which is intended for pedestrian use and which lies between the curb line and lateral line of any street, highway, or roadway and the line at which the use of property for purposes other than pedestrian traffic ends.

1.1.4502 State: When unmodified, means the State of North Carolina.

1.1.5143 Stop: When required, means complete cessation of movement. When prohibited, means any stopping of a vehicle except when necessary to avoid conflict with other traffic or in compliance with the direction of a law enforcement officer or traffic control sign or signal.

1.1.5244 Traffic Signal: A road signal that ~~cycles~~ flashes a red, green, or amber warning light to direct traffic to stop, proceed, or proceed with caution.

1.1.5345 Store: The parking of a bicycle or vehicle for a continual period of more than twenty-four hours, or the parking of a bicycle or vehicle with the intent that it shall not be moved for a period of at least 24 hours.

1.1.5446 Street, Highway, or Roadway: The entire width of a corridor designed or marked by proper authorities for vehicular traffic.

1.1.47-55 Student: Any person registered with the University as a full-time, part-time, graduate, or other special student. This does not include employees of the University who are in a full-time permanent position and subject to the SPA or EPA guidelines, and are taking one class per semester.

1.1.48-56 Temporary Employee: Any non-student part-time or full-time temporary (nonpermanent) employee of the University. This does not include Graduate Research Assistants and Teaching Assistants.

1.1.~~49-57~~ Traffic Way: Any way, area, or region where vehicles or bicycles are permitted to be operated or parked.

1.1.~~50-58~~ Transfer Students: Any student who enrolls at NC State University and receives credit for class hours from another college or university, and has been verified through University Registration and Records as a transfer student.

1.1.~~54-59~~ Transportation: The North Carolina State University department ~~in the Administrative Services Center on Sullivan Drive~~ responsible for, among other things: transportation planning, transit services, enforcement of rules and regulations for parking and traffic, registration of vehicles, distribution of permits, issuance of parking penalties, collections of transportation receipts and the upkeep, renovations, and construction of transportation facilities.

1.1.~~52-60~~ Travel Lane: That portion of the road, street, or way between the centerline and curb on which vehicles or bicycles are permitted to operate, but where parking is prohibited.

1.1.~~53-61~~ University: Unless otherwise provided, North Carolina State University at Raleigh.

1.1.~~54-62~~ University Holidays: Those days named by the Chancellor as Official University Employee Holidays. This does not include Fall and Spring Break, or other student breaks.

~~1.1.55 University Partner: Any non-University entity, or employee of such, leasing land or space from the University, which is located on one of the University's campuses or properties.~~

1.1.~~56-63~~ Unregistered Vehicle: Any vehicle on campus not registered with Transportation.

1.1.~~57-64~~ Unsettled Fines, Fees and Charges: Any fines, fees, and charges (monetary or otherwise) levied by Transportation which have not been resolved by payment of outstanding debts, return of a parking permit or gate card as specified by Transportation, the Director of Transportation, or other University Agencies.

1.1.~~58-65~~ Vehicle: Every device in, upon, or by which any person or property is or may be transported or drawn upon a highway, except devices moved by human power or used exclusively upon fixed rails or tracks; provided, that for the purpose of this Ordinance, bicycles shall be deemed vehicles, and every rider of a bicycle on the campus shall be subject to the provisions of this Ordinance governing traffic and parking. This term shall not include a device which is designed for and intended to be used as a means of transportation for a person with a mobility impairment, or who uses the device for mobility enhancement, including on sidewalks, and is limited by design to 15 miles per hour.

1.1.66 Vehicle Registration: The registration of vehicle(s) the customer will drive to campus with Transportation per G.S 116-44.4. Registration includes the ownership, make, model, valid state license plate and current insurance information of the vehicle. Registration is a requirement for obtaining a physical or virtual parking permit.

1.1.~~59-67~~ Violations: Pertains to repercussions of the failure to follow parking policies and may result in a parking citation, vehicle immobilization, towing and/or suspension of parking privileges, visitor invoice fee, boot fee and/or towing fee.

1.1.~~60-68~~ Visitor: Individuals not identified by this section as an employee, student, University corporate partner or temporary employee.

1.1.~~64-69~~ Walk or Walkway: A path designed for or marked for exclusive use by pedestrians whether along a street, roadway or other areas.

1.2 Authority

1.2.1 As provided by North Carolina General Statute ~~Chapter~~ 116-44.4 the Board of Trustees of North Carolina State University adopts these **Parking and Transportation Ordinances**, and through their designee, the Director of Transportation, shall be responsible for the registration, flow, and parking of vehicles on property owned or leased in whole or in part by the State of North Carolina and which is under the control of the Board of Trustees of North Carolina State University.

1.2.2 The Director of Transportation, acting pursuant to the authority vested by this Ordinance and the Board of Trustees, shall exercise discretion and authority in a manner as to assure the proper conduct of the necessary business of the University and the effective utilization and control of the available parking areas and facilities on the campus of the University for the benefit and maximum convenience of visitors, students and employees.

The Director of Transportation is authorized to issue exceptions to regulations within this Ordinance, to issue temporary regulations and suspend enforcement of parking regulations to allow for the benefit and maximum convenience of visitors, students, and employees. The Director of Transportation retains the right to authorize or deny the use of or closing of campus streets and parking lots. The Director of Transportation retains the right to remove vehicles from closed streets and/or parking lots.

The Director of Transportation may suspend enforcement of parking regulations to allow for special events on campus. Exceptions to regulations, temporary regulations and enforcement suspensions are valid only for when and how specified, and shall not be considered precedent for future situations.

1.2.3 Posting notice of this Ordinance: The Director of Transportation shall post notice of this Ordinance and the General Statutes of North Carolina Chapter 116-44.4 to the public.

1.2.4 Filing of this Ordinance:

All ordinances adopted under this Part shall be recorded in the minutes of the board of trustees. Each board of trustees shall provide for printing and distributing copies of its traffic and parking ordinances.

1.2.5 Liability: North Carolina State University assumes no liability or responsibility for damage to or theft of any vehicle parked or in operation on the properties leased or under the control of the Board of Trustees of North Carolina State University.

1.2.6 The provisions of this Ordinance shall apply to all NC State University employees, students, partners, vendors, contractors and visitors, as well as the operators of all vehicles, whether public or private, and they shall be enforced 24 hours a day, except as herein provided. It shall be unlawful for any operator to violate any of the provisions of the Ordinance, except as otherwise permitted in this Ordinance or the General Statutes of North Carolina.

1.2.7 The operator of any vehicle shall obey the lawful instruction of any law enforcement officer, parking enforcement officer, traffic officer, and any official traffic signs or control devices appropriately placed and in accordance with the provisions of these regulations. Whenever a particular section does not state that signs are required, such section shall be effective without signs being provided.

1.2.8 Nothing in this Ordinance shall be deemed to prohibit authorized vehicles of the University, or its agents, or of any public utility company from making any such stops as the establishment and maintenance of streets, grounds, water supply, and utility lines require. It is unlawful to drive or park a motor vehicle on sidewalks, grass, or shrubbery unless such areas are designated for parking.

1.2.9 Monies: Any monies collected pursuant to this Ordinance shall be used for staffing of Transportation, enforcement, planning for services, parking operations, consultants, construction and maintenance of parking

facilities, and such other purposes as deemed necessary by the Chancellor to carry out the transportation program at North Carolina State University-or as otherwise designated by North Carolina General Statutes.

1.3 Violation of Ordinance

1.3.1 In addition to the criminal penalties set out by North Carolina General Statute, any person violating this or any regulations issued hereunder is subject to a civil penalty as set forth in this Ordinance. In addition to any civil penalty that may be imposed, Administrative Sanctions may also be imposed if an offender does not pay a validly due penalty or upon repeated offenses. Violations of these Ordinances are not infractions as defined in General Statute 116-44-4.

1.3.2 Rules of Evidence: When a vehicle is found parked or unattended in violation of this Ordinance it shall be considered prima facie evidence that the vehicle was parked:

- a. By the person holding a University parking permit assigned parking privileges for that vehicle
- b. By the person registered with the University for a parking permit displayed on the parking privileges assigned to that vehicle or
- c. By the person on file as the vehicle's owner with the North Carolina Division of Motor Vehicles, or corresponding agencies of another state or nation.

~~2. LOW SPEED AND TWO OR THREE WHEELED VEHICLES~~

~~2.1 Motorcycles/Mopeds/Scooters~~

~~2.1.1 Motorcycles, mopeds and scooters must have valid parking permits to utilize a campus parking space. North Carolina State University employees, students, employees of corporate partners and employees of other entities with offices on one of the University's campuses are eligible to request a parking permit.~~

~~2.1.2 Permits are purchased from Transportation. Anyone who has a valid permit for an automobile may obtain one motorcycle/moped/scooter permit for his or her personal use at a reduced rate. Motorcycle permits may not be used as part of a carpool.~~

~~2.1.3 The permit must be affixed to the front fork of the motorcycle, displayed visibly on the frame of the moped, or in an approved holder.~~

~~2.1.4 Motorcycles/scooters/mopeds are prohibited from operating on sidewalks, plazas and in pedestrian safety zones.~~

~~2.1.5 Any motorcycle/scooter/moped deemed to not be mechanically safe by Transportation, or with a gas or oil leak may be immediately impounded.~~

~~2.2 Bicycles~~

~~2.2.1 For the purpose of this Ordinance, bicycles shall be deemed vehicles, and every rider of a bicycle on the campus shall be subject to the provisions of the Ordinance with the modifications issued in this section.~~

~~2.2.2 Bicycles must be parked and/or secured only to bicycle racks. They must not be parked in any manner which could impede the flow of pedestrian or vehicular traffic. Failure to comply will result in immediate impoundment. The following are examples of impermissible bicycle parking locations: on a sidewalk, on a driveway, in stairways or at handrails, in hallways or classrooms, at building entrances, adjacent to a yellow curb, in cross hatched handicapped accessible spaces, against trees or posts, at pay stations, sign posts, or no parking areas.~~

2.2.3 Registration of Bicycles

- ~~a. Registration of Bicycles: All bicycles, which are operated, parked, or stored, on the campus by any employee, student, or corporate partner should be registered with Transportation.~~
- ~~b.a. Bicycle Permits: Bicycle permits are not transferable (either between persons or assigned bicycles). If a bicycle permit becomes damaged, or if the owner acquires a new bicycle, then the owner should obtain a replacement permit from Transportation.~~
- ~~c.a. Effective Period: Initial registration shall be effective from the day registration is completed, and shall not expire except when the registration permit is removed from the bicycle to which it was assigned; or there is a change of ownership of the bicycle.~~

2.2.4 Bicycle Impounding

- ~~a. Any bicycle may be impounded if such bicycle appears to have been abandoned.~~
- ~~b.a. In case of any registered bicycle so impounded, notice shall be sent within 15 working days after such impounding to the registered owner at the place of residence designated on the last registration form on file with Transportation.~~
- ~~c.a. In the case of any unregistered bicycle so impounded, Transportation shall make reasonable inquiry to identify the owner or the person entitled to possession thereof, and shall within 15 working days after such impounding, provide written information to Campus Police specifying: 1) the location where the bicycle was impounded, and 2) the color of the bicycle.~~
- ~~d.a. Any impounded bicycle, which is not redeemed within ninety days after notice, shall be surplus at the NC State University Surplus Property Office for sale in accordance with NC State University procedures.~~

~~2.2.5 Operation of a Bicycle – Required Adherence to Traffic Laws: Every person operating a bicycle shall do so in adherence with traffic control devices and rules of the road applicable to motor vehicles under: North Carolina state laws as prescribed in the General Statutes of North Carolina Chapter 20, Motor Vehicles and those Parking and Transportation Ordinances for North Carolina State University (see section 6.0 Traffic Regulations). Persons who violate this subsection are subject to fines/citations.~~

~~2.2.6 Operation of a bicycle in pedestrian safety zones: Cyclists are permitted, though not encouraged, to operate their vehicle in pedestrian safety zones provided that 1) pedestrians are given the right of way, 2) vehicles are operated at speeds that do not endanger pedestrian or cyclist safety, 3) vehicles are dismounted in areas of pedestrian congestion. Persons failing to safely navigate these pedestrian areas are subject to fines/citations.~~

~~2.2.7 Operation of a bicycle in dismount zones: Cyclists must dismount their vehicle in a dismount zone. Persons who violate this subsection are subject to fines/citations.~~

2.3 Skateboards/Roller Skates/In-line Skates

~~2.3.1 Skateboards, roller skates and inline skates shall be considered a means of transportation on NC State campus. In point to point progression, ollies (the event of the rider jumping the device from the ground) and manuals (where only two wheels remain in contact with the ground in an exhibition of balance) shall be considered legal activities.~~

~~2.3.2 The use of skateboards, roller skates or inline skates on all of NC State University shall be tolerated beyond a 50 foot radius surrounding all school buildings, and as a means of point to point transportation as defined above. As such, obstacles such as staircases, ledges, benches and flower planters shall be off limits to the riders due to the inherent destruction of property that may result from such activities.~~

~~2.3.3 Grinding (i.e., frictional contact between any part of the skateboard and a ledge, plant or bench) shall be illegal due to applicable damage to university property. Certain obstacles may be set up by campus recreation for permitted use outside of parking and pedestrian areas.~~

~~2.3.4 Skaters must be responsible in consideration of pedestrians and vehicular traffic. Riskless operation, whereby the rider upholds no concern for the safety of others, including the clinging of skateboarders to a vehicle for travel and obstructing pedestrian and vehicular traffic, constitute violations of acceptable skateboard use.~~

~~2.3.5 Violations of this regulation by students, faculty, or staff shall be enforced in accordance with current University guidelines for violations of the University *Student Code of Conduct* or the University disciplinary policy for employees. Individuals who violate this regulation and are not affiliated with the University may be trespassed from the University. In addition, the skateboard, roller skates, or in-line skates may be temporarily confiscated for possible use in a University hearing.~~

~~2.3.6 Persons who violate this section 2.3 are subject to fines/citations.~~

~~2.3.7 Violation of section 2.3 by visitors may result in the person being asked to leave campus. Future violations or failure to leave the campus may result in an arrest for trespassing. The skateboard, roller skates, or in-line skates may be seized for use as evidence in a criminal proceeding.~~

~~2.42.3 Low Speed Vehicles (Gators, Kubotas, Mules, Golf Carts)~~

~~2.4.1 Authorized Use Acquisition, use, and parking is limited to University departments and University contractors with a valid business need. Departments or contractors operating gators, mules or golf carts are expected to comply with all provisions of this document. Personally owned gators, mules or golf carts are prohibited from operating on university property. Any exceptions must be approved by Transportation~~

~~2.4.2 Valid Business Need Defined as: transporting personnel, equipment, and/or supplies for University purposes when other transportation means are unavailable or problematic; or transporting employees, students, and/or guests with temporary or permanent disability related needs.~~

~~2.4.3 Authorized Operators Operation of low speed vehicles is restricted to University employees and students designated by the Department Head. Each department shall maintain a current list of approved operators.~~

~~2.4.4 Registration All Low Speed vehicles are required to be registered with Transportation. Transportation provided decal must be displayed on the vehicle to provide for identification.~~

~~2.4.5 Approved and Prohibited Areas Gators, mules and golf carts may travel on University roads, streets and in University parking lots. They may be operated on sidewalks provided that pedestrians have the right of way and vehicles are operated at speeds that do not endanger pedestrian safety. Generally, these vehicles should not be operated in areas of pedestrian congestion or on sidewalks during times of class change. Persons failing to safely navigate these pedestrian areas are subject to fines/citations.~~

~~Additionally, these vehicles should not be operated on the grass except when necessary for a temporary detour. These vehicles may not be operated on streets or roads where the speed limit exceeds 35 miles per hour, except to cross such street or road.~~

~~2.4.6 Parking Gators, mules and golf carts must display a valid University parking permit for the appropriate space or zone when utilizing a parking space. Parking is prohibited on sidewalks and grass in a manner that blocks any pedestrian access or route.~~

~~2.4.7 Specifications Gators, mules and golf carts must be equipped with headlamps, horn, reflex reflectors and parking brakes.~~

~~2.4.8 Operators of gators, mules and golf carts must possess a valid operator's or driver's license.~~

~~2.4.9 Safety and Protection~~

- ~~a. General Gators, mules and golf carts shall not be operated in a manner that may endanger occupants or nearby individuals and property.~~
- ~~b. Speed Limits Operators shall not exceed the posted or designated speed limit when operating gators, mules and golf carts on any street, road, or parking lot. In areas of congestion, operators must reduce speed to the equivalent of a slow walking pace.~~
- ~~c. Traffic Laws and Defensive Driving Operators shall operate gators, mules and golf carts in compliance with all applicable laws and University traffic and parking rules. Additionally, operators shall operate in a safe and responsible manner with due regard for the driving conditions.~~
- ~~d. Passenger Limit and Load Capability Operators shall ensure that the number of passengers and their seating arrangement and/or the weight, type, and placement of the load do not exceed the manufacturer's recommendations.~~
- ~~e.g. Operator and Passenger Safety Operators and passengers must keep their head, legs, and arms inside the cab area of the gators, mule or golf cart. Operators and passengers should not step or jump from the vehicle until it has stopped moving.~~

~~2.52.3 Personal Assistive Mobility Device~~

~~2.5.1 Use An electric personal assistive mobility device may be operated on the public highways, sidewalks and bicycle paths. A person operating an electric personal assistive mobility device on a sidewalk, roadway, or bicycle path shall yield the right of way to pedestrians and other human powered devices. A person operating an electric personal assistive mobility device shall have all rights and duties of a pedestrian.~~

~~2.62.3 Impoundment~~

~~2.6.1 Bicycles, scooters, mopeds, motorcycles and other alternative modes of transportation are to be stored in an appropriate manner at bicycle racks or other designated spaces. Those deemed to be stored in a manner that creates a safety issue or inhibits pedestrian movement may be impounded by Transportation.~~

23. PARKING PERMITS REGISTRATION AND ISSUANCE OF VIRTUAL OR PHYSICAL PARKING PERMITS

23.1 General Terms and Conditions

2.1.1 For the purposes of this Ordinance, the terms "permit," "parking privilege" and "virtual permit," represent the required permission to park on the NC State Campuses in areas designated for permit parking. All vehicles issued a permit to park on campus must have a current and valid state issued license plate that is associated with the vehicle identification number of the vehicle on which it is displayed. Employees who have their parking fees paid through payroll deduction are responsible for monthly payment until they request termination of their parking privilege. Vehicles not registered to park in permitted areas on campus are subject to immobilization, towing, fines, and restitution on the value of the permit.

23.1.24 All eligible individuals may request permits parking through Transportation. Campus Visitors to Campus may obtain a daily visitor parking permit or a temporary parking permit from Transportation.

2.1.3 -Parking permits and access control devices remain the property of Transportation. Parking permits, replacement permits, temporary permits, or access control devices may not be given, sold, or traded to another person.

23.1.42 Failure to display an appropriate permit or obtain a virtual permit, while parked in a permit-required zone or space, shall result in a fine.

23.1.53 All vehicles parked on campus, displaying an annual or multi-year permit must be registered with transportation. Unregistered vehicles are subject to immobilization for identification purposes.

23.2 Employee Parking Permits

2.2.1 Employee Vehicle Registration – Employees may register up to five personal vehicles and one motorcycle. Only (1) vehicle, or a motorcycle, associated with the same account is permitted to park on campus at the same time (in locations other than visitor parking areas). If multiple vehicles associated with the same account are found to be on campus at the same time (in locations other than visitor parking areas), citations for Concurrent Parking may be written to ALL vehicles associated with the same account on campus at the same time.

23.2.24 Employees may request a parking permit at any time during the year. New employees must provide Transportation with the required documents verifying their employment with the University. Employees are not eligible to use visitor permits. Employees are not eligible to purchase the following permits: “CC”, “DD”, “F”, “GV”, “R”, “RF”, “RC”, “RE”, ~~“RH”~~, “RV”, “RW”, “SV”, “UD”, “UV” and “W”.

23.2.23 Employee parking assignments are requests shall be assigned based on availability.

3.2.3 Employees who have their permit cost paid through payroll deduction must return their permit upon termination of employment with the University. Individuals are responsible for monthly payment until they return the parking permit. Vehicles displaying unauthorized permits are subject to booting, towing, fines, and restitution on the value of the permit.

2.2.4 Payroll deducted employee parking fees shall be deducted on a post-tax basis. Refund amounts shall be prorated based on the date the permit is cancelled. Physical permits must be returned to Transportation prior to a refund.

23.2.54 Permit Returns

- a. Employees approved for medical leave or ~~approved for~~ scholarly leave, may ~~elect request to stop payment and suspend their parking privilege until they return to the University, their parking permit and stop payroll deductions during the time they are on approved leave.~~ Documentation of approved leave is required. These employees will be eligible to receive the same permit type when they return to the University and reinstate their payroll deducted parking fees. Employees who do not return their permits will be responsible for parking fees during their absence. Permit holders may not return or suspend payment during. This policy does not apply to University holidays and academic break periods.
- b. Employees who voluntarily return their B or U permit for any reason other than medical or scholarly leave will not be reissued a B or U permit type upon return. These employees will be issued a C or lower permit and may request to be added to the B waitlist.

~~3.2.5 Employees participating in the pretax program for monthly parking permits deductions shall have their refunds adjusted for income tax. These refunds are adjusted by, and mailed from, University Payroll. Employees not participating in the pretax program shall not have their refund adjusted for income tax. Transportation shall prepare and mail these refunds.~~

~~23.2.6-6~~ Special Faculty – Salaried faculty who are classified as Visiting, Clinical, Research, Extension or USDA/USDI are considered employees of the University for the purposes of this Policy. Employee parking policies and permit eligibility apply to these individuals.

23.2.7-7 Retired University Employees

- a. Retired NCSU employees may request ~~aan~~ "R", permit if they wish to visit the University. ~~–~~Verification of retirement is required at the initial application, and annually to renew the permit.
- ~~a.b.~~ Retiree parking privileges are assigned based on availability. Permits are valid in any non-reserved permitted parking space.
- ~~b.c.~~ A retired employee who returns to work in either a part-time or full-time capacity must notify Transportation and ~~exchange return~~ the "R" permit for the appropriate employee permit type. ~~The individual must purchase an employee permit to park on campus while working.~~
- ~~e.d.~~ Individuals who falsify employment or compensation information are subject to suspended parking privileges. Permits issued to retirees may not be used by other individuals to attend work or classes on campus.

~~23.2.8-8~~ Permanent Twelve and Nine-Month Employees: Benefits eligible permanent employees ~~receiving paychecks monthly or biweekly for twelve months a year~~ are eligible to have their monthly parking permit fee deducted from their paycheck. ~~Permit fees are deducted before taxes; i.e., on a pre-taxed gross before state and federal taxes are deducted.~~ If an individual leaves University employment prior to the expiration of their parking permit, they are responsible for ~~notifying returning the permit to~~ Transportation in order to stop payroll deduction. If permit fees cannot be collected through payroll deduction, Transportation reserves the right to terminate the employee's parking privileges, ~~and the individual has not returned the permit, they shall continue to be responsible for payment of the permit until it is returned to Transportation.~~

~~23.2.9-9~~ Temporary Employees: Individuals employed in a nonpermanent position or capacity, or through University Temporary Service (UTS) may request a parking permit. Verification of employment, including duration of employment is required. Payment for the permit shall be made by cash, check or credit card. Payment must be for the full amount due on the parking permit. No Partial Payments are accepted. Payroll deduction is not permitted. Permits may be purchased on a monthly, weekly or daily basis, ~~at a rate equal to one-twelfth the annual cost of the permit. Shorter term employment shall allow for the purchase of permits at a daily or weekly rate.~~ Temporary employees are not eligible for access to gated employee parking areas. Parking a ~~Assignment of a parking permit and parking location~~ shall be decided by Transportation based upon space availability. These individuals are not eligible to be placed on a permit wait list.

~~3.2.10~~ Nine Month Recurring Permanent Employees: Permanent employees in recurring positions may request annual parking permits. If the employee leaves the University prior to the expiration of the permit, they are required to return the permit to Transportation to stop payroll deduction. ~~If permit fees cannot be collected through payroll deduction, and the individual has not returned the permit, they shall continue to be responsible for payment of the permit until it is returned to Transportation.~~

~~23.2.1011~~ Individuals-Employees of on Campus Employed by other Agencies or Government and/or Military Agencies: These individuals are eligible for parking under the guidelines for University employees. They are not eligible for payroll deduction ~~of parking fees.~~

~~23.2.112~~ Employees of Corporate University Partners: These employees are eligible for parking under the covenant of their leases with the University. They are not eligible for payroll deduction ~~of parking fees.~~ Parking

fees will be charged at market rates based on an annual sampling of annual-comparable private parking rates in downtown Raleigh.

23.2.123 Adjunct Faculty: Adjunct faculty members must purchase a parking permit if they require parking on campus.

3.2.14 Carpools and Vanpools: Individuals who wish to purchase a carpool permit must apply with Transportation. Individuals who participate in a Triangle Transit vanpool apply through that agency.

3.2.15 Electric Vehicle Charging Stations: Vehicles parked in EV (Electric Vehicle) Charging Stations are required to purchase and display an EV access permit in addition to the appropriately designated parking permit for the area in which the EV station is located. Use of these spaces is limited to four (4) hours per day and the vehicle must be actively charging while parked.

23.2.136 Employee Parking Permits: The following provides the general locations and proximity of areas that may be designated for employee parking.

PERMIT	GENERAL CAMPUS AREA FOR PERMIT ASSIGNMENT
"B"	North Campus Gated Areas, North Hall Staff Portion, Pullen Road, Nelson East and West, Brooks Lot, Carter Williams Lot, Hillsborough East and West Lots., Patterson North Lot
"C"	Jeter Bays, Case Center Lot, Steam Plant Lot, Carmichael, Ferndell Lot, Centennial Campus Staff areas , South West Campus areas, Dan Allen Deck, Method Road Greenhouses, Centennial Biomedical Campus Staff areas , Central Campus area and South Central Campus, Avent Ferry Staff area, Complex, Greek Village, E.S. King Village, Wolf Village, Western Manor, McKimmon Center Staff and Jordan Visitor Center Staff areas.
"CD" "DD"	Coliseum Parking Deck, Greek Village*, E.S. King Village, Western Manor, Dan Allen Deck, Greek Village
DD	Dan Allen Deck, Greek Village*
"L"	Designated areas and times
"BB"	Designated Bicycle Parking throughout campus
"M"	Designated Motorcycle Parking throughout campus
"U"/"UD"	Allows access to North Campus Areas by employees or departments who do not reside on North Campus.
"R"	"B" and lower zone areas for retired employees
"V"	Varsity Lot

* requires GL decal along with valid permit

23.3 Student Parking Permits

2.3.1 Per North Carolina General Statute 16-44.1,d – ...No permit to park shall be issued until the student requesting the permit provides the name of the insurer, the policy number under which the student has financial responsibility and the student certifies that the motor vehicle is insured at the levels set in G.S. 20-279.1(11) or higher. This subsection applies to motor vehicles that are registered in other states as well as motor vehicles that are registered in this State pursuant to Chapter 20 of the General Statutes.

23.3.1 Eligibility:

- a. Students are only eligible to receive parking per Section 2.3.3. Students are not eligible to use visitor permits, not eligible for the following permits: "AS", "A4", "B", "C", "D", "E", "H", "SP", "SV", "U", "UD", "R" or, "UV", "B" or "C." Students are not eligible to use visitor permits.
- b. All students ~~including freshmen~~ are eligible to request purchase parking permits, based on space availability. All students are eligible for bicycle and motorcycle parking permits.
- ~~c. Residents of privately owned proximate student housing facilities are not eligible to purchase campus parking permits. This includes, but is not limited to, University Towers, Val Commons, Stanhope and the College Inn.~~
- ~~d.c.~~ Resident students are eligible for permits per Section 23.3.3. First year resident students are only eligible for Storage Lot parking. First year commuters are only eligible for Varsity Lot parking.
- ~~e.d.~~ Eligible commuting students may purchase parking permits for:
 1. Zones "CC", "CD", "DD", "F", "V" and "W". "F", and "V" Overnight parking is prohibited in these areas.
 2. Permit "L" if parking is needed 7 a.m. to 9 a.m. or after 3 p.m., as specified in section 2.3.2.
- ~~f. Other Parking Options for Students~~
 1. ~~Commuting students of any class may park in the Wolfline Park and Ride Lots to ride transit to and from campus. There is no parking fee required in these lots. Overnight parking is prohibited.~~
 2. ~~Commuting students may park in pay lots on campus at the rates posted. Overnight parking is prohibited in pay lots.~~
- e. Student permits are only sold on a semester and summer session basis.
- f. Student permits may be returned in for a prorated refund through the respective semester drop/add date.
- g. Student residents of privately owned proximate student housing facilities located along Hillsborough Street between Rosemary and Cox Streets are not eligible for parking. Additionally, students who reside in University Towers, Valentine Commons, Stanhope and the College Inn are not eligible for parking. first Friday of May.

23.3.2 The following provides general locations and proximity of areas that may be designated for student parking.

PERMIT	GENERAL CAMPUS AREA FOR PERMIT ASSIGNMENT
<u>"CC"</u>	Designated Centennial Campus Decks and Centennial Biomedical Campus Deck / CVM, E. S. King, Western Manor
<u>"CD"</u>	Coliseum Parking Deck Area
<u>"DD"</u>	Dan Allen Deck
<u>"F"</u>	Centennial Campus Fringe Lots
<u>"GV"</u>	Greek Village Lots
<u>"RC"</u>	Residence Hall Areas on Centennial Campus proximate to Wolf Ridge.
<u>"RE"</u>	Residence Hall areas located East of Dan Allen Drive
<u>"RF"</u>	Avent Ferry <u>Residence Hall</u>
<u>"RH"</u>	Resident E. S. King Village and Western Manor
<u>"RS"</u>	Centennial Campus Perimeter Lots
<u>"RV"</u>	Wolf Village
<u>"RW"</u>	Residence Hall areas located West of Dan Allen Drive
<u>"W"</u>	Main Campus West Deck, Main Campus West Lot and Armory Lot
<u>"L"</u>	"CC", "CD", "DD", <u>"F" and "W"</u> , 7 a.m. to 9 a.m. <u>and</u> after 3 p.m.
<u>"BB"</u>	Designated Bicycle Parking Throughout Campus
<u>"M"</u>	Designated Motorcycle Parking throughout Campus at specific locations

"V"	Varsity Lot
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23.3.3 Resident Student Parking Permits:

Eligible students may request parking permits that are applicable to their residence location or commuter status. [Permits are issued based on availability.](#)

Student Residents	Applicable Parking Permits
Wolf Ridge	"RC" , "RS"
North Hall	"RE" , "RS"
Watauga, Syme, Gold and Welch	"RE" , "RS"
Berry, Becton and Bagwell	"RE" , "RS"
Wood, Alexander, Owen, Turlington and Tucker	"RE" , "RS"
Metcalf, Bowen, Carroll	"RE" , "RW" , "RS"
Lee, Sullivan and Bragaw	"RW" , "RS"
Greek Village	"GV"
E S King Village and Western Manor	"RH" , "CC" , "DD" , "CD" , "W"
Avent Ferry	"RF"
Wolf Village	"RV"
Western Manor	"RH" , "CC"
Commuting Students	Applicable Parking Permits
Commuting Students (Including Graduate Students) Commuting Students	"CC" , "CD" , "DD" , "F" , "L" , "F" , "W" and , "V" Applicable Parking Permits
Commuting Students (Including Graduate Students)	"CC" , "CD" , "DD" , "F" , "L" , "F" , "W" and , "V"

23.4 Other Permits

~~for Others~~

23.4.1 Permits for Departments

- Departments ~~may~~ obtain Short-Term Temporary permits for unloading/loading materials and supplies at designated loading areas or zones.
- Service, Academic and Administrative departments may purchase UD (Universal Departmental) permits for employees ~~to~~ use while conducting University-related business. [Not to be used while parked at principal work location.](#)
- Service departments may purchase SV permits for State-Licensed vehicles used to provide service as defined in Section 1.1. ~~4738~~ of this Ordinance.
- Departments may purchase Loading/Unloading permits ~~s~~ [hangtags](#) to facilitate short term departmental loading and/or unloading needs. ["B" zone g](#)Gate access is included with these permits. The permit validates parking up to 30 minutes in designated Loading/Unloading spaces. When displayed on a state-licensed vehicle this permit validates long term parking on the top level of ~~-~~Coliseum, Dan Allen, [West](#) or Partner's Way decks.

[2.4.2 Permits and Fees for Electric Vehicle Charging Stations:](#) Vehicles parked in EV (Electric Vehicle) Charging Stations are required to purchase and display an EV access permit in addition to the appropriately designated University parking permit for the area in which the EV station is located. ~~Use of these spaces is limited to four (4) consecutive hours per day and the vehicle must be actively charging while parked. Between 5 p.m. and 7 a.m. weekdays and during weekends users are responsible for appropriate usage fees while~~

parked at the charging location, unless the vehicle displays a valid EV decal. Use of these spaces is limited to four (4) consecutive hours per day and the vehicle must be actively charging while parked.

23.4.32 Visitor Parking and Permit

- Visitors must purchase a Daily Visitor parking permit or use an hourly pay lot.
- Campus departments, employees or students who sponsor events on campus, or invite visitors, are responsible for arranging parking with Transportation and notifying for their visitors.
- Students and employees are not eligible to use visitor permits.

23.4.43 Permits for Service Providers, and Cartage

- Companies delivering supplies and materials on campus are not required to purchase a parking permit if they have a visible company logo displayed on the vehicle, and if the vehicles are parked in an unreserved parking space or designated Loading/Unloading space within the time limits of the space. Vehicles may not pull up on curbs, sidewalks, landscape areas, other no parking areas, or block traffic.
- Sales representatives, vendors and sService providers ~~who are performing maintenance or repair to campus infrastructure, buildings or equipment must purchase a parking permit to park on campus.~~ Salespersons must purchase a parking permit or pay to park in visitor parking to park on campus.
- Public utility ~~Service C~~companies performing repairs or surveys of utility infrastructures are not required to purchase a parking permit if they have a visible logo displaying their company name and service on the vehicle. Vehicles must park in designated unreserved parking spaces, and shall may not pull up on curbs, sidewalks, landscape areas or other no parking areas, or block traffic while performing their duties. ~~The work performed may not exceed a frequency that requires the vehicle to be on campus for more than one day per week. Work that requires use of parking or may impact parking for longer periods must be reviewed and approved by Transportation. Failure to make appropriate parking arrangements shall be considered in violation of this Ordinance. The utility company must contact Transportation and provide notice of work, location, number of vehicles and duration of work in advance of work beginning.~~

23.4.54 Special approval is required for the following permits:

Parking Permit	Authorization Required
"AS"/ "T"	Vice Chancellor of Finance and Administration
"SP"/ "SV"/ "U"/ "UD"/ "UV", SP	Transportation
AH (Accessibility) (AH)	Transportation
"R" (Retirees only)	Transportation/ Requestor's previous Department Head <u>Verification from Payroll</u>
"RD"	Transportation/University Housing
"SL"	Transportation/ Student Leader Coordinator

2.4.6 Carpools and Vanpools: Individuals who wish to purchase a carpool permit must apply with Transportation. Individuals who participate in a Triangle Transit vanpool apply through that agency.

a. Carpools

1. Individuals who wish to form a carpool should contact Transportation for information regarding carpool eligibility and registration procedures.
2. Members of carpools are required to follow all procedures and regulations according to this Ordinance with the following modifications:
 - i. Each member of a carpool must register a vehicle with Transportation.
 - ii. One parking privilege shall be issued to the carpool.
 - iii. Members who need to drive alone occasionally may receive daily parking privileges in zones assigned by Transportation. Privileges may not exceed twenty-four daily privileges for employees and twelve daily privileges for students during the permit cycle.

23.4.75 Accessibility Parking

Any employee (including employees of corporate partners or employees of other entities located within the University) or student who, because of a short-term or permanent disability, requires a vehicle on campus, must apply for a parking permit to park in an accessible space. The individual is responsible for providing Transportation with all information required to process and review their request for an exception due to disability.

Student requests will be reviewed by Transportation (with assistance from Student Health Services and the Disability Compliance Office). All possibilities for accessible travel for the student shall be considered, and a decision shall be made for the best alternative. A student may be issued an "AH" permit if a need is documented to have access to employee parking areas to attend classes.

A current state-issued accessibility placard, together with a valid University-issued permit, are required for individuals with permanent or long-term disabilities in order to park in a designated handicapped space on campus. The individual's assigned University permit must be valid for that zone/area. Individuals must provide a copy of their state-issued handicapped placard to Transportation.

23.4.86 Trustee Permits

Members of the Board of Trustees of North Carolina State University shall be issued ("T") permits at the beginning of each academic year at the direction of the Chancellor.

23.4.97 Student Leader Permits

- a. The following sStudent Lleader positions are eligible to purchase a Student Leader permit: Student Body President, Student Senate President and Graduate Student President. permits shall be issued to specific Student Leader positions upon receipt of a completed application from the individual holding that position. Transportation maintains a list of eligible positions.
- b. Permits for new leaders shall be issued only after the outgoing leader for that position has returned the previously assigned permit.
- c. The "SL" permit is valid in student resident and commuter parking areas. "C", "CC", "CD", "DD", "F", "GV", "RF", "RC", "RE", "RH", "RS", "RV", "RW", "V" and "W" areas.
- d. The Student Body President is eligible for a Trustee permit.
- e. Students must return their SL / Trustee permit at the conclusion of their elected term.

23.4.108 Permits for Non-Student Residents of E.S. King Village and Western Manor

Non-Student residents who live at E.S. King Village or Western Manor and have a vehicle, must display a valid University parking permit on their vehicle when parked in these areas.

23.4.119 Permits for Non-Resident Greek Life Members

Greek Life members who do not reside in a Greek house, but are required to take meals and attend meetings inside normal parking enforcement hours, must purchase and display a “GL” decal in addition to their valid University student permit. Students with “V” (Varsity) permits, ~~or~~ are not eligible for the “GL” decal.

2.4.12 Non-University Apartment Shuttles

Non-University apartment shuttles that provide bus shuttle services for their residents between the residential areas and campus, must register their vehicles with Transportation annually and purchase a bus shuttle permit by August 1 for the upcoming academic year. Providers of these services are required to follow the policies and procedures for the registration and operation of shuttle vehicles. Violation of this section may result in fines and restrictions for parking on campus.

23.5 Permit Costs

The Board of Trustees hereby directs the Director of Transportation to collect parking fees for parking permits as follows:

Employee/Department/Corporate/Others Permits		
-	-	-
Permit	Description	Annual Fee
A4	Holladay Hall Reserved Lot	\$900 \$1,188
AS	Assigned Space <u>Individual</u>	\$1,215 \$1,356
<u>AS</u>	<u>Assigned Space Department</u>	\$1,500
B	North Campus - Employee	\$480 504
CE	<u>Primary</u> - Employee	\$357 369
<u>CDE</u>	Coliseum Deck-Employee	\$357 369
EV	Electric Vehicle Charging Decal	\$120
L1E/L2E	Off Peak (Per Semester)	\$66 75
LZ	Loading Zone (Departments Only)	\$30 40
M	Motorcycle	\$74 50
R	Retired	\$50 75
SP	Service Provider (off campus)	\$480 540
SV	Service Vehicle	\$480 540
T	Trustee	\$60 65
UV	University Vehicle	\$480 504
<u>U/UD/UD</u>	Universal <u>(faculty and staff)/Universal Department</u>	\$480 504
<u>UD</u>	<u>Universal (department)</u>	\$600
Student Permits		
Permit	Description	<u>Annual Fee</u> <u>Semester Fee</u>
<u>AH</u>	<u>Handicapped Parking Permit</u>	\$252
CC	Centennial Decks - Commuter	\$370 200

CD	Coliseum Deck - Commuter	\$370200
DD	Dan Allen Deck - Commuter	\$395200
EV	Electric Vehicle Charging Decal (Academic Year)	\$120
F	Fringe - Commuter	\$290150
GV	Greek Village - Commuter/Resident	\$290150
L	Off Peak Student (Per Semester) - Commuter	\$6675
M	Motorcycle - Commuter/Resident	\$7450
RF	Avent Ferry - Resident	\$275150
RC	Wolf Ridge - Resident	\$370200
RD	Resident Director	\$405225
RE	East Campus-Resident	\$370200
RH	ES King or Western Manor Resident (Academic Year)	\$275300
RS	Resident Storage - Resident	\$235150
RV	Wolf Village - Resident	\$290150
RW	West Campus-Resident	\$370200
SCP	Carpooling - Student	
SL	Student Leader	\$365200
V	Varsity Lot - Commuter	\$12075
W	West Deck - Commuter	\$325200
GL	Greek Life Auxiliary Decal (Academic Year)	\$10
SCP	Student Carpool Permit	Shared cost of permit
S1 or S2	Summer Session 1 or 2 Permit - Resident or Commuter	\$50
SS	Full Summer Permit - Resident or Commuter	\$75

*"Others" represents non-University companies or individuals and eligible University Corporate Partners.

23.6 Temporary Parking Privileges ~~Replacement Permits~~

23.6.1 Authorized parkers ~~permit holders~~ who drive a temporary (i.e. rental or loaner, etc.) vehicle to campus may register that vehicle as their primary vehicle for the duration the vehicle is used to park on campus. ~~may receive a temporary replacement permit if a vehicle they are driving to campus does not have the permit displayed.~~

- A temporary vehicle must be registered prior to parking on campus and must be parked in the assigned parking area. ~~Permit holders are not entitled to obtain a temporary permit if the vehicle, which is displaying the original permit, is parked on campus.~~
- Registration of a temporary vehicle or any changes in vehicles, must be completed online through the customer's account. ~~Permit holders are limited to six (6) replacement permits per fiscal year. Consecutive business days constitute one replacement use.~~
- ~~No refunds will be issued for temporary permits.~~

23.7 Affixing/Displaying the Permit (Automobiles)

23.7.1 Where physical permits are required, the following guidelines must be used to display the permit: ~~Permits must be displayed in the intended manner for the type of permit issued. The entire permit must be clearly visible and cannot be obscured in any way. Hang tag permits must be displayed hanging from the rearview mirror. If no rearview mirror exists, the permit must be displayed face up on the dash in the left hand~~

~~(driver) side of the front windshield. Adhesive or static cling permits must be affixed to the lower left hand (driver) side of the front windshield with the original adhesive material provided on the permit.~~

~~a. 3.7.2~~ Daily Visitor, Accessibility, or Access Hang Tag permits must be placed on the rearview mirror so that the permit number faces out. In vehicles without suspended mirrors, place permit number side up on lower left hand (driver) side of dashboard. Non-hanging permits are to be displayed on the lower left hand (driver) side dashboard.

~~b. 3.7.3~~ A violation of this section (Improper Display of Permit) may result in a fine.

23.8 Permit Replacement

23.8.1 Replacement

If a permit holder ~~returns~~ ~~can return~~ an identifiable portion ~~of a physical permit~~, including the number of the permit, and the permit is registered to that individual, ~~they~~ ~~then he~~ may receive a replacement free of charge.

23.8.2 Charges for Replacement of Physical Permits

- a. If a permit has been lost or stolen, the person to whom the permit was registered may receive a replacement permit for a processing fee of \$10.
- b. A lost or stolen permit report must be filed with Transportation prior to replacement.
- c. If a lost/stolen permit is found, it must be returned to Transportation.

23.9 Unlawful transfer or Use on Unauthorized Vehicle

23.9.1 Parking privileges, permits and access control devices remain the property of Transportation and, as such, parking permits, replacement permits, and access control devices may not be given, sold or traded to another person. Parking privileges, permits and access control devices may only be displayed on the vehicle(s) to which they are registered.

23.9.2 Displaying and/or possession of a lost/stolen permit shall result in a fine, immobilization, loss of parking privileges for up to one year, restitution cost of the permit, loss of gate access and/or other judicial actions as applicable.

23.9.3 A violation of this section (Unlawful transfer or Use on Unauthorized Vehicle) may result in a fine, loss of parking privileges for up to one year and/or restitution of said permit.

23.10 Forging, Counterfeiting or Altering of Permits

23.10.1 It is a violation to forge, counterfeit or alter a parking permit in any manner, way, shape or form.

23.10.2 A violation of this section (Forging, Counterfeiting or Altering permits) shall result in a fine, loss of parking privileges for up to one year, restitution of the permit cost from beginning of the academic year up through recovery date of the counterfeit permit and/or other judicial actions as applicable.

23.11 Presenting False Information

23.11.1 It is a violation to present, attempt to present or conspire to present information that an individual would have reason to believe is false, to any employee or agent of Transportation for the purpose of obtaining

a permanent or temporary parking permit, maintaining a parking permit, processing a petition/appeal or the purpose of deceiving any employee or agent.

23.11.2 Vehicles parked on campus must display a current valid state-issued license plate on the outside of the vehicle. Vehicles with obscured or blocked license plates or VIN numbers or vehicles with no license plates may be immobilized-booted or towed. Vehicles that are backed into spaces or pull through spaces, where their license plate is not visible from the drive-lane, are subject to citation.

23.11.3 A violation of this section (Presenting False Information) may result in a fine and/or loss of parking privileges for up to one year.

3.12 Carpools

3.12.1 Members of carpools are required to follow all procedures and regulations according to this Ordinance with the following modifications:

- a. Carpoolers must register each vehicle with Transportation that will be parked on campus.
- b. One transferable permit shall be issued to the carpool.

32. LOW SPEED AND TWO OR THREE WHEELED VEHICLES

32.1 Motorcycles/MopedsScooters/MopedsScooters

32.1.1 Motorcycles/scootersmopeds/and mopedscooters must displayhave a valid parking permit,s from Transportation to park on campus.to utilize a campus parking space. North Carolina State University employees, students, employees of corporate partners and employees of other entities with offices on one of the University's campuses are eligible to request a parking permit. Failure to register the vehicle will result in citation or impoundment.

3.1.2 The permit must be affixed to the front fork of the motorcycle, displayed visibly on the frame of the moped, or in an approved holder.

32.1.32 Permits are purchased from Transportation. Anyone who has a valid permit for an automobile may obtain one motorcycle/moped/scooter permit for his or her personal use at a reduced rate. Motorcycle permits may not be used as part of a carpool.

2.1.3 The permit must be affixed to the front fork of the motorcycle, displayed visibly on the frame of the moped, or in an approved holder.

32.1.4 Motorcycles/scooters/mopeds are prohibited from operating or parking on sidewalks, plazas and in pedestrian safety zones.

2.1.5 Any motorcycle/scooter/moped deemed to not be mechanically safe by Transportation, or with a gas or oil leak may be immediately impounded.

32.2 Bicycles

32.2.1 For the purpose of this Ordinance, bicycles shall be deemed vehicles; and every rider of a cyclists bicycle on the campus shall be subject to the provisions of thise Ordinance. with the modifications issued in this section.

32.2.2 Bicycles must be parked and/or secured only to bicycle racks. They must not be parked in any manner which could impede the flow of pedestrian or vehicular traffic. Failure to comply will result in immediate impoundment. The following are examples of impermissible bicycle parking locations: on a sidewalk, on a driveway, in stairways or at handrails, in hallways or classrooms, at building entrances, adjacent to a yellow curb, in cross hatched handicapped accessible spaces, against trees or posts, at pay stations, sign posts, or no parking areas.

32.2.3 Registration of Bicycles

- a. Registration of Bicycles: All bicycles, which are operated, parked, or stored, on the campus by any employee, student, or corporate partner should ~~must~~ be registered **annually** with Transportation.
Bicycle Permits: Bicycle permits are **required and are** not transferable (either between persons or assigned bicycles). If a bicycle permit becomes damaged, or if the owner acquires a new bicycle, then the owner should obtain a replacement permit from Transportation. **There is no charge for a permit.**
Effective Period: Initial registration shall be effective from the day registration is completed, and shall not expire except when the registration permit is removed from the bicycle to which it was assigned; or there is a change of ownership of the bicycle.

==
 ==
 b.

32.2.4 Bicycle Impounding

- a. Any bicycle may be impounded **for lack of registration or for no permit, creating a safety hazard due to where or how it is parked in areas not deemed for bicycle parking or if such bicycle appears to have been abandoned.**
 b. In **the** case of any **impounded** registered bicycle ~~so impounded~~, notice shall be sent within 15 working days after such impounding to the registered owner. ~~at the place of residence designated on the last registration form on file with Transportation.~~
 c. In the case of any **impounded** unregistered bicycle ~~so impounded~~, Transportation shall make reasonable inquiry to identify the owner or the person entitled to possession thereof, and shall within 15 working days after such impounding, provide written information to Campus Police specifying: 1) the location where the bicycle was impounded, and 2) the color of the bicycle.
 d. Any impounded bicycle, which is not ~~redeemed~~ **claimed** within ninety days after notice, shall be **delivered to** ~~surplused at the NC State University Surplus Property Office for sale in accordance with NC State University procedures.~~

32.2.5 Operation of a Bicycle – Required Adherence to Traffic Laws: Every person operating a bicycle shall do so in adherence with traffic control devices and rules of the road applicable to motor vehicles under: North Carolina state laws as prescribed in the General Statutes of North Carolina Chapter 20, Motor Vehicles and these Parking and Transportation Ordinances for North Carolina State University (see section 6.0 Traffic Regulations). Persons who violate this subsection are subject to fines/citations.

32.2.6 Operation of a bicycle in pedestrian safety zones: Cyclists are permitted, though not encouraged, to operate their vehicle in pedestrian safety zones provided that 1) pedestrians are given the right-of-way, 2) vehicles are operated at speeds that do not endanger pedestrian or cyclist safety, 3) vehicles are dismounted in areas of pedestrian congestion. Persons failing to safely navigate these pedestrian areas are subject to fines/citations.

32.2.7 Operation of a bicycle in dismount zones: Cyclists must dismount their vehicle in a dismount zone. Persons who violate this subsection are subject to fines/citations.

3.3 Skateboards/Roller Skates/In-line Skates

32.3.1 Skateboards, roller skates and inline skates shall be considered a means of transportation on NC State campus. In point-to-point progression, ollies (the event of the rider jumping the device from the ground) and manuals (where only two wheels remain in contact with the ground in an exhibition of balance) shall be considered legal activities.

32.3.2 The use of skateboards, roller skates or inline skates on all of NC State University shall be tolerated beyond a 50-foot radius surrounding all school buildings, and as a means of point-to-point transportation as defined above. As such, obstacles such as staircases, ledges, benches and flower planters shall be off limits to the riders due to the inherent destruction of property that may result from such activities.

32.3.3 Grinding (i.e., frictional contact between any part of the skateboard and a ledge, plant or bench) shall be illegal due to applicable damage to university property. Certain obstacles may be set up by campus recreation for permitted use outside of parking and pedestrian areas.

32.3.4 Skaters must be responsible in consideration of pedestrians and vehicular traffic. Reckless operation, whereby the rider upholds no concern for the safety of others, including the clinging of skateboarders to a vehicle for travel and obstructing pedestrian and vehicular traffic, constitute violations of acceptable skateboard use.

32.3.5 Violations of this regulation by students, faculty, or staff shall be enforced in accordance with current University guidelines for violations of the University *Student Code of Conduct* or the University disciplinary policy for employees. Individuals who violate this regulation and are not affiliated with the University may be trespassed from the University. In addition, the skateboard, roller skates, or in-line skates may be temporarily confiscated for possible use in a University hearing.

32.3.6 Persons who violate this section 32.3 are subject to fines/citations.

32.3.7 Violation of section 32.3 by visitors may result in the person being asked to leave campus. Future violations or failure to leave the campus may result in an arrest for trespassing. The skateboard, roller skates, or in-line skates may be seized for use as evidence in a criminal proceeding.

3.4 Low Speed Vehicles (Gators, Kubotas, Mules, Golf Carts)

32.4.1 Authorized Use - Acquisition, use, and parking is limited to University departments and University contractors with a valid business need. Departments or contractors operating gators, mules or golf carts are expected to comply with all provisions of this document. Personally owned gators, mules or golf carts are prohibited from operating on university property. Any exceptions must be approved by Transportation

32.4.2 Valid Business Need - Defined as: transporting personnel, equipment, and/or supplies for University purposes when other transportation means are unavailable or problematic; or transporting employees, students, and/or guests with temporary or permanent disability-related needs.

32.4.3 Authorized Operators - Operation of low-speed vehicles is restricted to University employees and students designated by the Department Head. Each department shall maintain a current list of approved operators.

32.4.4 Registration - All Low Speed vehicles are required to be registered with Transportation. Transportation provided decal must be displayed on the vehicle to provide for identification. [Front license plate must be purchased from Transportation and displayed on the vehicle.](#)

32.4.5 Approved and Prohibited Areas – [Low speed vehicles, Ggators](#), mules and golf carts may travel on University roads, streets and in University parking lots. They may be operated on sidewalks provided that pedestrians have the right-of-way and vehicles are operated at speeds that do not endanger pedestrian safety.

Generally, these vehicles should not be operated in areas of pedestrian congestion or on sidewalks during times of class change. Persons failing to safely navigate these pedestrian areas are subject to fines/citations.

Additionally, these vehicles should not be operated on the grass except when necessary for a temporary detour. These vehicles may not be operated on streets or roads where the speed limit exceeds 35 miles per hour, except to cross such street or road.

32.4.6 Parking – [Low speed vehicles](#), [Ggators](#), mules and golf carts must [be assigned a virtual parking permit](#) or display a valid University parking permit for the [assigned](#) appropriate space or zone when utilizing a parking space. Parking is prohibited on sidewalks and grass in a manner that blocks any pedestrian access or route.

32.4.7 Specifications – [Low speed vehicles](#), [Ggators](#), mules and golf carts must be equipped with headlamps, horn, reflex reflectors and parking brakes.

32.4.8 Operators of [low speed vehicles](#), [gators](#), mules and golf carts must possess a valid operator's or driver's license.

32.4.9 Safety and Protection

- a. General – [Low speed vehicles](#), [Ggators](#), mules and golf carts shall not be operated in a manner that may endanger occupants or nearby individuals and property.
- b. Speed Limits - Operators shall not exceed the posted or designated speed limit when operating [gators](#), mules and golf carts on any street, road, or parking lot. In areas of congestion, operators must reduce speed to the equivalent of a slow walking pace.
- c. Traffic Laws and Defensive Driving - Operators shall operate [low speed vehicles](#), [gators](#), mules and golf carts in compliance with all applicable laws and University traffic and parking rules. Additionally, operators shall operate in a safe and responsible manner with due regard for the driving conditions.
- d. Passenger Limit and Load Capability - Operators shall ensure that the number of passengers and their seating arrangement and/or the weight, type, and placement of the load do not exceed the manufacturer's recommendations.
- e. Operator and Passenger Safety - Operators and passengers must keep their head, legs, and arms inside the cab area of the [vehicle](#), [gators](#), mule or golf cart. Operators and passengers should not step or jump from the vehicle until it has stopped moving.

3.5 Personal Assistive Mobility Device

32.5.1 Use - An electric personal assistive mobility device may be operated on the public highways, sidewalks and bicycle paths. A person operating an electric personal assistive mobility device on a sidewalk, roadway, or bicycle path shall yield the right-of-way to pedestrians and other human powered devices. A person operating an electric personal assistive mobility device shall have all rights and duties of a pedestrian.

3.6 Impoundment

32.6.1 Bicycles, scooters, mopeds, motorcycles and other alternative modes of transportation are to be stored in an appropriate manner at bicycle racks or other designated spaces. Those deemed to be stored in a manner that creates a safety issue or inhibits pedestrian movement may be impounded by Transportation.

4. PARKING REGULATIONS

4.1 Permit Enforcement

4.1.1 Permit enforcement for any non-reserved spaces/areas is between the hours of 7 a.m. and 5 p.m. Monday through Friday, ~~in any unreserved parking space~~. "RC," "RE" and "RW" areas are enforced 7 a.m. to midnight, Monday through Thursday and 5 p.m. on Friday. The Hillsborough East and West Lots require a "B" permit from 7 a.m. to 5 p.m. Monday through Friday, and any valid University permit at all other times. This lot is enforced 24 hours a day, 7 days a week. During official University employee holidays permits are not required for unreserved spaces.

4.1.2 Parking enforcement for reserved spaces ~~and gated A4 lot~~ is twenty-four hours a day, seven days a week, including University Holidays. At all times, the appropriate permit for the reserved space/area/lot must be displayed on the vehicle.

4.1.3 Enforcement will be in place for gated areas 7 am to 5 pm Monday through Friday, even if the gate is raised or malfunctioning. ~~If a gate to a reserved parking area is raised for any reason, enforcement shall be maintained for the permit(s) required for that area.~~

4.1.4 Specifically designated Client/Visitor Spaces are for use by individuals utilizing business services of the adjacent building and not for general employee parking. Noted time frames apply.

4.1.5 "L" permits may park in ~~the~~ "CC", "CD", "DD", "F", "V" and "W" designated areas between the hours of 7 a.m. and 9 a.m. and after 3 p.m. weekdays.

~~4.1.6 The Hillsborough East and West Lots require a "B" permit from 7 a.m. to 5 p.m. Monday through Friday, and any valid University permit at all other times. This lot is enforced 24 hours a day, 7 days a week.~~

~~4.1.7 The appropriate permit is required to be displayed at all times in any space marked "24 HOUR TOWING." A vehicle in violation is subject to a parking citation and immediate towing at the owner's expense.~~

4.1.8 Pay Lots shall be enforced during posted times noted at each lot entrance.

4.1.9 Multiple citations may be issued in time limited spaces or areas.

4.1.10 A violation of section 4.1 shall result in a fine and/or booting/towing.

4.2 Permit Enforcement Areas

4.2.1 A current University Parking Permit, physical or virtual, is required to park ~~be displayed~~ on the campus during ~~the~~ enforcement times, except in pay lots or pay by plate areas ~~spaces~~. Permit holders must pay the required fee for time parked in pay lots or pay spaces, even if a current permit is displayed on the vehicle.

4.2.2 Employee/Department parking Permit Types are valid in the parking zone areas as indicated below:

Permit	B	C	CD	DD	F	GV	RF	RC	RE	RH	RS	RV	RW	SV	V	W
A4	X	X	X		X										X	X
AS	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
B	X	X		X	X	X				X		X			X	X
C		X			X	X				X		X			X	X
CD			X													
DD				X												
R	X	X	X	X	X										X	X
SP	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
SV	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
T	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
UV	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X
U/UD	X	X	X	X	X	X				X		X			X	X

Notes:

- 1) "L1E" and "L2E" employee permits are valid in the "B", "C", "CC", "CD", "DD", "W", "V" and "F" zones after 3 p.m.
- 2) Visitor parking is provided in designated areas. A visitor's vehicle license plate must be registered or a visitor permit must be displayed unless utilizing a pay lot.

4.2.3 Student parking permit types are valid in the parking zone area as indicated below:

Permit	Valid Permit Area(s) for Each Permit Type														
Permit	CC	CD	DD	F	GV	RF	RC	RD	RE	RH	RS	RV	RW	V	W
CC	X														
CD		X													
DD			X												
F				X											
GV					X										
RF						X									
RC							X								
RD								X							
RE									X						
RH										X					
RS											X				
RV												X			
RW													X		
V														X	
W															X
GL					X										

Notes:

- 1) "L" student permits are valid in "CC", "CD", "DD", "F" and "W" areas 7 a.m. to 9 a.m. and after 3 p.m.
- 2) "CC", "CD", "DD", "W" permits may cross park after 3 p.m. in Coliseum Deck, CBC Deck, Partners Way Deck and West Deck. (i.e. "CC" valid in "CD", "W", etc.). ~~These permit types may park in the Oval West Deck after 3 p.m.~~

4.3 Areas receiving 24 Hour Enforcement

4.3.1 No Parking Areas

It shall be unlawful for any person to park a vehicle on the campus in any area or lot except in spaces marked or designated for parking. This includes drive lanes and driveways, intersections, landscape areas, and blocking of any pedestrian route or accessible aisle or route.

This section is not intended to prohibit the stopping of a vehicle, while actually loading or unloading passengers, yielding to an emergency vehicle, yielding to pedestrians or other traffic, following the direction of a traffic sign, signal or other device, the stopping of a public conveyance or by instruction of a law enforcement officer, so long as said vehicle does not obstruct any crosswalk, accessibility parking areas, walkway, intersection or access to any accessibility parking areas.

4.3.2 Chancellor's residence: No person shall park a vehicle at the Chancellor's residence, 1570 Main Campus Drive except for the Chancellor, his/her family and their visitors or invited guests.

4.3.3 Fire Lanes: Certain campus areas are designated as "fire lanes" and carry a more severe penalty, including a fine and 24-hour towing, for blocking these zones. Fire lanes are designated with pavement markings and/or signage.

4.3.4 Fire Hydrants: Parking in a manner that blocks access to any fire hydrant, regardless of the presence of special "fire lane" designation, is a violation.

4.3.5 Stand pipes: Parking in such a manner that blocks access to any standpipe or sprinkler system is a violation.

4.3.6 Barrier Posts: Parking in front of or beyond removable barrier posts is a violation.

4.3.7 Street Access: Certain streets, lanes or curbs may be designated by Transportation as fire lanes for other life safety reasons, such as high rise building access, fire truck turning radius, ambulance access, etc.

4.3.8 Access areas to Accessibility Parking: Parking in a manner that blocks a curb cut, path, and/or access point to an accessibility parking space. Parking illegally in an accessible parking space or blocking access to such a space is subject to 24-hour enforcement. This includes a fine and booting/towing.

4.3.9 A violation of this section shall result in a fine and the vehicle is subject to booting/towing.

4.4 Parking Restrictions

4.4.1 A vehicle must always be parked in the manner and direction indicated by the parking markings and within the confines of the parking space. In pull-in spaces, vehicles must park "head-in" with the rear of the vehicle facing the drive lane and a valid state issued license plate displayed on the rear bumper of the vehicle.

A vehicle may not encroach its wheels into another parking space, a hatched area or designated no parking area.

4.4.2 No vehicle parked on campus ~~may~~shall:

- a. be displayed for sale;
- b. have maintenance performed on it, including washing, greasing, or repairing the vehicle except in the case of repairs necessitated by an emergency, and only then if the vehicle is in a marked space and has been reported to Transportation;
- c. be exempted from ticketing because a note has been left on the vehicle windshield or flashing lights have been left on;
- d. be stored in a manner which is not incident to the bona fide use and operation of the vehicle; or
- e. have a trailer attached to it when parked. Trailers may not park on campus without authorization from Transportation.

4.4.3 No person shall park a vehicle in any space or hatched accessibility aisle designated for accessibility parking unless the proper handicapped placard/license plate and/or parking permit is displayed on the vehicle.

4.4.4 A violation of this section 4.4 shall result in a fine except for subsections 4.4.3 and 4.4.4, which shall result in a fine and the vehicle is subject to towing.

4.5 Pay Lots/Pay Stations/Pay Devices

4.5.1 Any vehicle may park in lots designated as pay lots. Pay lots are controlled by automated collection devices and will be monitored by Parking Enforcement.

4.5.2 No person shall park a vehicle in a pay lot without making full payment for time. Payment for time parked in a pay-by-~~space~~plate lot must be paid at the time the vehicle parks in a space. Payment for time parked in a gated pay lot must be paid at the time the vehicle exits the lot. No refunds are issued for unused time.

4.5.3 Parking fees in hourly pay lots are charged for the initial sixty (60) minutes of parking and then any portion of an hour-thirty minute (30) increments thereafter. Daily rates apply to vehicles parked continuously in a lot or space for 5 hours or longer. Customers are responsible for entering the correct vehicle license plate space number in pay-by-~~space~~plate lots. ~~Failure to do so may result in a violation.~~ There are no refunds for unused time. Guest Online permits are not valid in pay lots.

4.5.4 A Pay Lot Invoice, as defined in Section 5.1, will be issued when there is no evidence that parking fees were paid at the time of use. A fine of Failure to ~~pay~~ Pay in a Payment Required Space, as defined in Section 5.1, in addition to the Pay Lot Invoice will be issued. Pay Lot Invoices cannot be appealed. Pay Lot Invoices are considered violations and therefore count towards boot/tow eligibility.

4.6 Timed Zones

4.6.1 It shall be unlawful for any vehicle to remain in a space or area with a designated time limit for more than the stated time.

4.6.2 A Violation of this section 4.6 shall result in a fine.

4.7 Repeat Offenders

4.7.1 Upon receiving the ~~sixth-third~~ (3rd6th) violation within any six month period, the vehicle shall be immobilized and placed on the tow/immobilization list. Any additional violation of the Parking Ordinance may result in the vehicle being towed or immobilized. A vehicle shall remain on the tow/immobilization list ~~for~~ as long as ~~six-three~~ (36) violations have been received in the immediate preceding six-month-~~(6)~~ period. Violations include ~~warnings~~, citations and Pay Lot Invoices, paid or unpaid.

4.8 Prohibited Use of Streets and Transportation Facilities

4.8.1 ~~Any person or group who wishes to use campus streets or transportation facilities for any purpose other than that which they are intended or for mass distribution or posting of information in the form of flyers or anything else put on vehicles parked on campus, or on facilities and structures, must first obtain authorization from Transportation.~~ It shall be unlawful for any person, firm, or corporation to use the streets, roadways, alleys, driveways, sidewalks, parking lots or parking areas on the campus for the purpose of:

- a. Advertising any article, commodity, service or event by sign, poster, drawing or photograph, by crying out the same or by using any loudspeaker, musical instrument or noise making device, without expressed, written permission of the University.
- b. Selling or offering for sale any article, commodity or service except by those persons, firms or corporations who are official selling agencies of the University.

4.8.2 Any person or group who wishes to use campus streets or parking areas for any purpose other than normal academic or administrative activities must obtain authorization from the Director of Transportation.

- a. There may be a rental fee charged based on size of lot, length of use and location.
- b. ~~A~~ ~~There shall be a~~ fee will be assessed for any labor and/or materials provided by Transportation.
- c. A fee will be assessed for ~~There shall be a~~ cleaning and maintenance if the facility is not returned to its original condition. ~~charge assessed for any work required to return a lot to its condition prior to rental, normal wear excepted.~~

4.9 Abandoned Vehicles

4.9.1 The Director of Transportation is hereby authorized to remove any vehicle that has been parked illegally for more than ten days, or which is determined to be "derelict" under North Carolina General Statute 20- 137.7, and dispose of such vehicles as prescribed by North Carolina General Statute 20-137.6 to 20-137.14.

4.10 Blocking Vehicles/Disabled Vehicles

4.10.1 It shall be unlawful to park a vehicle in such a manner to prevent another vehicle from movement.

- a. Inoperable/disabled vehicles must be reported to NC State University Campus Police and/or Transportation.
- b. Inoperable/disabled vehicles left standing in driveways, driving lanes, ~~tow lanes~~, blocking vehicles or other no parking areas are subject to being towed and fined.

5. ENFORCEMENT

5.1 Fines and Fees

5.1.1 The Director of Transportation is hereby authorized to collect a fines and fees in the following amounts for a violation of this Ordinance.

Violation Code	Violation Description	Amount of Fine
01	No Parking Permit <u>Not</u> Displayed, Unregistered Vehicle or Expired Permit	\$40
02	<u>Concurrent Parking</u>	<u>\$40</u>
032	Permit Improperly Displayed, or Vehicle Parked Against Traffic Flow or Rear of Vehicle not facing towards drive lane.	\$10
04	<u>Vehicle Parked Against Traffic Flow or Rear of Vehicle not facing towards drive lane.</u>	<u>\$10</u>
053	Parking Outside Authorized Permit Area	\$40
064	Encroachment of Two <u>or More</u> Spaces	\$20
075	Unauthorized Parking in any Reserved Space, Lot or Area	\$50
086	Overtime Parking <u>in a Time-Limited Space</u>	\$20
097	Unauthorized parking in an UE, UV or SV space	\$50
1008	Failure To Pay in a Payment Required Space or Pay Lot Invoice	\$40
1109	Parking in a No Parking Area <u>or Damages to Facilities/Equipment</u>	\$100 50, Plus repair costs
1240	Parking in a fire lane, blocking vehicular/pedestrian flow	\$50 100
1441	Parking in an Accessibility Space, Blocking an Accessible Aisle, Path or Curb cut	\$250
1542	Displaying an Unauthorized Permit, Altering a Parking Permit or Forging a Parking Permit	\$250, plus <u>permit restitution fees and loss of parking privileges</u> **
16	<u>Overnight Parking in a Commuter Deck or Paylot</u>	<u>\$40</u>
2044*	Warning for Violation 012	No Fine
2145*	Warning for Violation 024	No Fine
2246*	Warning, <u>with directive to correct for Violation 03</u>	No Fine
2347*	Warning for Violation 043	No Fine
2448*	<u>Warning</u> Warning, <u>with directive to correct for Violation 04</u>	No Fine
2560*	Warning for Low Speed Vehicle Parking Incorrectly	No Fine
3080	Pay Lot Invoice Fee	\$150
310 Other	Boot Removal Fee	1 st Boot \$50 / Subsequent Boots \$100
320 Other	-Towing Fee without dollie	\$75
330 Other	Towing Fee with dollie	\$100
Other	<u>Damages to Transportation Facilities</u>	<u>Amount of Repairs</u>
Other	<u>Pay Lot Invoice</u>	<u>\$40</u>

*Certain first-time parking violations may result in a warning citation being issued with no fine associated.

**Plus restitution for cost of permit.

5.2 Towing

5.2.1 The Director of Transportation is hereby authorized to have vehicles towed from the campus of the University to a designated place of storage for any vehicle in violation of the following:

- a. unauthorized parking in a space marked 24 HOUR TOWING
- b. a violation of section 4.4.4 "unauthorized parking in an accessibility space"
- c. parking in a no parking area or fire lane
- d. unauthorized parking at 1570 Main Campus Drive
- e. repeat offenders
- f. abandoned or stored vehicles
- g. unauthorized parking in a reserved space and/or lot
- h. a vehicle that has had an immobilization device placed on it, and remains unclaimed after 36 hours.
- i. Upon evidence of tampering with a boot or threatening to remove a boot.
- j. Unauthorized use of permit.

5.2.2 In addition to any fine assessed for a violation of this Ordinance, the owner of a vehicle which is towed from the University is responsible for payment directly to the towing contractor of any towing and/or storage fee charged for such towing.

5.2.3 Notice of North Carolina State Law Concerning Towed Vehicles

North Carolina State University provides an appeal procedure for the resolution of booting, towing and parking violations (see Section 6). North Carolina [General Statute 20-24](#)19.11 provides the following:

Whenever a vehicle with a valid license plate or registration is towed as provided in [General Statute 20-24](#)19.112, the authorizing person shall immediately notify the last known registered owner of the vehicle of the following:

- a. description of the vehicle;
- b. location of vehicle;
- c. violation with which the owner is charged, if any;
- d. procedure the owner must follow to have the vehicle returned to him; and
- e. procedure the owner must follow to request a probable cause hearing on the towing.

The owner or any other person entitled to claim possession of the vehicle may request in writing a hearing to determine if probable cause existed for the towing. The request must be filed with the magistrate in the county where the vehicle was towed by the person entitled to claim possession.

The magistrate shall set the hearing within 72 hours of his receiving the request. The only issue at this hearing is whether or not probable cause existed for the towing. If the magistrate finds that probable cause did exist, the tower's lien continues. If the magistrate finds that probable cause did not exist, the tower's lien is extinguished. Any aggrieved party may appeal the magistrate's decision to district court.

5.3 Vehicle Immobilization

5.3.1 Any vehicle parked in violation of this Ordinance or any parking regulation issued hereunder may be immobilized by use of a wheel boot.

5.3.2 Wheel boots [will](#)~~may~~ [only](#) be removed~~only~~ by Transportation staff, upon payment of the boot removal fee and all outstanding fines.

5.3.3 Vehicles immobilized for longer than thirty-six hours shall be towed from the University to a designated storage facility. The owner or custodian of the vehicle shall be responsible for both the boot removal and

towing fees, applicable storage fees, and accumulated fines. A vehicle shall not be released until restitution arrangements are complete.

5.3.4 Vehicles are released from immobilization and towing ~~and immobilization during normal office hours, 7 a.m. – 5 p.m., Monday through Friday~~ Thursday, 7 a.m. – 11 p.m. and Friday 7 a.m. – 5 p.m. exclusive of University employee holidays, during the Fall and Spring Semesters. Monday through Friday 7 a.m. - 6 p.m. after Graduation and August 1.

5.4 Suspension of Parking Privileges

5.4.1 The Director of Transportation or designee can may, in addition to any other penalty, suspend the parking privileges of any individual found to be in violation of the following:

- a. unauthorized use of a physical or virtual permit
- b. counterfeiting or altering of permits
- c. presenting false information
- d. chronicrepeat offenders
- e. failure to settle outstanding fines and fees
- f. destruction or damage to University property

Chronic offenders are subject to escalating punitive enforcement measures that include, but are not limited to, booting of the vehicle on each subsequent violation, increasing boot removal fees, towing of vehicle on each subsequent violation, revocation of parking privileges and/or (as applicable) referral to the Office of Student and Community Standards. Employees may be referred to their appropriate administrator.

5.5 Payment of Fines, Fees and Charges

5.5.1 Payments due to Transportation may be made in the following manners:

- a. Cash (not mailed), valid one-party checks, payroll deduction (employees only), debit, credit cards or All Campus Card. Coins will not be accepted as a primary source of payment.
- b. Service Unit Billings - State funds may not be used for payment of parking violations or permits for personal vehicles.
- c. University Cashier - The University Cashier shall accept payments for delinquent student parking violations that have been forwarded to the University Cashier's Office from Transportation.

5.6 Failure to Settle Fines, Fees and Charges

5.6.1 Failure to settle outstanding transportation fines, fees, and/or charges within the required time frame can result in the University's arranging for the collection of fees assessed against faculty, staff, students, and visitors in the following manner:

- a. Penalties owed by employees of the University may be deducted from payroll checks.
- b. Penalties owed by students shall be forwarded to the University Cashier for collection in the same manner that other debts owed to the University by students are collected.
- c. Individuals whose fines are not collected through payroll deduction or by the University Cashier's Office shall be forwarded to a collection agency, the Attorney General's Office, or the Department of Revenue for collection.

5.6.2. Payments are expected for the following:

- a. pPermit fees
- b. pay lot invoices

- c. parking violation fines
- d. replacement of returned check
- e. returned check charges
- f. gate cards and remote-controlled gate openers
- g. repairs to damaged property
- h. boot removal fees and towing fees
- i. imposed fines and fees

5.6.3 Permits may not be purchased or issued if unpaid fines or fees are outstanding for an individual or a vehicle being registered.

5.7 Appeals

5.7.1 Individuals issued a parking citation ~~violations and other violation fines, restitution and/or suspension of parking privileges~~ may appeal the penalty within ~~fourteen~~ seven (7) calendar days of the date of the citation or letter imposing punishment. There are no provisions under these Ordinances for appeal of a Pay Lot Invoice because it is a user fee for parking in a visitor parking area.

- a. Appeals must be filed online at the Transportation office or through the Transportation website.
- b. All information requested on the appeal form must be provided to constitute a valid appeal.
- c. Only those appeals received during the ~~fourteen~~ seven (7) calendar day deadline shall be reviewed.
- d. Late or incomplete appeals shall not be reviewed and do not require a response.
- e. Appellants shall be notified by mail and/or e-mail of the decision to grant or deny their request.

5.7.2 Appeal Rulings:

- a. If the appeal is granted, no further action is necessary.
- b. If the appeal is denied, the appellant may, in some cases, submit a Request for an Appeal Board Hearing.
 - 1. Fine amounts must be paid prior to a Board Hearing request being accepted.
 - 2. Board Hearing requests must be received within ~~14~~ seven (7) days of the appeal decision.
 - 3. All information on the appeal form must be provided to constitute a valid Board Hearing Request.
- c. Only appeals that meet the requirements of 5.7.2.b. will be reviewed.
- d. Board Hearing Requests are not accepted for the following violations based on the defined circumstances:
 - 1. Parking in a space designated as reserved.
 - ~~1.2.~~ Overtime Parking in a Loading Zone/Area
 - 3. On the third and subsequent violation of the same infraction received within a one year period.
 - ~~2.4.~~ Parking in a designated handicapped space or access aisle.
 - ~~3.5. Parking in a Fire Lane Unless documentation of a life threatening emergency is provided~~ Unregistered vehicles.

5.7.3 Accepted Board Hearing Requests shall be presented before an Appeals Hearing Board. The individual shall be notified in writing of the hearing date, time and location. Attendance at the hearing is not required. Each individual is permitted one continuance of the hearing if they are unable to attend. A continuance must be requested at least 48 hours prior to the scheduled date. Individuals must be on time for their hearing; cases shall not be rescheduled.

Appellants are required to notify Appeals Officer on whether or not they shall attend the hearing. Failure to do so shall result in nullification of the Hearing Request and the fine reverts to the original amount.

The decision reached by the Hearing Board is final. ~~There are no further procedures available with the University to have the appeal reviewed.~~ If the appeal is denied, collection procedures will be initiated and payment must be made within seven (7)~~14~~ calendar days of the notice of denial.

5.7.4 The Appeals Hearing Board shall hear and make decisions for all eligible Board Hearing Requests.

Judgment of a Board is based on:

- a. Information provided by the appellant.
- b. Any information provided by Transportation or Campus Police to include previous violations records.
- c. This Ordinance.
- d. Motor Vehicle Laws of North Carolina.
- e. Information contained in the parking violation notice.
- ~~f.~~—The issuing officer's testimony.
- f.

5.7.5 Appeals Hearing Board Membership

Student members are recommended by ~~the~~ Student Government. Faculty members are recommended by ~~the~~ Faculty Senate. Staff members are recommended by ~~the~~ Staff Senate.

5.7.6 Appeals Hearing Board Structure and Process at Hearings

Each appeal shall be heard and a decision reached by a group of the appellant's peers.

- a. A member of the University Legal Counsel may be used as a consultant to answer legal concerns posed by the Appeals Hearings Board.
- b. A representative of Transportation may attend each hearing to clarify any operational questions that may arise.
- c. Appeals Hearings Board shall meet monthly, as the academic schedule allows. When additional hearings are necessary to process appeals, the Hearing Officer shall determine and schedule appropriate date and time.

5.7.7 Outside Legal Counsel

Although active participation by legal counsel is not permitted, a third party observer may be allowed. This observer may not actively participate during the hearing process. The appellant must inform the Hearings Officer at least 48 hours prior to their hearing date if they wish to have an observer present and the name of that individual.

6. TRAFFIC REGULATIONS

6.1 The Director of Transportation is responsible for establishing and posting all traffic control signs and devices on campus for the purpose of regulating vehicular operations and speeds for University streets, roads, parking lots, parking structures, or anywhere vehicles may travel. These signs/devices may regulate vehicle direction, vehicle stopping or yielding, fire lanes, no parking areas, pedestrian crossings or any other regulatory needs to direct or control the flow of vehicles.

6.2 Speed Limits

6.2.1 Pursuant to the provisions of North Carolina General Statute 116-44.4, 25 miles per hour is the maximum allowable speed on the campus of the University, unless otherwise posted.

6.2.2 Speed limits shall be enforced campus-wide by NC State University Campus Police for the maximum speed posted along each street, road, alley and driveway, and within each parking lot or parking deck.

6.3 Directional Signs

6.3.1 No vehicle shall be parked, driven or operated to go in a direction opposite to that indicated by signs or markings placed, posted or installed to indicate one-way streets or "Do Not Enter" areas. All one-way streets are marked by "ONE WAY" and/or "DO NOT ENTER" signs.

6.4 Instructional Signs

6.4.1 No vehicle shall be driven or operated in any manner or direction opposite to that indicated by traffic signs or markings.

6.5 Stop Signs

6.5.1 When stop signs are posted, placed or installed, or when clearly marked stop bars are painted upon any streets or roadways intersecting any other streets or roadways, the operator of a vehicle shall stop in obedience thereto and yield the right of way to vehicles operating on designated main traveled or through streets.

6.6 Yield Signs

6.6.1 When yield signs are posted, placed or installed, upon any streets or roadways, the operator of a vehicle shall yield at every such sign, except when directed otherwise by a law enforcement officer or by a traffic control signal or traffic control device.

6.7 Traffic Control Signals

6.7.1 Vehicles facing a red light from a steady or strobe beam traffic signal shall not enter the intersection while the steady or strobe beam traffic signal is emitting a red light; except where prohibited by an appropriate sign, vehicular traffic facing a red light, after coming to a complete stop at the intersection, may enter the intersection to make a right turn. Vehicles shall yield the right-of-way to pedestrians and to other traffic using the intersection. When the traffic signal is emitting a steady yellow light, vehicles facing the yellow light are warned that a red light shall be immediately forthcoming. When the traffic signal is emitting a steady green light, vehicles may proceed with due care through the intersection subject to the rights of pedestrians and other vehicles as may otherwise be provided by law.

6.7.2 When a flashing red light has been erected or installed at an intersection, approaching vehicles facing the red light shall stop and yield the right-of- way to vehicles in or approaching the intersection. The right to proceed shall be subject to the rules applicable to making a stop at a stop sign.

6.7.3 When a flashing yellow light has been erected or installed at an intersection, approaching vehicles facing the yellow flashing light may proceed through the intersection with caution, yielding the right-of-way to vehicles in or approaching the intersection.

6.7.4 When a stop sign, traffic signal, flashing light, or other traffic-control device requires a vehicle to stop at an intersection, the driver shall stop at an appropriately marked stop line or, if none, before entering a marked crosswalk or, if none, before entering the intersection at the point nearest the intersecting street where the driver has a view of approaching traffic on the intersecting street.

6.8 Penalty for Violation of this Article

6.8.1 The penalty for violation of any regulation prescribed in 6.0 shall be a criminal penalty payable to District Court consistent with General Statute [Chapter 20](#).

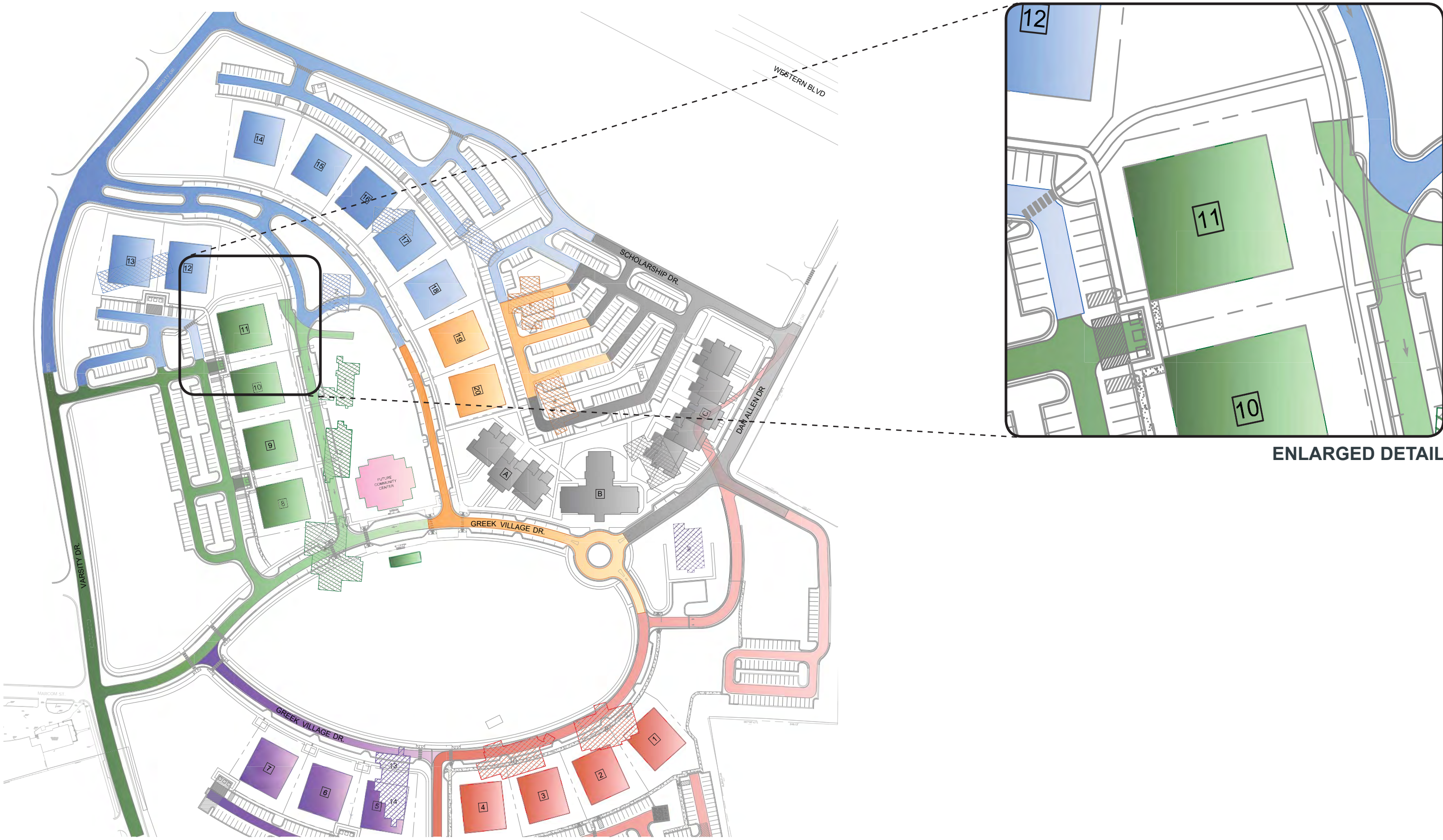
**BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY**

Committee: Buildings and Property

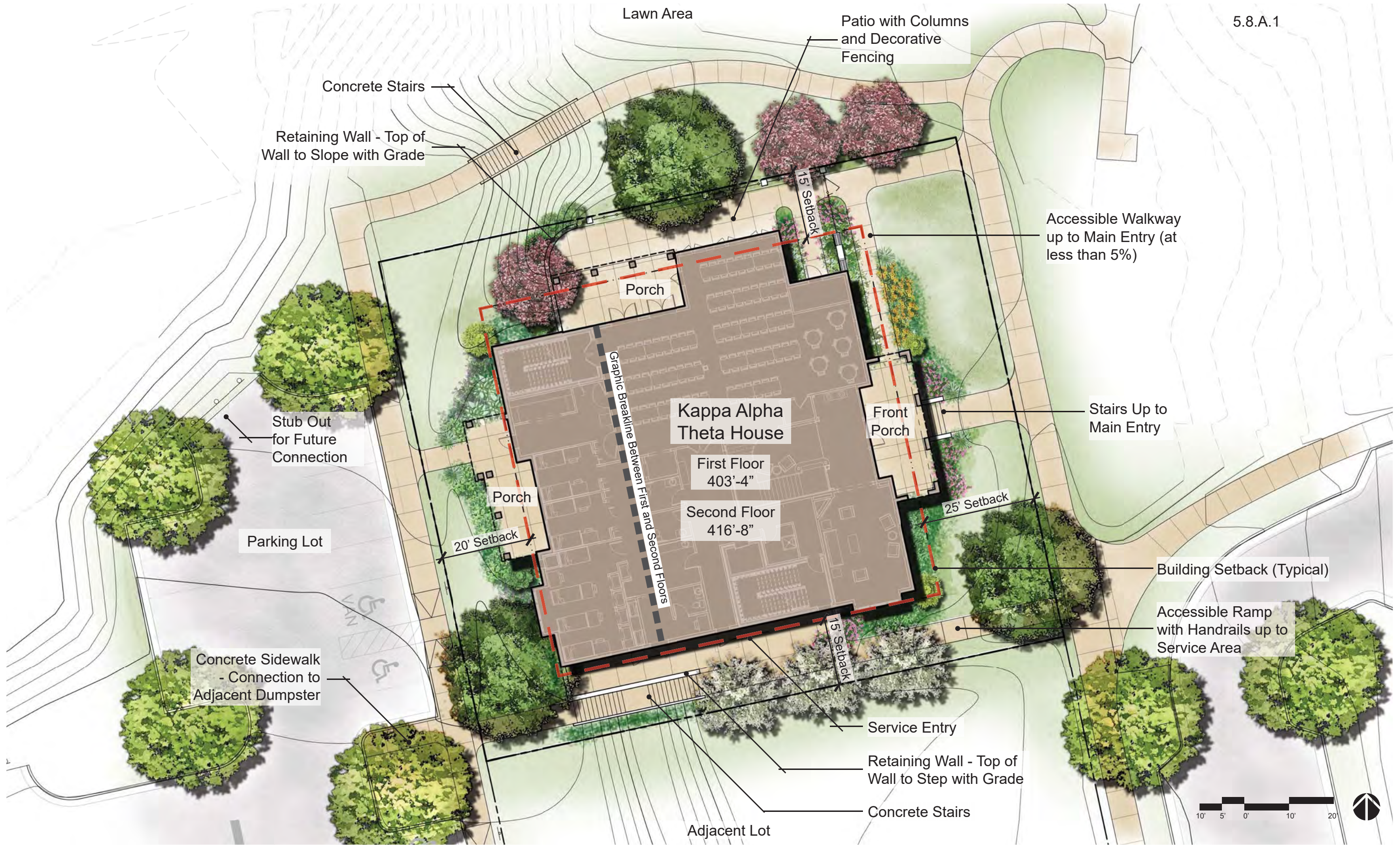
Meeting Date: April 19, 2018

Agenda Item / Issue:	5.8.A.1	Site Review/Kappa Alpha Theta House – South Campus								
Requested / Required Action:	Review/Approval									
Functions:	The Kappa Alpha Theta sorority house will be located on Lot 11 at Greek Village (Phase 3). The house will be a three-story structure with at-grade entrances on the lowest two levels. The design includes both a front porch and side porch on the main level and an outdoor patio and covered porches on the lowest level. The house includes 42 beds, a facility director’s suite, resident’s den, study lounge, parlor, living room, executive office/conference room, commercial kitchen, and a multi-purpose dining/meeting room. The gross square footage of the house is 18,724 including unheated mechanical areas with a construction cost estimated to be about \$4,500,000. The project is scheduled to break ground in spring, 2019 and be completed June 2020.									
Project Scope:	<table><tr><td>\$ 450,000</td><td>Design/Consultant Costs</td></tr><tr><td>\$ 3,900,000</td><td>Construction</td></tr><tr><td>\$ 150,000</td><td>Contingency/Other Project Costs</td></tr><tr><td><u>\$ 4,500,000</u></td><td>Total Project Budget</td></tr></table>		\$ 450,000	Design/Consultant Costs	\$ 3,900,000	Construction	\$ 150,000	Contingency/Other Project Costs	<u>\$ 4,500,000</u>	Total Project Budget
\$ 450,000	Design/Consultant Costs									
\$ 3,900,000	Construction									
\$ 150,000	Contingency/Other Project Costs									
<u>\$ 4,500,000</u>	Total Project Budget									
Design Team:	Cline Design Associates, PA – Lead Designer									
Master Plan Summary:	The Greek Village master plan envisions creating a sense of community with houses facing in towards a large campus green/community space. Each house will connect to the campus path system. There will be on-street parking but the majority of the parking for the residents will be behind the houses.									
Recommendation:	Reviewed by CDRP on March 28, 2018. Approval recommended.									
Suggested Motion:	Move approval of the site for the Kappa Alpha Theta House Improvements.									
Funding Source:	Private Funding - \$4,500,000									
Responsible University unit University Presenter/Contact:	Office of Finance and Administration, Facilities Division Lisa Johnson, University Architect									





ENLARGED DETAIL



**BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY**

Committee: Buildings and Property

Meeting Date: April 19, 2018

Agenda Item / Issue: **5.8.A.2** **Plan Review/Kappa Alpha Theta House – South Campus**

Requested / Required Action: Review/Approval

Functions: The Kappa Alpha Theta sorority house will be located on Lot 11 at Greek Village (Phase 3). The house will be a three-story structure with at-grade entrances on the lowest two levels. The design includes both a front porch and side porch on the main level and an outdoor patio and covered porches on the lowest level. The house includes 42 beds, a facility director's suite, resident's den, study lounge, parlor, living room, executive office/conference room, commercial kitchen, and a multi-purpose dining/meeting room. The gross square footage of the house is 18,724 including unheated mechanical areas with a construction cost estimated to be about \$4,500,000. The project is scheduled to break ground in spring, 2019 and be completed June 2020.

Project Scope:	\$ 450,000	Design/Consultant Costs
	\$ 3,900,000	Construction
	\$ 150,000	Contingency/Other Project Costs
	<u>\$ 4,500,000</u>	Total Project Budget

Design Team: Cline Design Associates, PA – Lead Designer

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

Recommendation: Reviewed by CDRP on March 28, 2018. Approval recommended.

Suggested Motion: Move approval of the Plans for the Kappa Alpha Theta House Improvements.

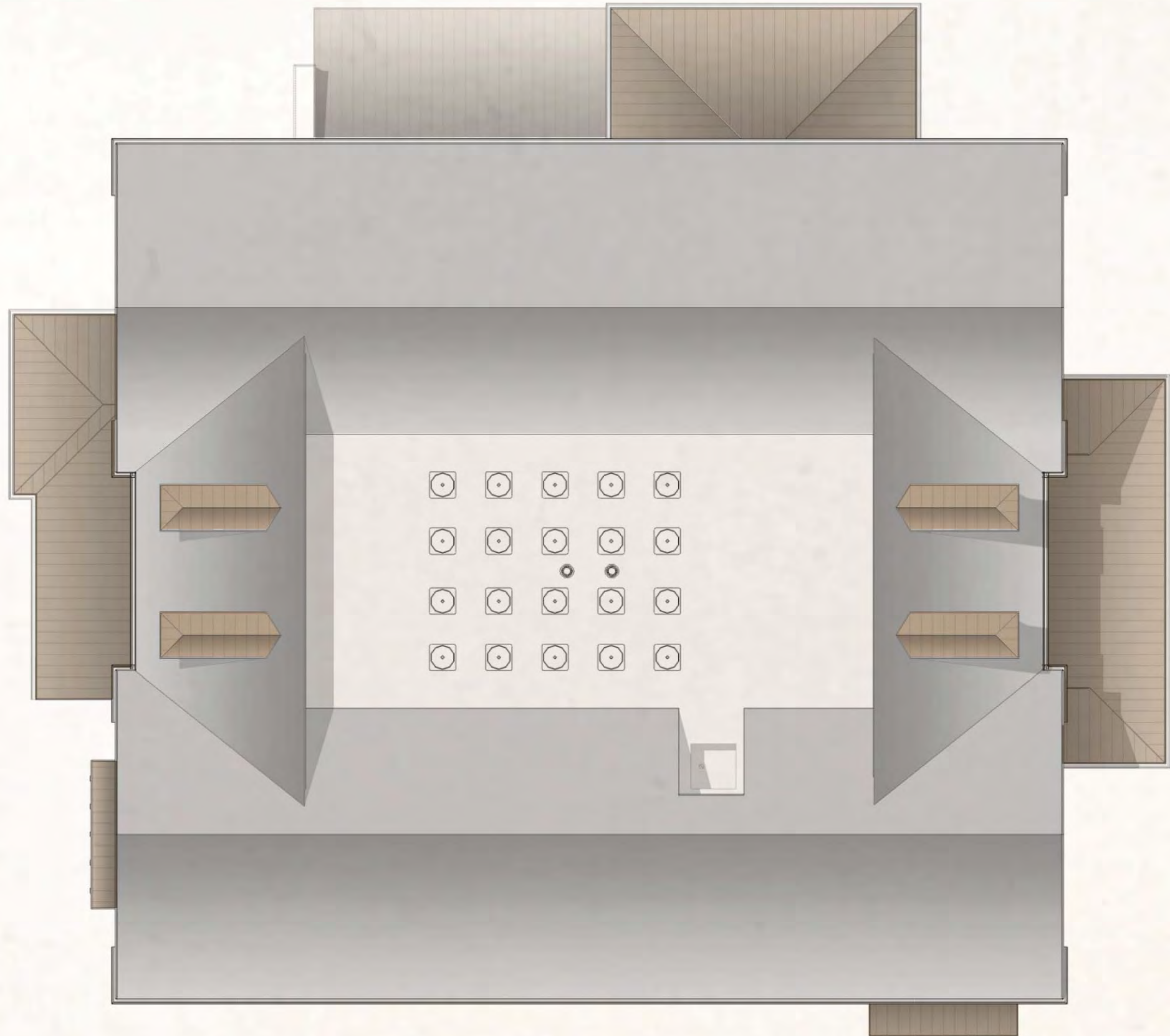
Funding Source: Private Funding - \$4,500,000

Responsible University unit Office of Finance and Administration, Facilities Division
University Presenter/Contact: Lisa Johnson, University Architect









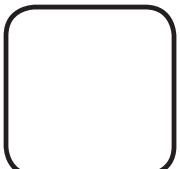
MATERIALS



01 WALLS
BRICK
-LIME WASH



02 WALLS
SHAKE SIDING
-LIGHT FINISH



03 WALLS
EXTERIOR PANEL,
TRIM & COLUMNS
-LIGHT FINISH



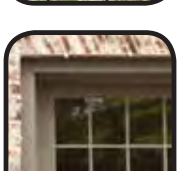
04 ROOFING
ARCHITECTURAL
SHINGLES



05 ROOFING
STANDING SEAM
METAL ROOFING
-BRONZE



06 FENESTRATION
FRAMED WINDOWS
-MEDIUM TONE



07 FENESTRATION
DOORS
-MEDIUM TONE



08 FENESTRATION
FORMAL ENTRY DOORS
-WOOD, NATURAL FINISH



KAPPA ALPHA THETA SORORITY HOUSE
April 19, 2018

EAST ELEVATION

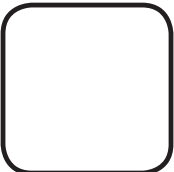
MATERIALS



01 WALLS
BRICK
-LIME WASH



02 WALLS
SHAKE SIDING
-LIGHT FINISH



03 WALLS
EXTERIOR PANEL,
TRIM & COLUMNS
-LIGHT FINISH



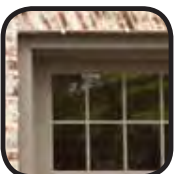
04 ROOFING
ARCHITECTURAL
SHINGLES



05 ROOFING
STANDING SEAM
METAL ROOFING
-BRONZE



06 FENESTRATION
FRAMED WINDOWS
-MEDIUM TONE



07 FENESTRATION
DOORS
-MEDIUM TONE



08 FENESTRATION
FORMAL ENTRY DOORS
-WOOD, NATURAL FINISH



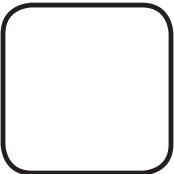
MATERIALS



01 WALLS
BRICK
-LIME WASH



02 WALLS
SHAKE SIDING
-LIGHT FINISH



03 WALLS
EXTERIOR PANEL,
TRIM & COLUMNS
-LIGHT FINISH



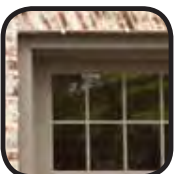
04 ROOFING
ARCHITECTURAL
SHINGLES



05 ROOFING
STANDING SEAM
METAL ROOFING
-BRONZE



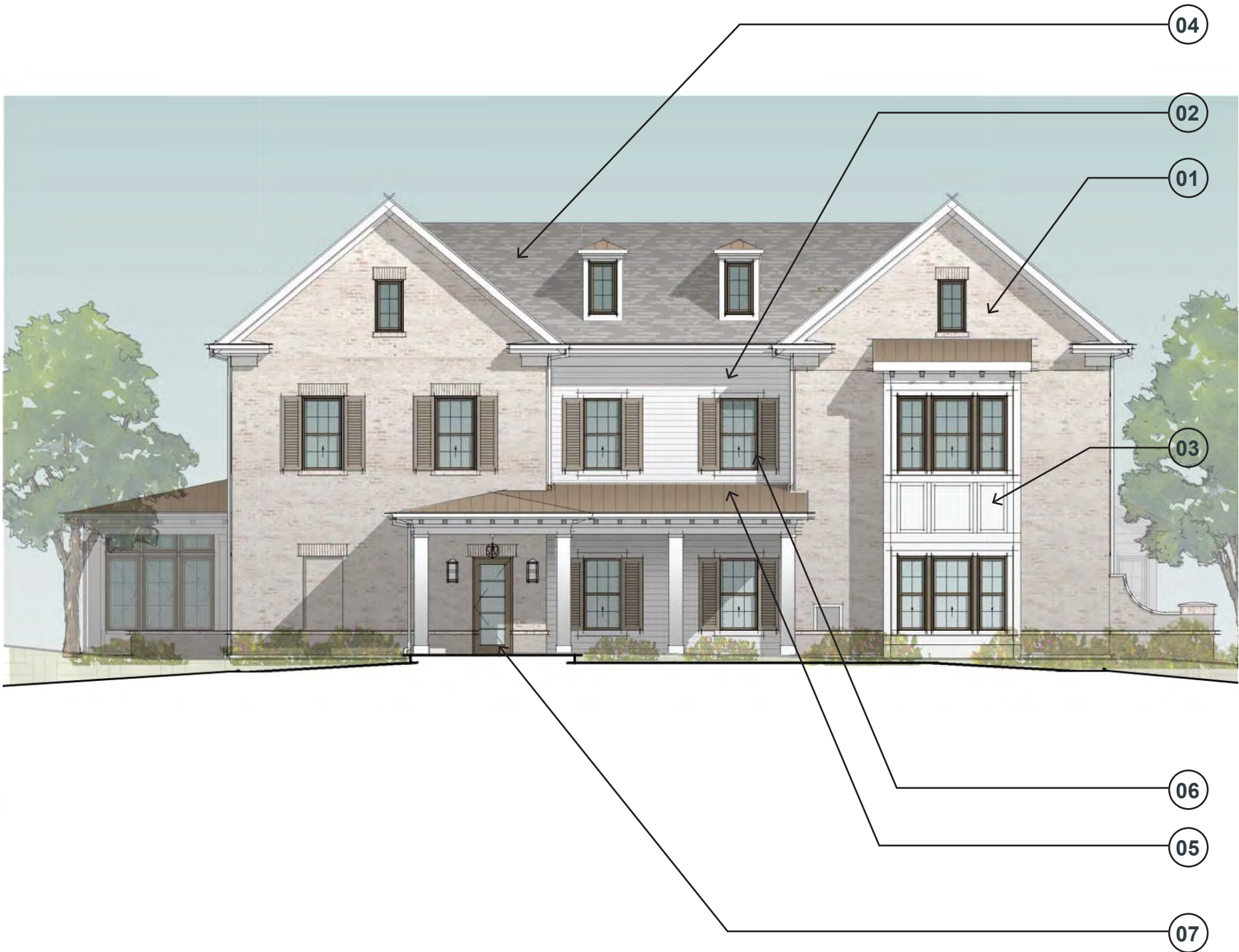
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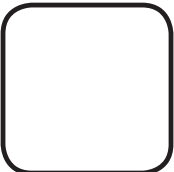
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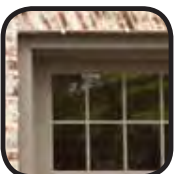
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07 FENESTRATION
DOORS
-MEDIUM TONE



08 FENESTRATION
FORMAL ENTRY DOORS
-WOOD, NATURAL FINISH





**BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY**

Committee: Buildings and Property

Meeting Date: April 19, 2018

Agenda Item / Issue:	5.5.A.3	Plan Approval/Plant Sciences – Centennial Campus
Requested / Required Action:	Approval	
Functions:	The project will build a new interdisciplinary plant sciences research building on Centennial Campus where researchers from the College of Agriculture and Life Sciences (CALS) and from across the university can build imaginative and far-reaching multidisciplinary partnerships with scientists from government, industry, and regulatory agencies. The five-level building will be approximately 184,000 gross square feet (GSF) comprised of flexible research labs, office space, partner lab/office suites, support lab space, and flexible conferencing space. The top floor will house Biosafety Levels (BSL) 2 and 3 rooftop greenhouses.	
Project Scope:	<p>\$ 16,600,000 Design/Consultant Costs</p> <p>\$116,500,000 Construction</p> <p>\$ 10,000,000 Infrastructure</p> <p><u>\$17,100,000</u> Contingency/Other Project Costs</p> <p>\$ 160,200,000 Total Project Budget</p>	
Design Team:	<p>Flad Architects - Lead Designer</p> <p>CLH Design - Landscape Architect</p> <p>Affiliated Engineers - MEP & FP</p>	
Master Plan Summary:	The building will be designed to promote interaction and collaboration among faculty, students, and external partners. The primary building entrance will front Oval Drive, the ceremonial entrance to Centennial Campus. The architectural style shall take cues from the surrounding architecture while creating a unique identity and architectural statement. The building design will promote the visibility of activities.	
Recommendation:	Reviewed by CDRP on January 31, 2018 and March 28, 2018	
Suggested Motion:	Move approval of the Plans for the Plant Sciences Building	
Funding Source:	\$85M Appropriated/\$75.2 Non-Appropriated	
Responsible University Unit:	Office of Finance and Administration, Facilities Division	
University Presenter/Contact:	Lisa Johnson, University Architect	

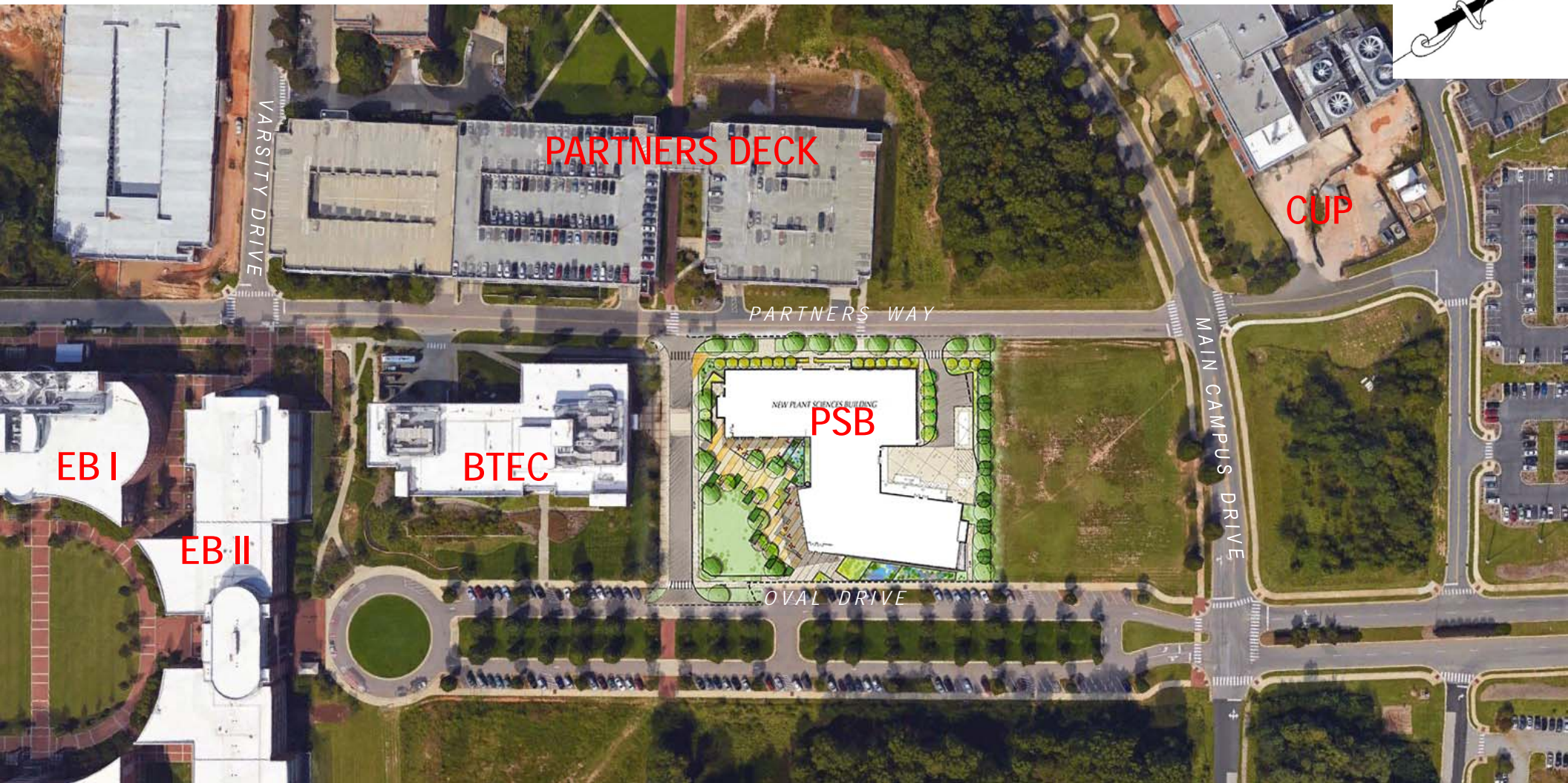
Plant Sciences Building

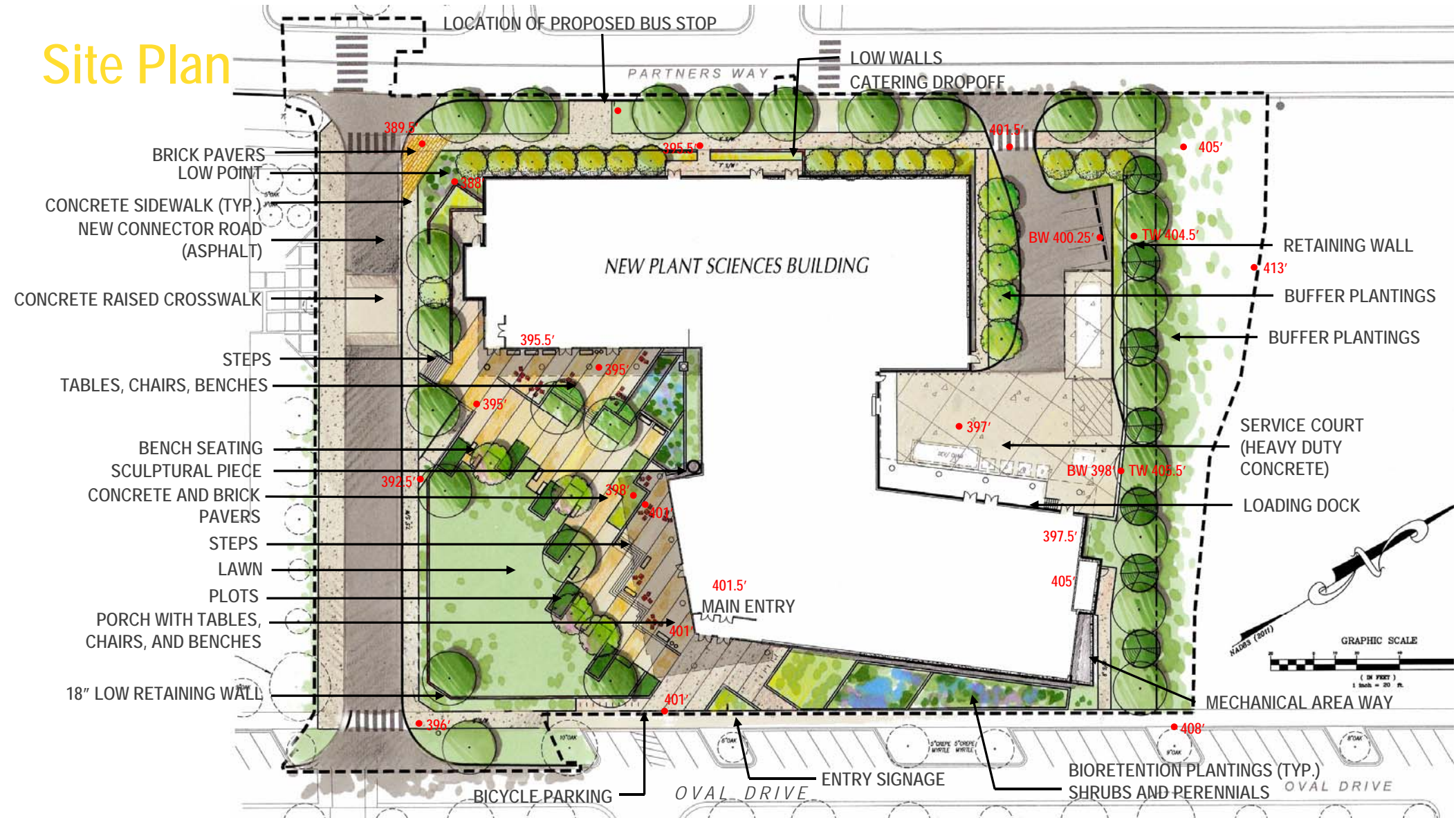
Trustees Buildings and Property Committee

April 19, 2018

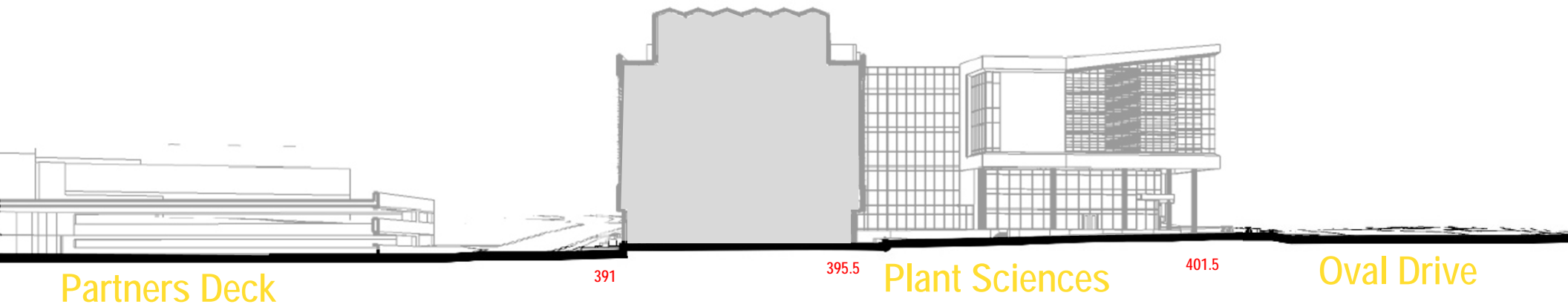
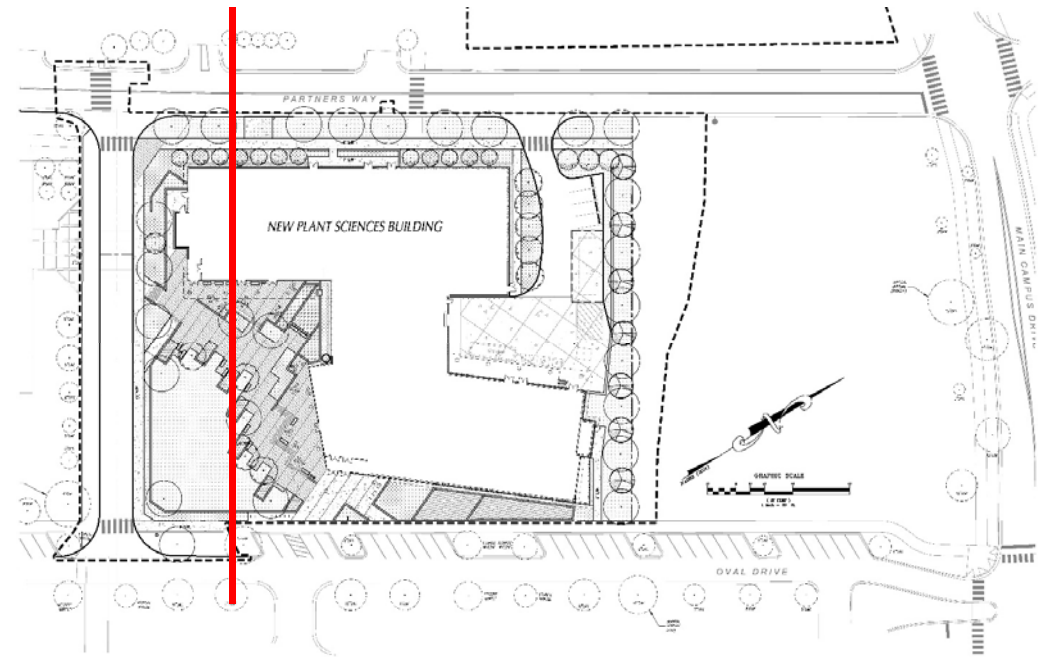
Site Plan

Site Context

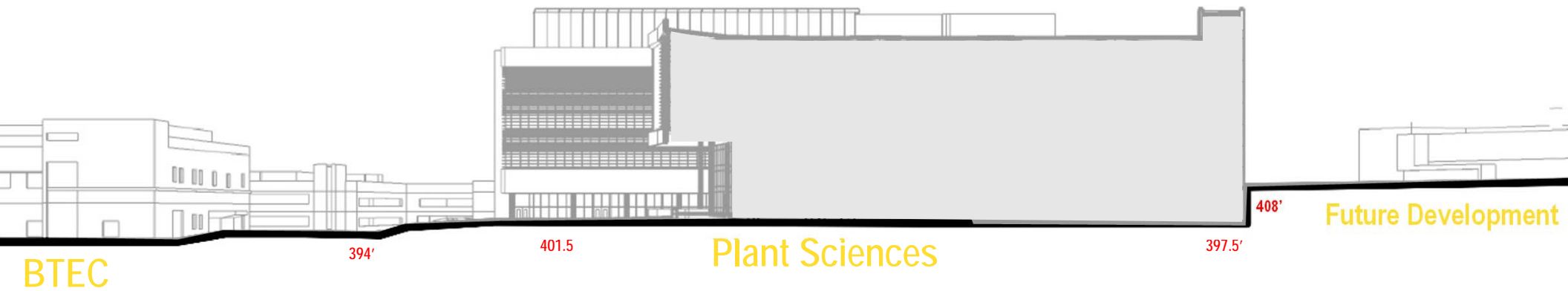
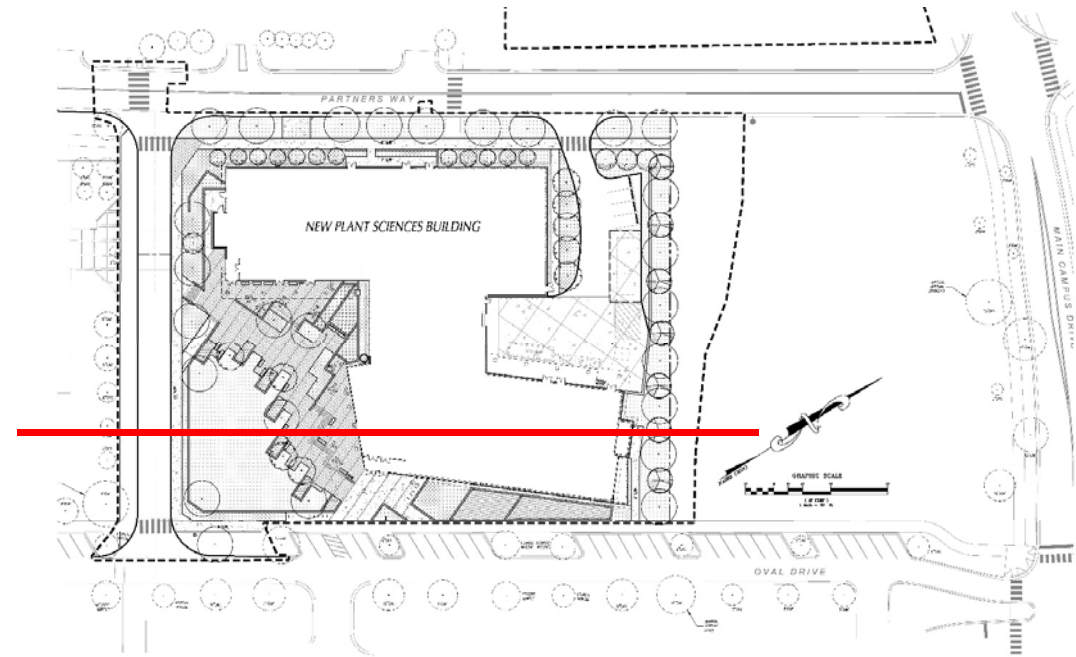




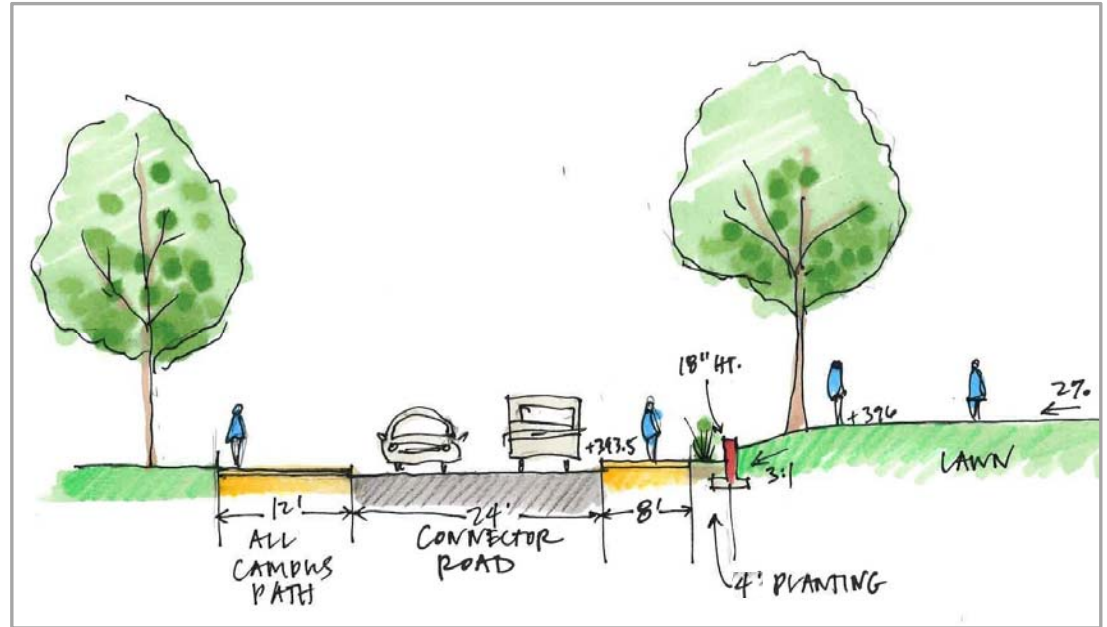
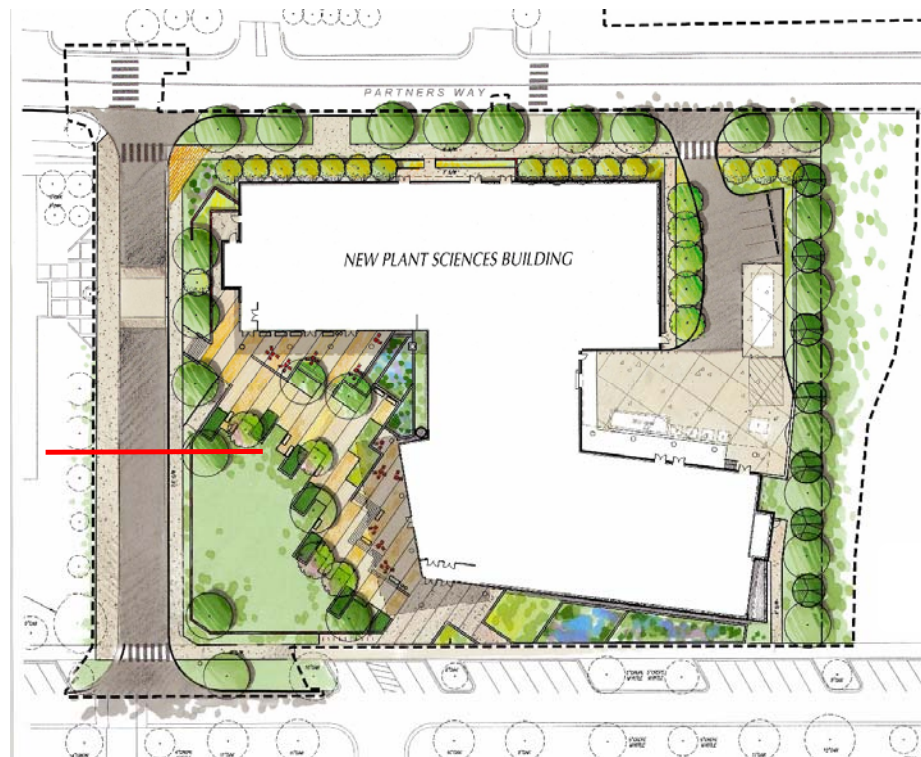
Site Section – East-West



Site Section – North-South

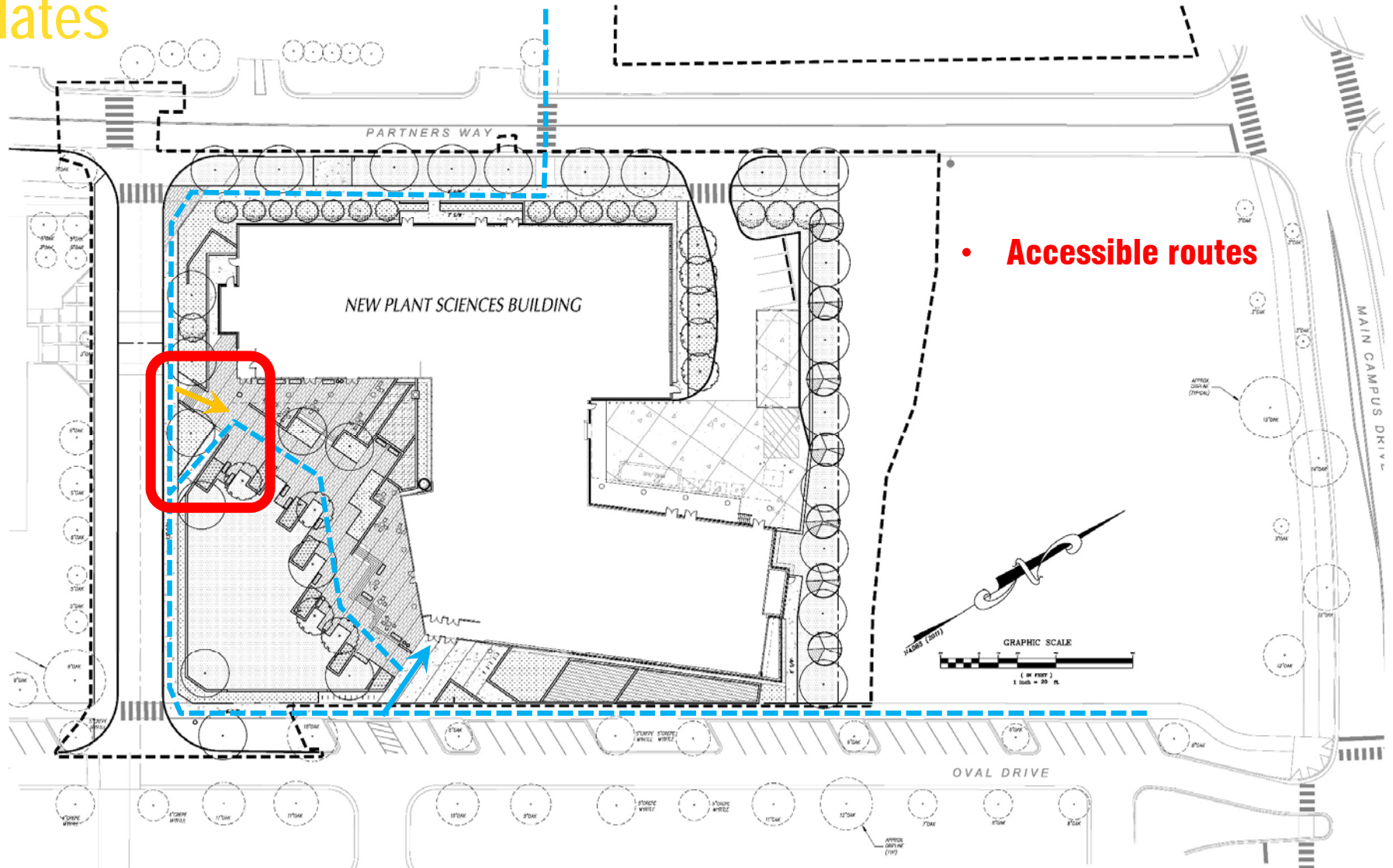


Site Sections

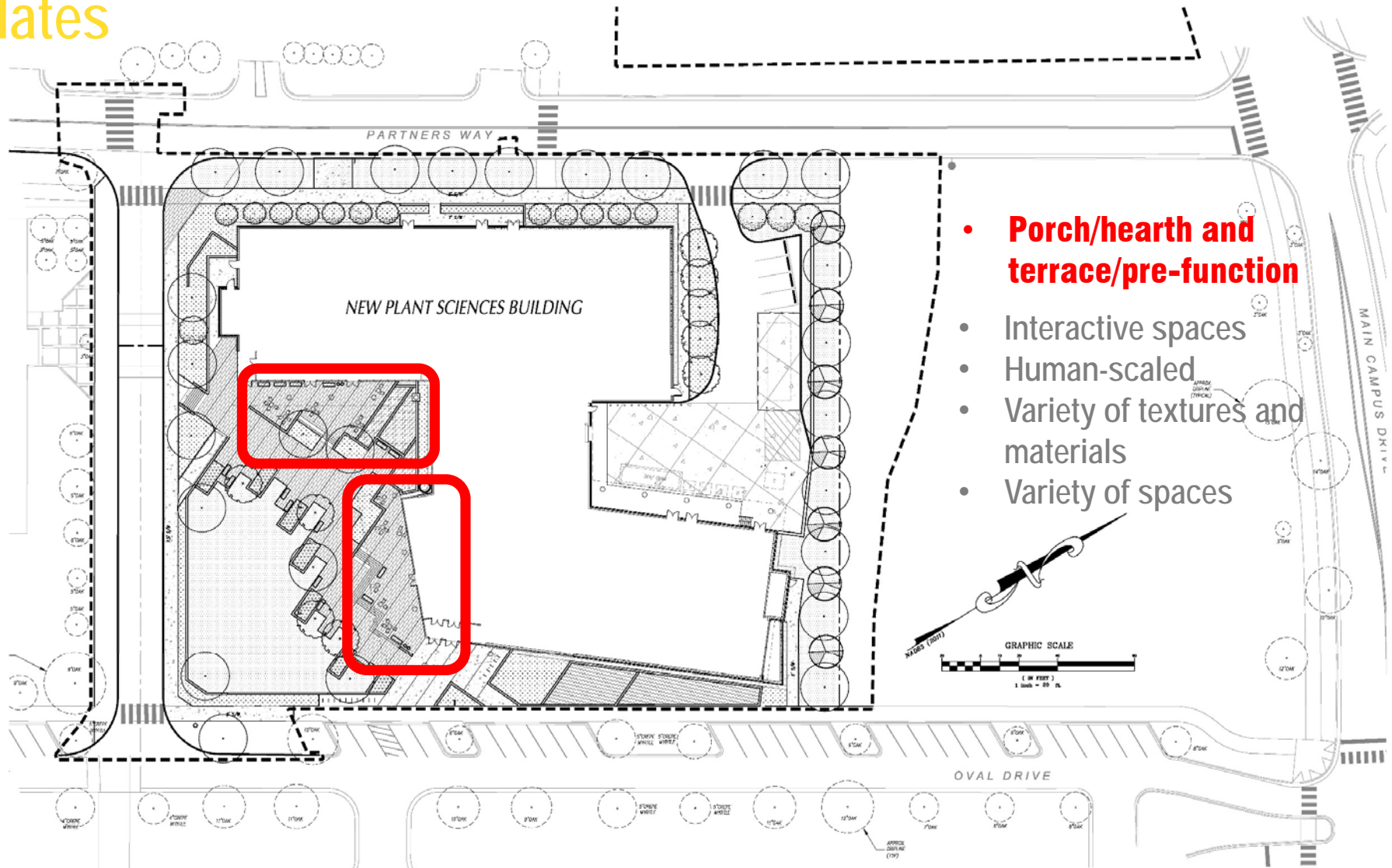


SECTION THROUGH ROAD, SIDEWALK, PLANTING, 18" RETAINING WALL, SLOPE, AND LAWN

Updates



Updates



Materials



King's Cross, London, UK



Sacred Heart University, Center for Healthcare Education

Materials

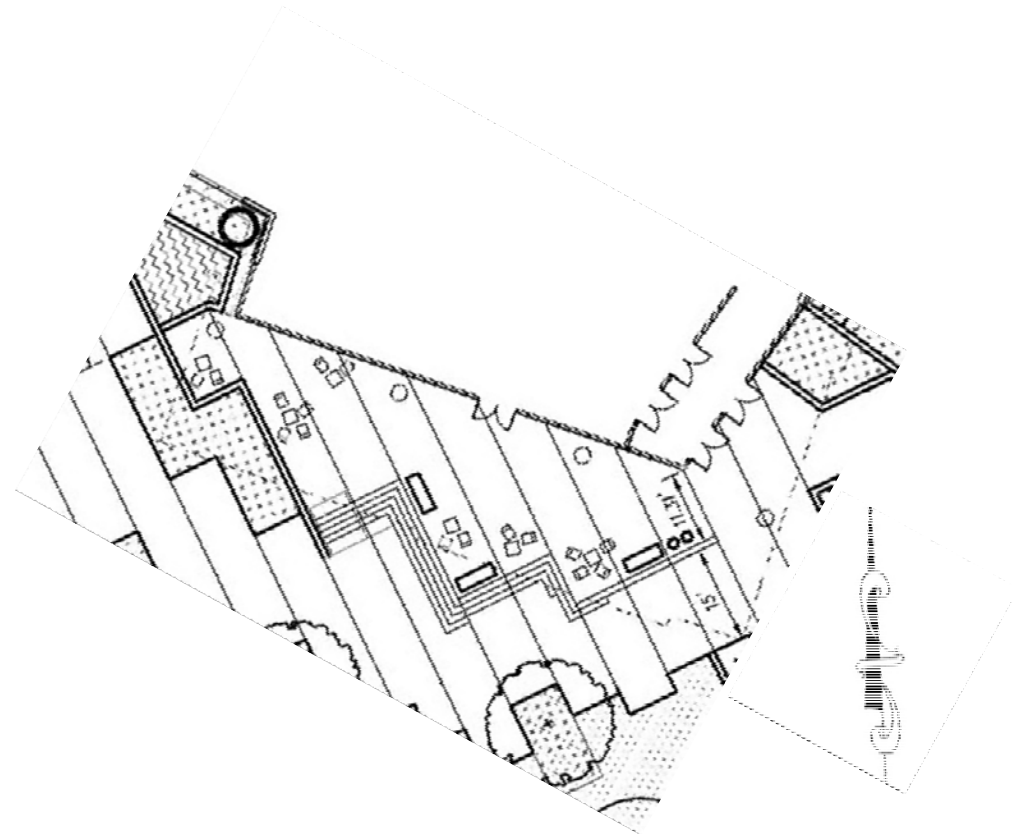


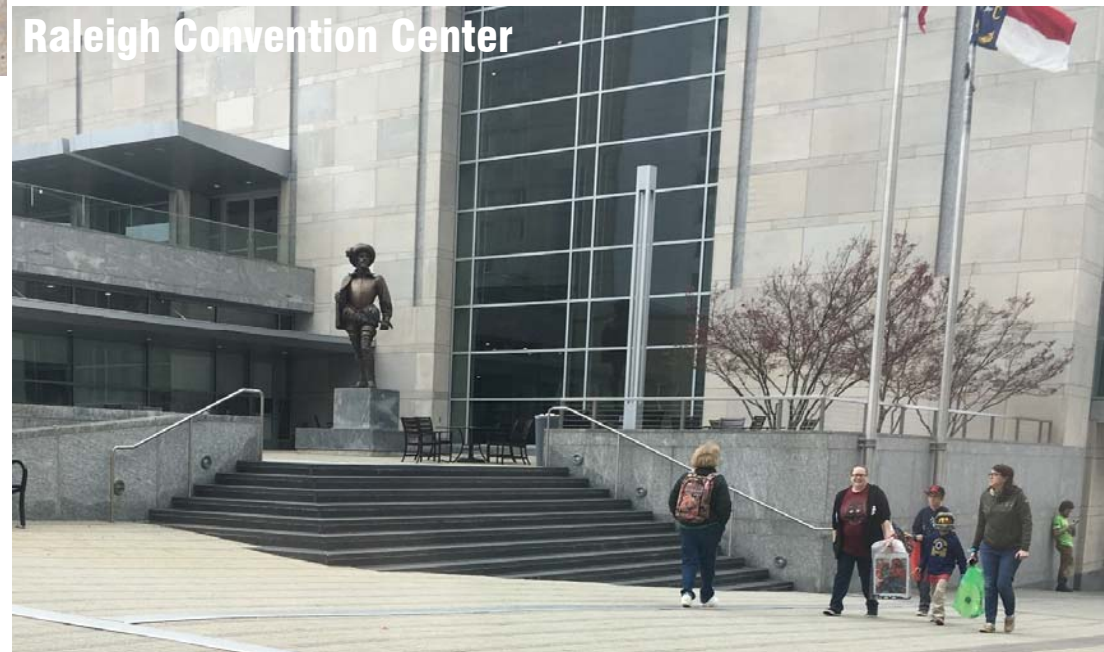


Porch Transition – Isolated



Porch Transition – with Amenities

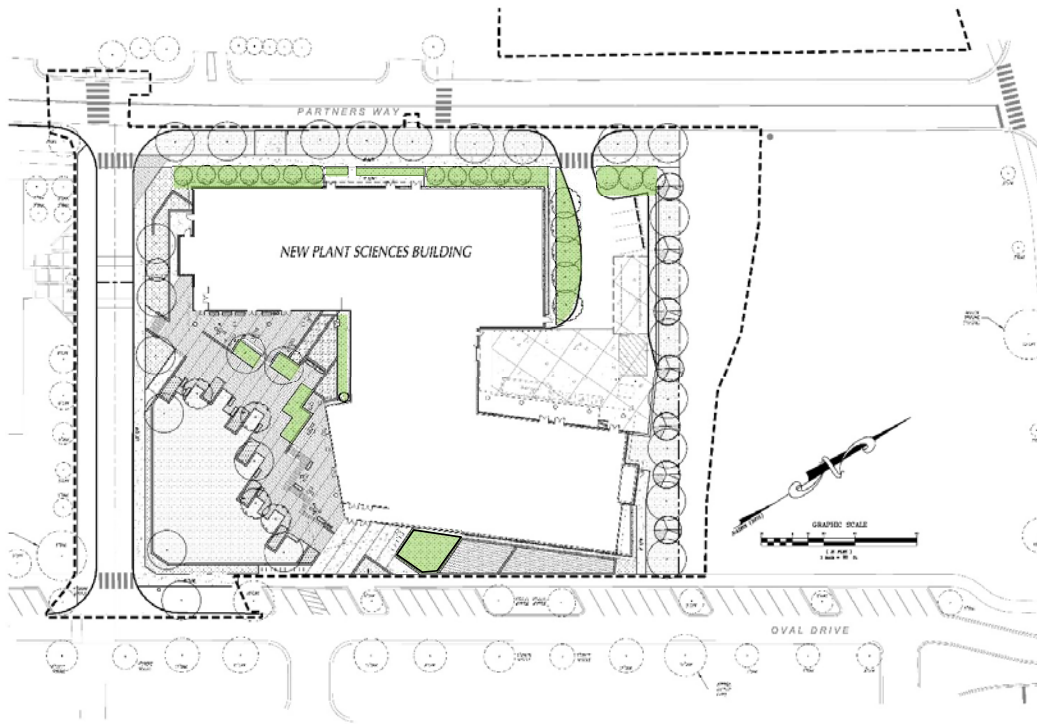




Planting Opportunities



Edge Plantings

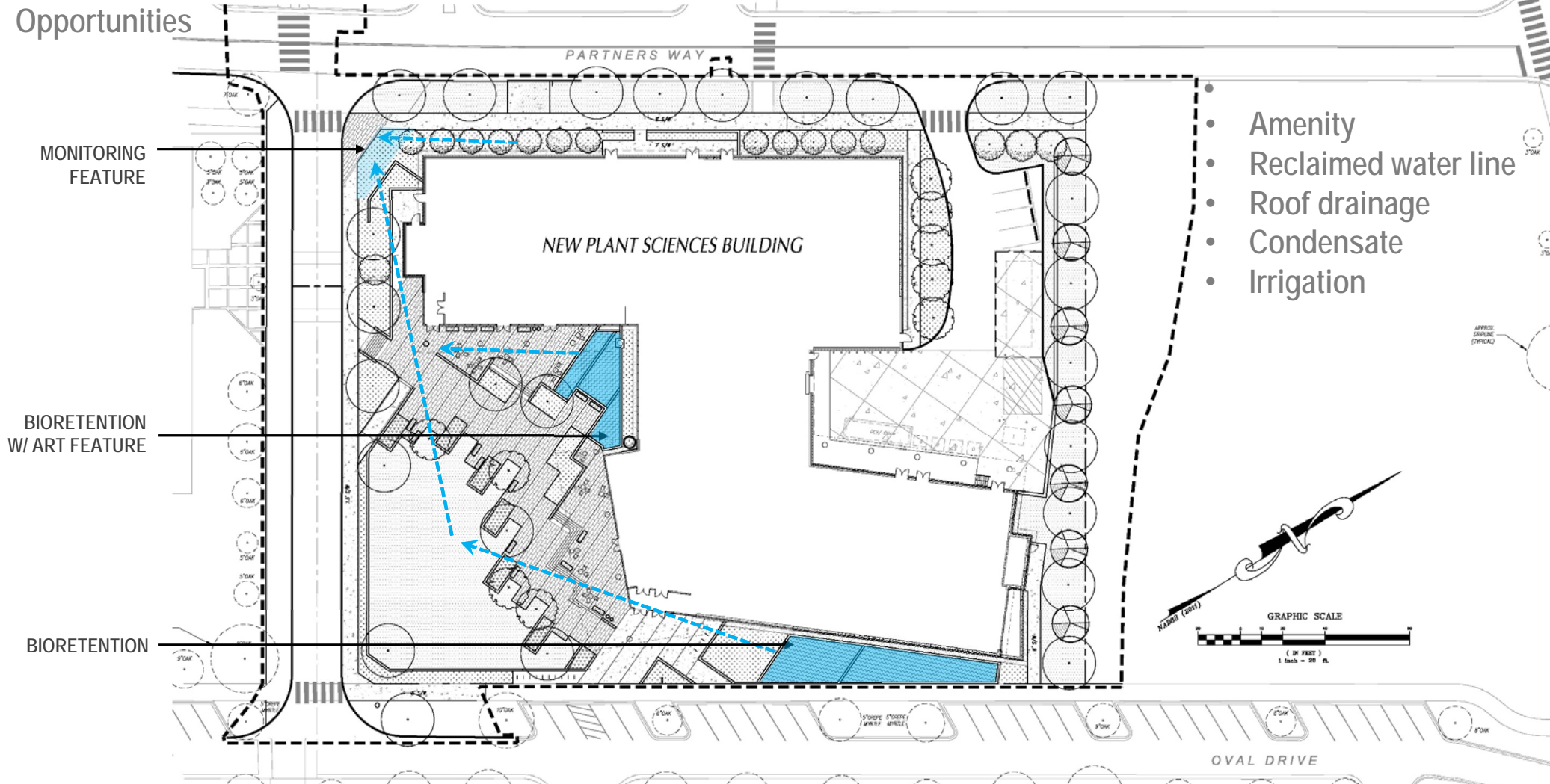


- Second Layer
- Pollinators
- Meadow edges



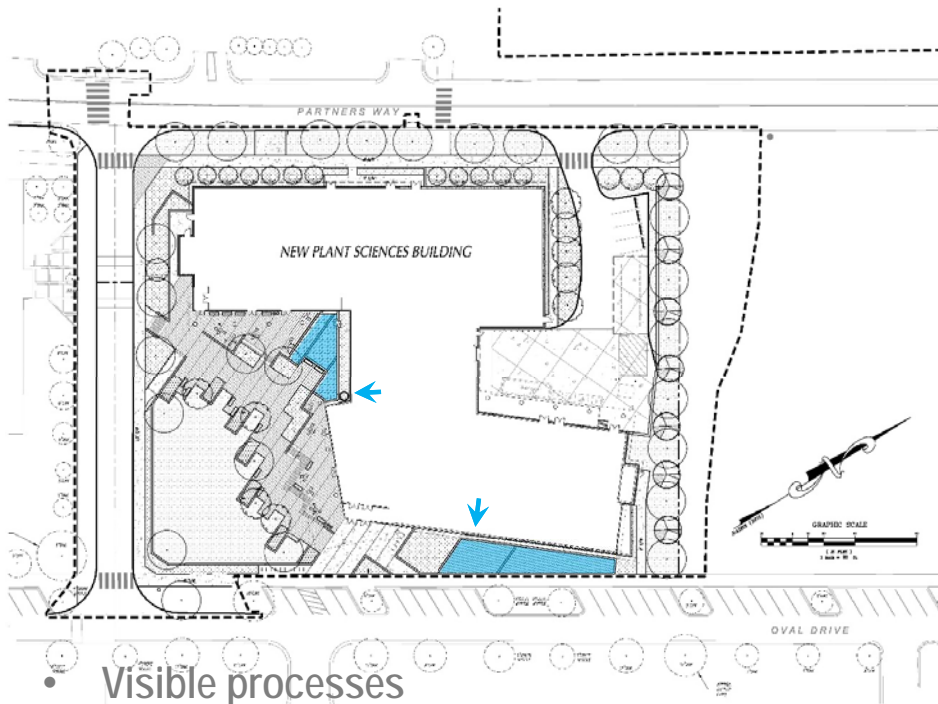
Stormwater Concept Diagram

Opportunities



Bioretention Plantings

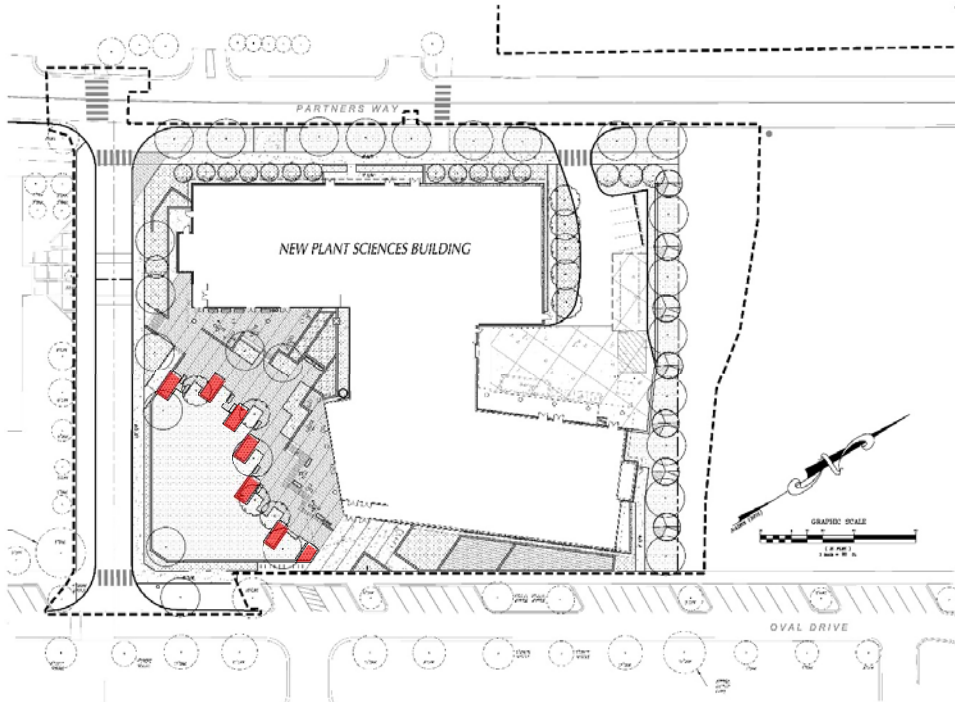
Surface Integration



- Visible processes
- Site as machine
- Research/testing/monitoring
- Plant selection
- Soil media



Showcase and Demonstration Plantings



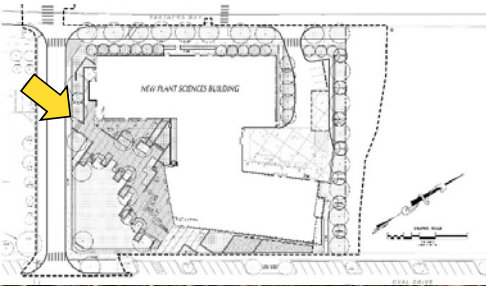
- Indoor/outdoor
 - Demonstration
 - Showcase
 - Display
 - Educate
- Plant selection
 - Highlight NC
 - Edibles
 - Ornamental
 - Research-driven

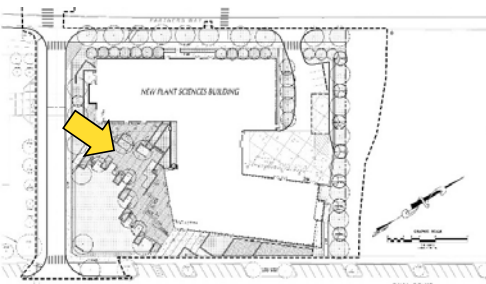


Showcase and Demonstration Plantings

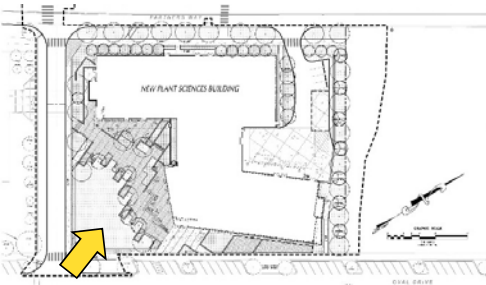
Learning Landscape

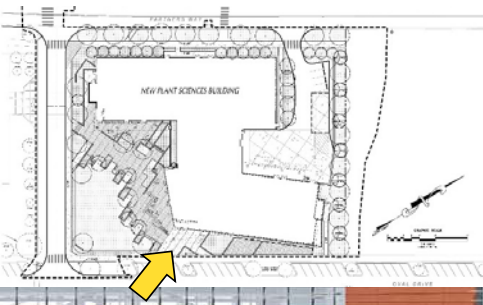


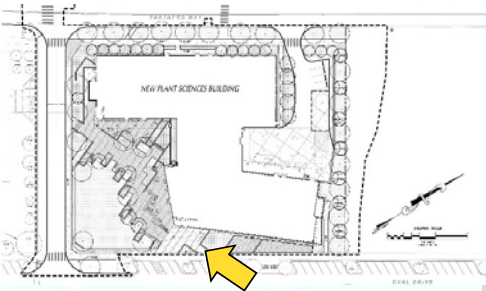












Exterior

South elevation



Exterior

Oval Drive north view



Exterior

Oval Drive elevation



Exterior

Partners Way looking north



Exterior

Partners Way looking north



**Approval of Plans and Specifications of Formal Projects
\$2,000,000 or Less**

Note: The projects below are submitted to the Board of Trustees Buildings and Property Committee for formal acceptance of plans and specifications. This listing represents projects received since the February 15, 2018 meeting.

<u>Project</u>	<u>Construction Estimate</u>
Campus Project # 201620008 Exterior Lighting LED Conversion Designer: Dewberry Design Builders, Inc. Raleigh, NC Fund Source: Utility Infrastructure Trust Funds	\$ 1,500,000
Main Campus Project # 201720058 Steam Tunnel Repairs Designer: Dewberry Engineers, Inc. Raleigh, NC Fund Source: Repair and Renovations	\$ 950,000
Daniels Hall Project # 201612141 Roof Replacement Designer: Raymond Engineering – Georgia, Inc. Raleigh, NC Fund Source: University Carry Forward	\$ 924,000
DH Hill and Poe Hall Project # 201720026 Waterproofing Designer: SKA Consulting Engineers Greensboro, NC Fund Source: University Carry Forward	\$ 725,000
Jordan Hall Project # 201720068 Traction Elevator 1 & 2 Modernizations Designer: The Wooten Company Raleigh, NC Fund Source: Repair and Renovations	\$ 344,783
Talley Student Union Project # 201720131 Up fit for PNC E-Branch Designer: Winstead Wilkinson Architects Raleigh, NC Fund Source: Campus Enterprise Trust Funds	\$ 300,000

**Approval of Plans and Specifications of Formal Projects
\$2,000,000 or Less**

Burlington Laboratory	\$ 250,000
Project # 201720083	
Reactor Bay Stair and Platform Reconfiguration	
Designer: LHC Structural Engineers	
Raleigh, NC	
Fund Source: Nuclear Engineer Trust Funds	
 Polk Hall	 \$ 250,000
Project # 201720112	
METRIC Program Ground Floor Renovation	
Designer: BHDP Architecture	
Raleigh, NC	
Fund Source: METRIC F&A Funds	
 Coliseum, MRC, Poulton, Toxicology Parking Decks	 \$ 215,540
Project # 201720114	
Parking Deck Assessments and 2018 Summer Repairs	
Designer: Atlas Engineering	
Raleigh, NC	
Fund Source: Transportation Trust Funds	
 Carmichael Gym	 \$ 156,300
Project # 201720062	
Classroom and Office Swing Space	
Designer: CRA Associates, Inc.	
Chapel Hill, NC	
Fund Source: University Recreation Trust Funds	

Capital Projects at a Glance
as of February 28, 2018

NORTH CAROLINA STATE UNIVERSITY						
	Bid 2018					
	Bid 2019					
	In Construction					
	Complete					
Code/Item	Project Name		Bid	Expected Acceptance	Total Project Budget	Remarks
41524 340	Dearstye Entomology and Avian HVAC Upgrades	Design	2/14/18	12/8/18	\$1.5M	Post Bid VE Underway
41524 336	Reedy Creek Equine Farm	Design	3/1/18	1/1/19	\$2.4M	Bid Advertisement Underway
41624 329	Water Line Replacements - various	Design	3/6/18	10/22/18	\$605K	Bid Advertisement Underway
41524 341	Scott Hall HVAC Upgrades	Design	3/7/18	10/24/18	\$750K	Bid Advertisement Underway
41624 325	Steam Tunnel Structure Repairs-Main Campus	Design	3/22/18	10/12/18	\$950K	Bid Advertisement Underway
41624 313	Case Academic Center Dining Addition - Ph1	Design	3/28/18	8/1/18	\$2.0M	Preparing to Advertise
41524-337	Carbon Electronics Cluster Lab Renovations	Design	4/24/18	9/11/18	\$1.3M	CD Production Underway
41624 339	DH Hill & Poe Waterproofing	Design	5/9/18	9/19/18	725K	CD Production Underway
41524 339	Murphy Center Broadcast Studio	Design	5/11/18	3/22/19	\$5.5M	CD Redline Corrections Underway
41624 302	Carmichael Renovation & Expansion	Design	6/28/18	7/31/20	\$45M	CD Production Underway
41624 310	Exterior Lighting LED Conversion	Design	8/9/18	12/21/18	\$1.5M	SD/DD Review Underway
41524 338	Dabney Hall HVAC and METRIC	Design	8/14/18	7/22/19	\$4.5M	CD Production Underway
41524 314	Centennial Campus Utility Infrastructure	Design	8/16/18	5/6/20	\$9.6M	CD Production Underway, Pkg A
41724 306	Equine Isolation Unit - CVM	Design	10/11/18	5/24/19	\$1.0M	Contract Underway
41624-316	Murphy Center Sports Medicine	Design	11/12/18	6/5/19	\$1.0M	Designer Advertisement Underway
41724 305	Rigging Replacement Stewart Theatre	Design	12/13/18	8/16/19	\$1.1M	SD/DD Production Underway
41724 310	Price Music HVAC Renovations	Design	12/21/18	5/27/19	\$975K	Designer Advertisement Underway
41624 331	B104 Lab Renovation, CVM Main Building	Design	2/11/19	8/5/19	\$2.0M	Programming Review Underway
41724 308	Creamery Café & Education Center	Design	2/15/19	10/14/19	\$1.1M	Advertisement Underway
41624 312	Bureau of Mines Renovation	Design	3/4/19	3/31/20	\$6M	SD/DD Production Underway
41524 314	Plant Sciences Building	Design	5/23/19	2/11/22	\$150.6M	DD Production Underway
41624 311	DH Hill Academic Success Center	Design	7/3/19	6/2/20	\$13.5M	SD Production Underway
41724 313	Renovation of Memorial Belltower	Design	9/17/19	10/27/20	\$6.5M	Advertise in March
41524 307	Varsity Research Renovations - Phase 1	Construction		4/30/18	\$3.25M	85% Construction Complete
41224 315	HB 1292 Utility Savings	Construction		4/30/18	\$1.1M	95% Construction Complete
41424 307	Patterson Business Center Renovation	Construction		4/30/18	\$3.0M	50% Construction Complete
41324 353	MRC Cleanroom Renovations	Construction		7/6/18	\$8M	74% Construction Complete
41424 310	CBC Chiller Plant Expansion	Construction		7/20/18	\$4.98M	28% Construction Complete
41624 309	Harris Hall Student Services Renovation	Construction		7/27/18	\$1.75M	18% Construction Complete
41424 314	CC Thermal Utilities & Infrastructure (CTI, COT & MRC)	Construction		8/23/18	\$12.35M	65% Construction Complete
41524 325	ES King Village Roof Replacements - Ph 2	Construction		8/27/18	\$1.2M	66% Construction Complete
41224 352	Centennial Campus Substation Expansion-Phase 1 & 2	Construction		8/31/18	\$7.3M	52% Construction Complete
41324 357	North & Central Electrical Distribution	Construction		9/5/18	\$4.1M	6% Construction Complete
41224 370	Energy Performance Contracting #4, CCUP Cogen	Construction		12/21/18	\$20.2M	52% Construction Complete
41624 313	Greek Village Phase 3 Infrastructure	Construction		5/17/19	\$5.5M	Contract Underway
41524 313	Engineering Building Oval	Construction		6/30/20	\$137M	1% Construction Complete

STATUS OF PROJECTS IN PLANNING
Trustees' Buildings and Property Committee
and Campus Design Review Panel

SUBMITTAL NUMBER	PROJECT NAME	SCOPE	DESIGNER		TRUSTEE'S BPC SITE SELECTION		CAMPUS DESIGN REVIEW PANEL		TRUSTEE'S BPC REVIEW		PLAN	CONSTRUCTION	DURATION
			FIRM NAME	DATE SELECTED	REVIEW	APPROVAL	REVIEW	RECOMMENDATION	REVIEW	APPROVAL		ESTIMATED START	ESTIMATED COMPLETION
151	Plant Sciences Building	\$160,200,000	Flad Architects	09/15/16	2/15/18	2/15/18	1/31/18	3/28/18	04/19/18 2/15/2018			July, 2019	December, 2021
152	Kappa Alpha Theta House	\$5,500,000	Cline Design	June, 2017	4/19/18		3/28/18	3/28/18				Spring, 2019	June, 2020
	Upcoming Projects												
	Academic Success Center	\$14,234,213	Lord Aeck Sargent	2/24/17			NA					May, 2019	June, 2020
	Bureau of Mines Renovation	\$6,000,000	Clearscapes	02/13/17								October, 2018	October, 2019
	Zeta Tau Alpha House	\$4,500,000	Hugg Associates										
	Approved Projects												
148	Carmichael Gym Addition & Renovation	\$45,000,000	CRA Associates, Inc.	11/05/16	9/21/17	9/21/17	10/25/17 7/26/2017	10/25/17	11/16/17	11/16/17		November, 2018	August, 2020
007	The Shores Residential Project - Phase I	\$25,000,000	White Oak Properties J Davis Architects			2/18/99	4/26/00 3/22/00 2/1/00	8/29/07 4/26/00	2/17/00 4/15/99	4/27/00		July, 2015	Winter 2017
126	Broughton Hall Addition & Renovation	\$90,000,000	O'Brien Atkins	11/19/08	9/20/12	9/20/12	7/25/12 5/30/12		9/20/12				On Hold
137	Sigma Phi Epsilon House	\$3,000,000	Hager Smith	2012	9/10/15		9/30/15 7/29/15	9/30/15 7/29/15	11/12/15 9/10/15			Summer 2017	Summer 2018
140	Centennial Campus Utility Plant (Cogeneration and Building Addition)	\$18,226,054	AEI and Flad	4/19/13			2/24/16	2/24/16	NA			March, 2017	May, 2018
143	Lambda Chi House	\$4,600,000	Carl Winstead, AIA	June, 2015	2/16/17	2/16/17	11/30/16	11/30/16	2/16/17	2/16/17/		June, 2017	July, 2018
144	Delta Zeta House	\$4,600,000	Carl Winstead, AIA	May, 2015	2/16/17	2/16/17	11/30/16	12/19/16	2/16/17	2/16/17		June, 2017	July, 2018
145	Reedy Creek Equine Farm Therio Phase A	\$2,400,000	Szotak Design, Inc.	8/22/16	4/20/17		1/25/17	1/25/17	4/20/17			April, 2018	January, 2019
147	Harris Hall Renovation - One Stop Student Service	\$1,700,000	Lambert Architecture + Interiors	12/6/16	NA		3/29/17	3/29/17	NA			October, 2017	May, 2018

**BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY
AGENDA**

**University Advancement and External Affairs Committee
1:00 p.m. – 2:30 p.m., April 19, 2018
Chancellor's Conference Room – Holladay Hall
Susan Ward, Chair**

Members: Tom Cabaniss, Jim Harrell, Stan Kelly, David Nimocks, Dewayne Washington

CALL TO ORDER

Susan Ward, Chair of Committee

ROLL CALL

Susan Ward, Chair of Committee

READING OF STATE GOVERNMENT ETHICS ACT CONFLICT OF INTEREST STATEMENT

Susan Ward, Chair of Committee

- | | | |
|-----------|--|------------------------|
| 1. | CONSENT AGENDA
Approval of February 15, 2018 Minutes | TAB 6.1
6.1A |
|
 | | |
| 2. | INFORMATIONAL REPORTS | TAB 6.2 |
| A. | University Advancement Update
<i>Brian Sischo, Vice Chancellor, University Advancement</i> | 6.2A |
| B. | Fundraising and Campaign Report
<i>Jim Broschart, Associate Vice Chancellor, University Development</i> | 6.2B |
| C. | External Affairs Update
<i>Sara Stone, Assistant to the Chancellor, External Affairs</i> | 6.2C |
|
 | | |
| 3. | COMMITTEE DISCUSSION | TAB 6.3 |
| A. | Annual Giving Overview
<i>Chris Lucier, Executive Director, Annual Giving</i> | 6.3A |

- | | | |
|----|---|------|
| B. | Pledge Fulfillment Process and Endowment Minimums Update
<i>Kushal Dasgupta, Associate Vice Chancellor, Advancement Services</i> | 6.3B |
| C. | Naming Opportunity Proposal – Dean’s Conference Room
<i>Kushal Dasgupta, Associate Vice Chancellor, Advancement Services</i> | 6.3C |
| D. | Naming Opportunity Proposal – Poe Hall Renovated Spaces
<i>Jim Broschart, Associate Vice Chancellor, University Development</i> | 6.3D |
| E. | Naming Opportunity Proposal – Engineering Buildings I, II and III
<i>Brian Campbell, Assistant Dean, Development and College Relations
and Executive Director, NC State Engineering Foundation</i> | 6.3E |
-
- | | | |
|-----------|---|----------------|
| 4. | CLOSED SESSION | TAB 6.4 |
| A. | Approval of February 15, 2018 Closed Session Minutes * | 6.4A |
| ✓ B. | Request Approval for Naming Specific University Facilities and Programs | 6.4B |

ADJOURN

- * Committee Approval
- ✓ Full Board Approval

NC STATE UNIVERSITY

Consent Agenda

Approval of February 15, 2018 Minutes*

University Advancement and External Relations Committee
Board of Trustees
North Carolina State University
February 15, 2018

The University Advancement Committee of the Board of Trustees of North Carolina State University met in Open Session at 1:10 p.m. in the Chancellor's Conference Room in Holladay Hall.

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

Chair Ward called roll after which she presented the consent agenda and the minutes from the February 15, 2018 meeting were approved. She then asked Vice Chancellor Sischo to present a University Advancement update. Brian shared that while \$385 million has been raised in the last year and a half, our focus continues to be "refilling the cupboard" by discovering prospects that become donors. He pointed out that there are people who love NC State who'd not been previously identified, including a family in Winston-Salem brought to our attention by Trustee Stan Kelly.

Brian went on to report that recent athletic success have positively improved our public perception, and that we have some important, high profile brick and mortar projects teed up in Engineering and CALS, which he noted would be discussed in today's meeting.

Brian then shared that while some pundits project that the new tax reforms will reduce charitable giving by as much as \$13 billion, he believes that figure to be overstated. Pointing out that donors at the top levels will have more discretionary funds to spend, if the number of donors remains roughly the same we can reasonably expect giving to remain flat, and that flat is the new up. While the 80/20 rule in athletics is concerning, how that plays out will come down to how the IRS chooses to regulate. On the positive side, with IRAs and charitable remainder trusts (CRTs) untouched and the estate tax all but gone, Brian's view of the tax reform is bullish.

Brian concluded his update by announcing several development hires, including Jim Broschart as the AVC for Development and Executive Directors in CALS, the College of Design and Annual Giving. With these new hires onboard, Brian shared that we're doing a great job in recruiting top talent and now have to maintain the delicate balance of retaining them.

AVC Jim Broschart then provided a fundraising and campaign update, pointing out that we've raised \$32 million since the November meeting and that while overall giving is down from last year, that's not surprising as we are in the dog days of the campaign. Good news is that led by CALS, Engineering and College of Sciences, we're seeing a healthy up-tick with 73 new professorships, which are key to every campaign. Other positive news is that 75% of giving is in the form of cash and pledges with the other 25% in planned gifts, which are very healthy numbers and percentages. Also, Jim pointed out that we currently stand at 75% of target raised toward our endowment and current operations goals and at 78% of target raised toward our facilities goals. Noting that we are \$400 million away from the campaign goal, Jim shared that among the keys to reaching goal are volunteer engagement and getting the Chancellor and VC Sischo out among our donors at every opportunity.

Next, AVC Brad Bohlander gave a University Communications and Marketing update, stating that the name of his unit changed from University Communications to more accurately reflect all that the team does. University Communications and Marketing operates as a full service marketing and PR agency, with all efforts ensuring that the Chancellor and the university reach all stated goals. Brad explained that the units priority is to amplify stories with federal agencies, including the NSF, as our funders see our successes and are incentivized to give more.

Following an overview of the Principal Gifts program, naming opportunities were presented and approved for the constructed facilities lab in Engineering, the PSI greenhouses and seminar room in CALS and Innovation Hall, home to the Albright Entrepreneurs Living and Learning Center.

The committee then moved to go into closed session.

Respectfully submitted,

Susan P. Ward
Chair

NCSTATE UNIVERSITY

Informational Reports

University Advancement
Fundraising and Campaign Report
External Affairs Update

NC STATE UNIVERSITY

UNIVERSITY ADVANCEMENT UPDATE

BRIAN SISCHO
VICE CHANCELLOR, UNIVERSITY ADVANCEMENT

April 19, 2018



NC STATE

THINK AND DO
THE EXTRAORDINARY

FY18 Development Activity Reports

February 28, 2018

Office	FTE	Visits Count	Discovery Qualifications Count	Major Asks Count	Total Asked Amount	Number of Closed Asks Count	Total Granted Amount
CEN	11.35	610	151	130	\$50,464,001	89	\$39,823,672
CALS	8	945	123	93	\$45,352,100	54	\$8,140,933
CHASS	2.5	35	31	5	\$425,000	8	\$1,048,628
CNR	2	272	44	15	\$2,537,000	11	\$2,225,000
COS	2.5	240	90	38	\$11,784,000	21	\$5,667,930
DES	0.75	15	2	2	\$11,243,000	9	\$811,487
DSA	2	156	63	20	\$3,440,000	14	\$554,900
EDU	0.5	39	3	6	\$280,000	2	\$50,000
ENG	5.5	511	122	72	\$13,274,000	60	\$11,518,218
GRAD	0.5	27	2	5	\$185,000	2	\$30,000
KI	1	42		3	\$153,000	3	\$150,000
LIB	1.5	89	7	22	\$2,325,000	15	\$1,664,964
OTHER	1	12	1		\$0		\$0
PCOM	1	12	1		\$275,000	2	\$1,025,000
TEX	2.75	137	14	28	\$7,107,000	19	\$5,286,634
VTM	1.75	131	9	12	\$2,655,000	11	\$2,794,192
Wolfpack Club	3	151	38	39	\$27,875,000	26	\$9,078,657

*Outcomes do not include administratively qualified, transfers or in process outcomes

Office	Last Name	FTE	Visits		Discovery		Major & PG Ask			Major & PG Closed	
			Count	Goal*	Count	Goal*	Count	Goal*	Amount	Count	Amount
ADV	Sischo	50%	16		1		8		\$16,450,000	5	\$12,200,000
	Walker	15%	7		1		4		\$9,450,000	3	\$8,166,000
CEN	Compton	15%	1								
	Fredrick	100%	82	144	28	36	7	15	\$1,258,000	5	\$227,215
	<i>Mansfield (8-1-2017)</i>	100%					2		\$75,000	7	\$1,002,862
	Price	100%	108	144	30	36	12	10	\$1,200,000	11	\$2,451,000
	Ricciardi	5%	4							1	\$20,000
	Royer	100%	109	144	34	36	8	10	\$5,375,000	3	\$160,240
	Taylor	75%	83	108	4	12	22	18	\$12,915,000	24	\$10,374,583
	Wilkerson	100%	90	144	42	36	9	8	\$1,710,000	5	\$2,080,000
CENCF	Evelhoch	25%	1	12		0		5			
	<i>Daughtridge (12-15-2017)</i>	100%	13								
	McLaren	100%	16				5		\$550,000	6	\$1,389,000
CENCP	Masich	50%	17		1		12		\$12,829,000	7	\$8,628,383
	Miller	100%	18		6		20		\$4,170,000	13	\$4,493,385
	<i>Smith (2-6-2018)</i>	100%	45		4		21		\$3,907,001	13	\$1,283,225
CALs	Anderson	100%	111	144	5	24	3	18	\$395,311	2	\$655,000
	Cammarene-Wessel	50%	64	144	8	36	18	20	\$1,750,000	14	\$1,278,508
	Colby	100%	88	72	40	12	2	9	\$100,000	2	\$101,500
	Kennel	25%	2				13		\$1,678,789	11	\$3,543,200
	Manshack	50%	37	96	3	36	7	9	\$32,025,000	1	\$114,000
	Maxwell	75%	126	168	2	24	9	18	\$31,179,000	4	\$259,397
	Murphy	100%	131	144	7	36	13	18	\$2,779,000	7	\$371,412
	Stewart	75%	145	144	28	36	8	12	\$1,342,000	5	\$715,000
	Teague	100%	77	144	14	48	10	16	\$1,973,000	10	\$1,031,446
	Thornton	75%	124	144	15	48	6	10	\$355,000	2	\$233,162
	<i>Yopp (1-25-2018)</i>	50%	40	72	1	12	4	9	\$2,975,000	2	\$325,000
CHASS	Engler	50%	9	72	1	24	2	7	\$200,000	3	\$260,000
	Knight	100%	22	120	30	144	1	2	\$25,000	1	\$132,628
	Orbin	100%	4	120		120	2	11	\$200,000	4	\$656,000

- FY17 Goals are self-reported
- Outcomes do not include administratively qualified, transfers or in process qualifications.
- Highlighted data indicates goal met for year to date
- Italics indicates no longer in this role.

Office	Last Name	FTE	Visits		Discovery		Major & PG Ask			Major & PG Closed	
			Count	Goal*	Count	Goal*	Count	Goal*	Amount	Count	Amount
CNR	De Fuenmayor	75%	73	120	5	24	2	10	\$1,150,000	4	\$1,755,000
	Piercy	25%	38	36	4	12	6	6	\$622,000	3	\$80,000
	Viets	100%	161	156	35	60	7	12	\$765,000	5	\$495,000
COS	Lowe	100%	105	144	37	36	17	18	\$1,754,000	8	\$191,101
	Matthews	50%	48	96	7	6	12	18	\$6,205,000	10	\$5,376,829
	Thompson	100%	87	144	46	60	9	6	\$3,875,000	4	\$125,000
DES	Driscoll	75%	15	120	2	36	2	18	\$300,000	1	\$163,382
DSA	Orr	75%	66	108	10	24	9	9	\$1,890,000	8	\$389,900
	Peterson	50%	59	72	16	12	7	6	\$1,400,000	3	\$60,000
	Seltzer	75%	31	96	37	48	4	8	\$150,000	3	\$105,000
EDU	Horner	50%	39	72	3	12	6	10	\$280,000	2	\$50,000
ENG	Bremer	50%	74	120	7	24	20	10	\$5,395,000	22	\$4,613,006
	Campbell	50%	78	120	7	24	16	9	\$3,729,000	14	\$3,055,911
	Grady	100%	69	144	19	36	4	18	\$565,000	4	\$459,410
	Hughes	50%	17	72		0	4	5	\$1,245,000	3	\$350,000
	Kremer	100%	67	168	25	60	2	8	\$50,000	1	\$25,000
	Smith	100%	93	144	34	36	14	12	\$600,000	8	\$2,205,000
	Walsh	100%	113	156	30	36	12	18	\$2,450,000	11	\$1,792,801
GRAD	Couch	50%	27	96	2	72	5	10	\$185,000	2	\$30,000
KI	Vogel	100%	42	96			3	12	\$153,000	3	\$150,000
LIB	Droll	50%	38	60	2	12	15	12	\$2,100,000	13	\$1,609,964
	Morrison	100%	51	84	5	36	7	6	\$550,000	6	\$380,864
OTHER	Reevy	100%	12	156	1	30					
PCOM	<i>Martin (11-16-2017)</i>	100%	20	144		36	5	18	\$300,000	4	\$267,430
	Reid	75%	59	60	4	12	15	12	\$6,282,000	12	\$4,644,000
	Stokley	100%	58	144	10	24	8	6	\$580,000	6	\$612,634
TEX	Bhada	75%	47	120		24	2	10	\$250,000	3	\$1,483,500
	Ward	100%	84	180	9	24	10	15	\$2,555,000	10	\$2,694,192
VTM	Buckles	100%	87	144	25	24	25	18	\$11,085,000	18	\$8,220,330
	<i>Crouch (12-31-2017)</i>	75%	8	144	1	24	4	15	\$15,320,000	2	\$262,571
	Dunning	25%	22	36		24	2	5	\$350,000	1	\$100,000
	Hooper	100%	34	144	12	24	8	18	\$1,120,000	5	\$495,756
Wolfpack Club***	Clark	100%	37	144	17	36	4	19	\$1,285,000	3	\$399,930
	Correll	15%	3	72	1	0	5	6	\$821,700	4	\$695,142
	<i>Cunningham (11-3-2017)</i>	100%	14	144	13	36		19			
	Hull	100%	38	144	11	36	1	19	\$100,000	1	\$100,000
	Purcell	15%	2	72	2	0	5	6	\$5,210,000	2	\$110,000

- FY17 Goals are self-reported
- Outcomes do not include administratively qualified, transfers or in process qualifications.
- Highlighted data indicates goal met for year to date
- Italics indicates no longer in this role.

NC STATE UNIVERSITY

FUNDRAISING and CAMPAIGN REPORT

**JIM BROSCART
ASSOCIATE VICE CHANCELLOR, UNIVERSITY DEVELOPMENT**

April 19, 2018

Report Date: February 28, 2018

	Reachback Phase	Nucleus Phase	Public Phase	Campaign Total
Ag and Life Sciences	\$57,457,428	\$198,260,535	\$45,573,944	\$301,291,907
Design	\$1,971,028	\$4,497,939	\$3,037,115	\$9,506,082
Education	\$1,496,879	\$13,217,850	\$2,296,586	\$17,011,315
Engineering	\$26,589,290	\$77,069,195	\$37,020,633	\$140,679,118
Humanities & Social Sciences	\$2,149,234	\$19,734,651	\$2,884,981	\$24,768,866
Poole College	\$40,140,443	\$15,674,021	\$8,469,654	\$64,284,118
Natural Resources	\$9,998,541	\$9,017,802	\$5,770,862	\$24,787,205
Sciences	\$6,159,812	\$26,684,386	\$9,615,898	\$42,460,096
Textiles*	\$6,165,558	\$9,232,114	\$5,218,732	\$20,616,605
Veterinary Medicine	\$24,759,368	\$71,916,790	\$23,033,901	\$119,710,059
Alumni Association	\$876,313	\$5,012,553	\$1,223,280	\$7,112,146
DASA	\$2,970,298	\$11,296,103	\$2,788,767	\$17,055,168
Libraries	\$6,216,734	\$8,138,255	\$4,391,144	\$18,746,133
University-wide	\$137,357,929	\$114,667,858	\$58,993,412	\$311,019,199
Wolfpack Club/Athletics**	\$4,518,910	\$86,014,987	\$21,378,918	\$111,912,815***
Total	\$328,827,766	\$670,435,037	\$231,697,826	\$1,230,960,830

* Includes gift information provided by the North Carolina Textiles Foundation

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

***NCSU Student Aid Association figures not available for February 2018 at time of report

Data Refresh: Wednesday, March 7, 2018

Report Date: February 28, 2018

	Alumni	Parents	Faculty Staff	Other Individuals	Corporations	Foundations	Other Organizations	Campaign Total
Ag and Life Sciences	\$44,777,972	\$14,905,677	\$3,975,091	\$32,142,004	\$76,632,156	\$82,981,782	\$45,877,224	\$301,291,906
Design	\$4,183,885	\$53,230	\$143,383	\$566,973	\$2,171,865	\$1,804,787	\$581,959	\$9,506,082
Education	\$3,811,425	\$38,310	\$138,462	\$2,549,170	\$2,253,733	\$6,477,449	\$1,742,765	\$17,011,314
Engineering	\$77,113,250	\$1,579,951	\$5,961,526	\$4,661,029	\$32,345,293	\$14,859,370	\$4,158,698	\$140,679,117
Humanities & Social Sciences	\$11,659,080	\$1,088,908	\$1,206,796	\$8,342,206	\$313,945	\$1,941,395	\$216,538	\$24,768,868
Poole College	\$47,250,403	\$134,064	\$2,638,098	\$4,580,102	\$6,483,555	\$2,039,004	\$1,158,892	\$64,284,118
Natural Resources	\$15,456,186	\$16,897	\$1,263,142	\$2,526,582	\$3,475,335	\$1,415,198	\$633,864	\$24,787,204
Sciences	\$20,426,305	\$5,278,558	\$5,308,171	\$718,865	\$5,959,079	\$2,993,151	\$1,775,967	\$42,460,096
Textiles*	\$10,778,547	\$103,453	\$531,778	\$1,251,742	\$5,541,017	\$2,179,586	\$230,480	\$20,616,603
Veterinary Medicine	\$19,836,345	\$156,125	\$2,244,171	\$58,132,369	\$3,771,023	\$34,352,222	\$1,217,803	\$119,710,058
Alumni Association	\$5,069,957	\$37,592	\$34,910	\$503,371	\$368,230	\$704,596	\$393,490	\$7,112,146
DASA	\$4,850,445	\$609,140	\$335,887	\$8,205,977	\$789,639	\$1,532,110	\$731,970	\$17,055,168
Libraries	\$2,410,469	\$1,911,098	\$2,809,911	\$7,187,071	\$2,176,378	\$2,146,347	\$104,859	\$18,746,133
University-wide	\$157,611,432	\$1,493,561	\$2,845,558	\$3,782,498	\$13,184,317	\$128,976,237	\$3,125,596	\$311,019,199
Wolfpack Club/Athletics**	\$100,007,550	\$528,625	\$60,619	\$8,200,429	\$2,631,468	\$377,574	\$106,550	\$111,912,815***
Total	\$525,243,250	\$27,935,190	\$29,497,502	\$143,350,389	\$158,097,034	\$284,780,808	\$62,056,656	\$1,230,960,830

* Includes gift information provided by the North Carolina Textiles Foundation

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

***NCSU Student Aid Association figures not available for February 2018 at time of report

Data Refresh: Wednesday, March 7, 2018

Report Date: February 28, 2018

	Cash Gifts	Gifts-In-Kind	Matching Gifts	PG Life Income	Realized Bequests	Bequest Expectancies	Pledges	Non-Governmental Grants	Campaign Total
Ag and Life Sciences	\$84,765,221	\$5,866,207	\$248,364	\$5,766,734	\$5,761,748	\$56,890,645	\$43,683,065	\$98,309,922	\$301,291,906
Design	\$3,160,430	\$88,888	\$52,359	\$25,000	\$185,746	\$2,614,000	\$654,298	\$2,725,361	\$9,506,082
Education	\$3,171,988	\$8,184	\$23,858	\$50,000	\$192,677	\$3,295,000	\$591,977	\$9,677,632	\$17,011,316
Engineering	\$39,747,010	\$2,387,672	\$1,096,134	\$1,125,782	\$2,635,815	\$42,027,138	\$42,518,031	\$9,141,536	\$140,679,118
Humanities & Social Sciences	\$2,944,827	\$3,751	\$97,602	\$342,991	\$62,809	\$9,985,728	\$9,955,145	\$1,376,014	\$24,768,867
Poole College	\$8,964,338	\$4,310	\$341,949	\$29,710,000	\$26,837	\$10,946,003	\$12,138,825	\$2,151,856	\$64,284,118
Natural Resources	\$8,268,183	\$974,882	\$144,063	\$548,278	\$369,420	\$11,349,455	\$2,210,197	\$922,725	\$24,787,203
Sciences	\$14,323,828	\$2,901,769	\$162,545	\$804,500	\$152,193	\$14,953,873	\$4,598,059	\$4,563,329	\$42,460,096
Textiles*	\$6,106,031	\$423,465	\$23,210	\$0	\$50,000	\$4,979,500	\$6,651,135	\$2,383,264	\$20,616,605
Veterinary Medicine	\$22,433,825	\$1,090,946	\$77,331	\$25,052	\$1,382,772	\$64,579,707	\$23,006,951	\$7,113,474	\$119,710,058
Alumni Association	\$2,375,826	\$0	\$179,296	\$20,000	\$321,050	\$364,500	\$3,851,474	\$0	\$7,112,146
DASA	\$4,786,278	\$823,562	\$142,067	\$3,517,451	\$622,650	\$3,316,022	\$3,317,884	\$529,254	\$17,055,168
Libraries	\$2,600,859	\$11,128,630	\$35,963	\$1,076	\$75,848	\$2,434,195	\$611,644	\$1,857,917	\$18,746,132
University-wide	\$189,892,477	\$2,842,632	\$379,927	\$1,227,428	\$501,968	\$9,366,104	\$103,096,410	\$3,712,253	\$311,019,199
Wolfpack Club/Athletics**	\$52,342,968	\$1,837,069	\$1,498,882	\$0	\$32,200	\$9,014,500	\$47,187,197	\$0	\$111,912,815***
Total	\$445,884,089	\$30,381,965	\$4,503,549	\$43,164,293	\$12,373,734	\$246,116,370	\$304,072,293	\$144,464,537	\$1,230,960,830

* Includes gift information provided by the North Carolina Textiles Foundation

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

***NCSU Student Aid Association figures not available for February 2018 at time of report

Data Refresh: Wednesday, March 7, 2018

Report Date: February 28, 2018

	Current Operations	Endowment	Facilities	Campaign Total
Ag and Life Sciences	\$147,584,578	\$97,721,729	\$55,985,599	\$301,291,906
Design	\$4,674,440	\$4,742,754	\$88,888	\$9,506,082
Education	\$11,329,124	\$5,673,448	\$8,744	\$17,011,316
Engineering	\$47,094,839	\$62,747,200	\$30,837,078	\$140,679,117
Humanities & Social Sciences	\$5,388,588	\$19,376,528	\$3,751	\$24,768,867
Poole College	\$12,848,022	\$50,941,787	\$494,310	\$64,284,119
Natural Resources	\$5,834,394	\$17,974,928	\$977,882	\$24,787,204
Sciences	\$13,186,129	\$26,817,651	\$2,456,316	\$42,460,096
Textiles*	\$10,306,067	\$9,842,072	\$468,465	\$20,616,604
Veterinary Medicine	\$32,020,606	\$86,495,301	\$1,194,151	\$119,710,058
Alumni Association	\$1,001,640	\$6,038,131	\$72,376	\$7,112,147
DASA	\$6,735,516	\$6,000,121	\$4,319,531	\$17,055,168
Libraries	\$4,067,044	\$3,550,459	\$11,128,630	\$18,746,133
University-wide	\$106,431,450	\$195,755,143	\$8,832,606	\$311,019,199
Wolfpack Club/Athletics**	\$54,567,203	\$11,948,272	\$45,397,340	\$111,912,815***
Total	\$463,069,641	\$605,625,523	\$162,265,666	\$1,230,960,830

* Includes gift information provided by the North Carolina Textiles Foundation

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

***NCSU Student Aid Association figures not available for February 2018 at time of report

Data Refresh: Wednesday, March 7, 2018

University Advancement - Institutional Reports

Monthly Gift Receipts by Use

Report Date: February 28, 2018

	Current Operations	Endowment	Facilities	Year-to-date FY '18 Totals	Year-to-date FY '17 Totals	YTD Period % Change FY17/18	3 year Average (FY15 - FY17)	YTD Period % Change 3 yr avg/FY18
Ag and Life Sciences	\$13,972,027	\$5,676,077	\$415,047	\$20,063,150	\$16,813,958	19%	\$20,333,334	-1%
Design	\$807,878	\$214,950	\$1,690	\$1,024,518	\$454,594	125%	\$696,073	47%
Education	\$567,979	\$73,751	\$948	\$642,678	\$1,878,119	-66%	\$1,778,205	-64%
Engineering	\$5,960,057	\$4,137,936	\$2,794,159	\$12,892,152	\$16,042,130	-20%	\$10,449,249	23%
Humanities & Social Sciences	\$576,209	\$405,646		\$981,855	\$849,724	16%	\$1,944,469	-50%
Poole College	\$1,597,337	\$4,548,838	\$160	\$6,146,334	\$2,983,293	106%	\$2,750,073	123%
Natural Resources	\$823,565	\$1,202,169	\$31,472	\$2,057,206	\$2,011,614	2%	\$1,841,128	12%
Sciences	\$1,650,348	\$1,502,312	\$10,224	\$3,162,884	\$1,320,638	139%	\$2,344,772	35%
Textiles*	\$1,893,771	\$655,161	\$11,550	\$2,560,482	\$807,599	217%	\$1,772,469	44%
Veterinary Medicine	\$3,702,434	\$5,412,321	\$166,160	\$9,280,915	\$6,571,841	41%	\$6,976,882	33%
Alumni Association	\$155,127	\$365,358	\$126,450	\$646,935	\$687,724	-6%	\$796,003	-19%
DASA	\$1,145,849	\$366,677	\$151,279	\$1,663,805	\$2,781,539	-40%	\$1,754,557	-5%
Libraries	\$772,397	\$189,597	\$910,000	\$1,871,994	\$2,218,274	-16%	\$1,847,289	1%
University-wide	\$13,311,026	\$13,245,968	\$2,152,742	\$28,709,737	\$32,949,223	-13%	\$22,261,856	29%
Wolfpack Club/Athletics**	\$951,773	\$1,999,444	\$2,967,394	\$5,918,611	\$14,178,257	-58%	\$14,199,232	-58%
Total	\$47,887,777	\$39,996,205	\$9,739,274	\$97,623,257	\$102,548,527	-5%	\$91,745,591	6%

* Includes gift information provided by the North Carolina Textiles Foundation

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

***NCSU Student Aid Association figures not available for February 2018 at time of report

Reporting Period: July 1 - February 28, 2018

Data Refresh: Tuesday, March 6, 2018

University Advancement - Institutional Reports

Monthly Gift Receipts by Source

Report Date: February 28, 2018

	Alumni	Parents	Faculty Staff	Other Individuals	Corporations	Foundations	Other Organizations	Year-to-date FY '18 Totals
Ag and Life Sciences	\$2,051,602	\$176,750	\$99,043	\$1,983,730	\$7,471,594	\$2,586,420	\$5,694,011	\$20,063,150
Design	\$460,055	\$12,175	\$26,268	\$37,891	\$200,564	\$190,231	\$97,334	\$1,024,518
Education	\$142,981	\$2,930	\$30,873	\$35,257	\$81,209	\$349,429	\$0	\$642,678
Engineering	\$4,743,880	\$117,037	\$256,951	\$304,280	\$4,224,989	\$2,947,187	\$297,628	\$12,892,152
Humanities & Social Sciences	\$348,883	\$109,775	\$43,565	\$168,538	\$21,205	\$279,806	\$10,083	\$981,855
Poole College	\$4,813,319	\$21,050	\$12,401	\$46,371	\$858,558	\$304,105	\$90,530	\$6,146,334
Natural Resources	\$663,152	\$2,005	\$10,060	\$104,705	\$521,044	\$677,900	\$78,339	\$2,057,206
Sciences	\$1,521,670	\$123,197	\$28,203	\$186,946	\$665,777	\$492,343	\$144,749	\$3,162,884
Textiles*	\$1,769,614	\$13,490	\$108,942	\$106,332	\$262,653	\$299,250	\$200	\$2,560,482
Veterinary Medicine	\$609,742	\$12,165	\$20,799	\$1,671,751	\$377,056	\$6,435,858	\$153,544	\$9,280,915
Alumni Association	\$358,044	\$5,915	\$200	\$138,400	\$47,016	\$95,060	\$2,299	\$646,935
DASA	\$571,555	\$136,663	\$30,127	\$439,224	\$287,161	\$129,250	\$69,826	\$1,663,805
Libraries	\$274,668	\$117,439	\$28,278	\$851,903	\$468,702	\$123,459	\$7,546	\$1,871,994
University-wide	\$14,185,541	\$195,345	\$56,389	\$2,350,176	\$2,119,575	\$9,356,745	\$445,766	\$28,709,737
Wolfpack Club/Athletics**	\$5,775,107	\$205	\$0	\$12,611	\$97,107	\$33,580	\$0	\$5,918,611
Total	\$38,289,814	\$1,046,141	\$752,100	\$8,438,115	\$17,704,210	\$24,300,622	\$7,091,855	\$97,623,257

* Includes gift information provided by the North Carolina Textiles Foundation

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

***NCSU Student Aid Association figures not available for February 2018 at time of report

Reporting Period: July 1 - February 28, 2018

Data Refresh: Tuesday, March 6, 2018

University Advancement - Institutional Reports

Monthly Gift Receipts by Type

Report Date: February 28, 2018

	Cash Gifts	Gifts-In-Kind	Matching Gifts	PG Life Income	Realized Bequests	Non-Governmental Grants	Year-to-date FY '18 Totals
Ag and Life Sciences	\$12,613,985	\$172,439	\$12,271	\$158,285	\$2,580,482	\$4,525,688	\$20,063,150
Design	\$726,782	\$1,690	\$5,745	\$0	\$0	\$290,302	\$1,024,518
Education	\$339,564	\$868	\$2,201	\$0	\$0	\$300,045	\$642,678
Engineering	\$10,231,171	\$191,810	\$190,025	\$0	\$605,607	\$1,673,538	\$12,892,152
Humanities & Social Sciences	\$935,374	\$0	\$2,488	\$0	\$0	\$43,993	\$981,855
Poole College	\$6,009,927	\$160	\$31,298	\$0	\$0	\$104,950	\$6,146,334
Natural Resources	\$1,895,674	\$30,472	\$12,711	\$0	\$12	\$118,337	\$2,057,206
Sciences	\$1,526,112	\$10,224	\$15,336	\$0	\$861,441	\$749,771	\$3,162,884
Textiles*	\$2,148,047	\$11,550	\$21,119	\$0	\$307,573	\$72,193	\$2,560,482
Veterinary Medicine	\$8,117,632	\$61,205	\$6,157	\$0	\$600,740	\$495,183	\$9,280,915
Alumni Association	\$555,853	\$0	\$4,801	\$0	\$86,281	\$0	\$646,935
DASA	\$1,569,482	\$79,771	\$14,552	\$0	\$0	\$0	\$1,663,805
Libraries	\$869,064	\$910,000	\$1,110	\$0	\$0	\$91,820	\$1,871,994
University-wide	\$26,013,994	\$2,102,149	\$34,758	\$0	\$74,890	\$483,945	\$28,709,737
Wolfpack Club/Athletics**	\$5,792,643	\$29,031	\$96,937	\$0	\$0	\$0	\$5,918,611
Total	\$79,345,302	\$3,601,369	\$451,509	\$158,285	\$5,117,026	\$8,949,765	\$97,623,257

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Report Date: February 28, 2018

	Current Operations	Endowment	Facilities	Year-to-date FY '18 Totals	Year-to-date FY '17 Totals	YTD Period % Change FY17/18	3 year Average (FY15 - FY17)	YTD Period % Change 3 yr avg/FY18
Ag and Life Sciences	\$16,966,799	\$4,608,869	\$179,347	\$21,755,015	\$72,362,812	-70%	\$45,057,665	-52%
Design	\$835,570	\$756,390	\$1,690	\$1,593,650	\$451,889	253%	\$671,893	137%
Education	\$972,889	\$100,276	\$868	\$1,074,033	\$4,742,989	-77%	\$3,197,962	-66%
Engineering	\$7,190,535	\$4,871,354	\$6,739,165	\$18,801,054	\$13,504,124	39%	\$16,249,448	16%
Humanities & Social Sciences	\$741,061	\$1,022,181		\$1,763,242	\$2,661,058	-34%	\$5,463,634	-68%
Poole College	\$2,004,993	\$2,819,336	\$160	\$4,824,489	\$4,830,178	-0%	\$3,216,669	50%
Natural Resources	\$781,346	\$2,342,704	\$31,472	\$3,155,522	\$2,102,286	50%	\$1,886,602	67%
Sciences	\$1,892,050	\$5,470,654	\$10,224	\$7,372,928	\$1,408,540	423%	\$3,416,571	116%
Textiles*	\$2,742,586	\$646,222	\$11,550	\$3,400,358	\$2,787,410	22%	\$2,289,550	49%
Veterinary Medicine	\$5,403,020	\$6,503,411	\$166,360	\$12,072,791	\$6,946,153	74%	\$13,249,804	-9%
Alumni Association	\$173,546	\$403,216	\$1,450	\$578,212	\$459,815	26%	\$512,422	13%
DASA	\$904,249	\$200,791	\$89,276	\$1,194,316	\$4,764,505	-75%	\$2,681,650	-55%
Libraries	\$1,202,423	\$252,146	\$910,000	\$2,364,570	\$2,462,033	-4%	\$2,144,072	10%
University-wide	\$14,357,947	\$13,337,548	\$2,118,873	\$29,814,368	\$42,801,454	-30%	\$23,405,344	27%
Wolfpack Club/Athletics**	\$4,667,247	\$230,666	\$3,171,511	\$8,069,424***	\$11,860,550	-32%	\$16,310,893	-51%
Total	\$60,836,262	\$43,565,765	\$13,431,944	\$117,833,971	\$174,145,796	-32%	\$139,754,179	-16%

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Report Date: February 28, 2018

	Alumni	Parents	Faculty Staff	Other Individuals	Corporations	Foundations	Other Organizations	Year-to-date FY '18 Totals
Ag and Life Sciences	\$2,513,693	\$332,771	\$91,879	\$1,846,871	\$7,240,126	\$3,799,319	\$5,930,356	\$21,755,015
Design	\$963,978	\$11,770	\$14,657	\$75,891	\$239,789	\$190,231	\$97,334	\$1,593,650
Education	\$177,042	\$2,450	\$33,938	\$41,287	\$260,170	\$459,146	\$100,000	\$1,074,033
Engineering	\$9,617,922	\$798,212	\$124,976	\$337,900	\$4,279,130	\$3,267,587	\$375,128	\$18,801,054
Humanities & Social Sciences	\$953,245	\$109,550	\$87,651	\$104,521	\$41,087	\$457,105	\$10,083	\$1,763,242
Poole College	\$1,063,633	\$14,400	\$2,008,800	\$79,362	\$1,283,074	\$189,705	\$185,515	\$4,824,489
Natural Resources	\$1,780,793	\$2,005	\$8,660	\$104,639	\$513,336	\$677,750	\$68,339	\$3,155,522
Sciences	\$1,068,070	\$120,675	\$22,331	\$4,714,144	\$700,616	\$492,343	\$254,749	\$7,372,928
Textiles*	\$1,807,839	\$34,158	\$83,942	\$66,233	\$326,936	\$1,081,250	\$0	\$3,400,358
Veterinary Medicine	\$1,264,859	\$12,905	\$1,018,586	\$5,925,049	\$478,827	\$3,159,858	\$212,707	\$12,072,791
Alumni Association	\$437,615	\$5,515	\$200	\$11,505	\$26,016	\$95,060	\$2,299	\$578,212
DASA	\$401,027	\$161,514	\$27,605	\$421,601	\$81,494	\$31,250	\$69,826	\$1,194,316
Libraries	\$274,819	\$107,354	\$18,165	\$926,503	\$546,338	\$483,845	\$7,546	\$2,364,570
University-wide	\$15,348,572	\$337,213	\$12,360	\$6,653,437	\$1,725,075	\$5,291,745	\$445,766	\$29,814,368
Wolfpack Club/Athletics**	\$5,748,628	\$400,984	\$13,869	\$1,067,686	\$663,082	\$73,674	\$101,500	\$8,069,424***
Total	\$43,421,736	\$2,451,475	\$3,567,619	\$22,376,631	\$18,405,096	\$19,749,867	\$7,861,148	\$117,833,971

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University Advancement - Institutional Reports

Monthly Gifts and New Commitments by Type

Report Date: February 28, 2018

	Cash Gifts	Gifts-In-Kind	Matching Gifts	PG Life Income	Realized Bequests	Bequest Expectancies	Pledges	Non-Governmental Grants	Year-to-date FY '18 Totals
Ag and Life Sciences	\$9,351,973	\$172,439	\$12,271	\$284,608	\$2,050,456	\$931,862	\$1,779,611	\$7,171,794	\$21,755,015
Design	\$625,477	\$1,690	\$5,745	\$0	\$0	\$365,000	\$305,437	\$290,302	\$1,593,650
Education	\$249,583	\$868	\$2,201	\$0	\$0	\$0	\$132,558	\$688,823	\$1,074,033
Engineering	\$6,379,439	\$191,810	\$190,025	\$0	\$540,051	\$2,691,847	\$6,925,355	\$1,882,525	\$18,801,054
Humanities & Social Sciences	\$617,332	\$0	\$2,488	\$0	\$0	\$767,628	\$124,502	\$251,292	\$1,763,242
Poole College	\$1,532,730	\$160	\$31,298	\$0	\$0	\$2,110,000	\$405,390	\$744,911	\$4,824,489
Natural Resources	\$1,765,105	\$30,472	\$12,711	\$250,000	\$12	\$900,000	\$78,885	\$118,337	\$3,155,522
Sciences	\$1,177,900	\$10,224	\$15,336	\$0	\$111,441	\$4,720,001	\$474,559	\$863,467	\$7,372,928
Textiles*	\$1,413,069	\$11,550	\$5,937	\$0	\$50,000	\$0	\$1,749,430	\$170,373	\$3,400,358
Veterinary Medicine	\$4,700,376	\$61,205	\$6,157	\$0	\$600,740	\$5,810,000	\$254,928	\$639,387	\$12,072,791
Alumni Association	\$295,865	\$0	\$4,801	\$0	\$86,281	\$57,500	\$133,765	\$0	\$578,212
DASA	\$861,372	\$79,771	\$14,552	\$0	\$0	\$0	\$232,338	\$6,283	\$1,194,316
Libraries	\$791,378	\$910,000	\$1,110	\$0	\$0	\$75,000	\$130,964	\$456,118	\$2,364,570
University-wide	\$18,811,127	\$2,102,149	\$34,758	\$0	\$74,890	\$405,003	\$7,892,496	\$493,945	\$29,814,368
Wolfpack Club/Athletics**	\$5,047,570	\$27,231	\$73,712	\$0	\$0	\$47,500	\$2,873,411	\$0	\$8,069,424***
Total	\$53,620,295	\$3,599,569	\$413,102	\$534,608	\$3,513,871	\$18,881,340	\$23,493,630	\$13,777,557	\$117,833,971

* Includes gift information provided by the North Carolina Textiles Foundation

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NC STATE UNIVERSITY

EXTERNAL AFFAIRS UPDATE

**SARAH STONE
ASSISTANT TO THE CHANCELLOR FOR EXTERNAL AFFAIRS**

April 19, 2018

NCSTATE UNIVERSITY

Committee Discussion

Annual Giving Overview

Pledge Fulfillment Process and
Endowment Minimums Update

PCOM Naming Opportunity Proposal

Poe Hall Naming Opportunity Proposal

EB I, II and III Naming Opportunity Proposal

Presentation Themes:

- History – Up to present day
 - Marketing – 1990's Style
 - Traditional communication channels used almost exclusively – Phone & Direct Mail
 - Broad appeals lacking strategic segmentation
 - Static strategy set 6 months in advance
 - Lean staff of generalists
- Future – Near and Far
 - Marketing adjustment not driven solely by giving history
 - Expansion of communication channels with emphasis on digital
 - Modern tools to allow nimble segments
 - Dynamic responsiveness based upon demonstrated prospect interest
 - Appropriate staffing on par with peer and aspirational institutions
 - Adjusting our mindset to focus on number of donors

Proposal for Naming Opportunity Approval

Renovated Spaces in Nelson Hall

Dean's Conference Room and Career Services Center Spaces

Presented by the Poole College of Management

Board of Trustees' Meeting
April 19, 2018





Purpose of Nelson Hall Naming Initiative

- 25th anniversary of Poole College of Management celebrates opportunities for innovative growth
- Envisions Think and Do spaces that
 - encourage best practice, collaborative and creative thinking
 - model real-life work environments
 - demonstrate to external constituencies Poole College's commitment to innovative programs and excellence in all endeavors



Fundraising Project Goal: **\$225,000**

- \$100,000 to name Dean's Conference Room
- \$50,000 each to name two Interview Rooms in Career Services Center
- \$25,000 to name Career Services Center Reception Area



Naming Opportunities Support

Ongoing maintenance and future improvements for the named spaces:

- Naming gifts directed to an endowment fund for this purpose
- Future improvements may include
 - Technology upgrades
 - Preservation, renovation and repairs for these spaces as needed



Dean's Conference Room

- **Gross Square Footage:** 213 sq ft
- **Renovation Completed:** Summer 2017
- **Key Features:**
 - One of the most prestigious and visible spaces in Nelson Hall
 - Meeting space for internal and external visitors ranging from new students to university, corporate and international dignitaries
 - Upscale space with cutting-edge conference room technology



Career and Student Services Center

- **Three Spaces:** Reception Area and two Interview Rooms
- **Renovation Completed:** Fall 2017
- **Key Features:**
 - Part of comprehensive plan to expand career mentoring and coaching services
 - Supports almost 3,000 undergraduate students annually
 - Partners with more than 200 corporate recruiters and visitors annually

QUESTIONS?

Proposal for Naming Opportunity Approval

Renovated Learning Spaces in Poe Hall

Presented by the College of Education
Board of Trustees' Meeting
April 19, 2018





Naming Opportunities: Poe Hall Renovations

Spaces	Minimum Gift Level
METRC: Media and Education Technology Resource Center	\$1,000,000
STEM Education Science Lab	\$300,000
Engineering and Design Education Research and Video Lab	\$300,000



Purpose of Poe Hall Naming Initiative

- Create active spaces for teaching and learning for 1,500+ students, faculty and professional educators
- Foster research, collaboration and partnerships that improve education across disciplines and the lifespan
- Ensure future and current educators have access to the latest advanced technology to enrich instruction
- Provide future and current educators with resources that equip them to prepare their K-12 students for the workforce



Fundraising Objectives

- **Combined Amount of Available Naming Opportunities: \$1.6 Million**
- **Secure Naming Opportunities to Support Endowment & Operations**
- **Purpose:**
 - Ongoing Maintenance
 - Equipment & Materials
 - Program Development
 - Future Improvements & Renovations



METRC: Media and Education Technology Resource Center

- **Gross Square Footage:** 5,184 sq ft
- **Key Features:**
 - State-of-the-art technology, including interactive whiteboards, 3D printers and makerspace
 - Resources and equipment that simulate elements of media centers in public schools
 - Flexible space to allow in-person or virtual meetings, collaboration and classes
- **Renovations Completed:** Fall 2017



STEM Education Science Lab

- **Gross Square Footage:** 1,096 sq ft
- **Key Features:**
 - A deconstructed classroom with no “front of the classroom”
 - Movable tools, furniture and whiteboards so space can be modified for multi-use
 - Visual displays and technology to support open and collaborative thinking
- **Renovations Completed:** Fall 2018



Engineering and Design Education Research and Video Lab

- **Gross Square Footage:** 1,079 sq ft
- **Key Features:**
 - Technology that allows real-time data collection
 - Based on observation-deck model used by teaching hospitals
 - Flexible to support professional development and collaborations with partners in Colleges of Design and Engineering
- **Renovations Completed:** Fall 2018



THANK YOU

QUESTIONS?



Proposal for Naming Opportunity Approval

Engineering Buildings I, II and III

Presented by the College of Engineering

Board of Trustees April 19, 2018



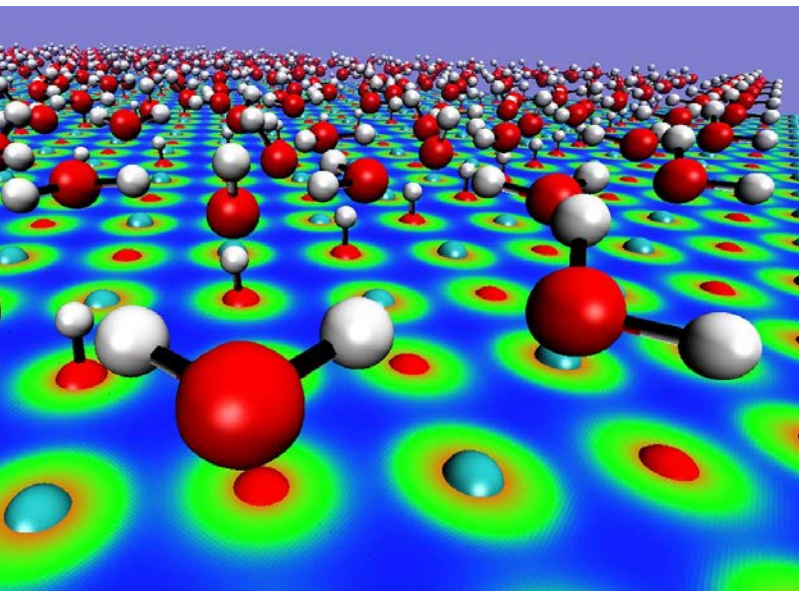
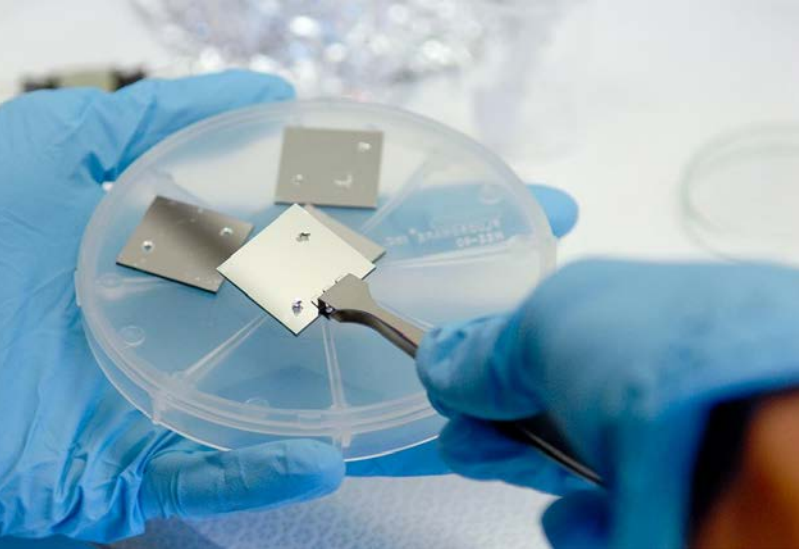


**Naming gifts for
Engineering Buildings I, II and III
will help fund construction of
the Engineering Oval Building.**



Engineering Building I





Engineering Building I (EBI)

- Houses the Departments of Chemical and Biomolecular Engineering (CBE) and Materials Science and Engineering (MSE)
- Built in 2004 with funds from the 2000 Bond Education Program
- 161,217 square feet
- Areas of research and study include groundbreaking research in polymer science to nanoengineering, as well as structural materials, electronic materials and several other areas



Naming Opportunities: Engineering Building I

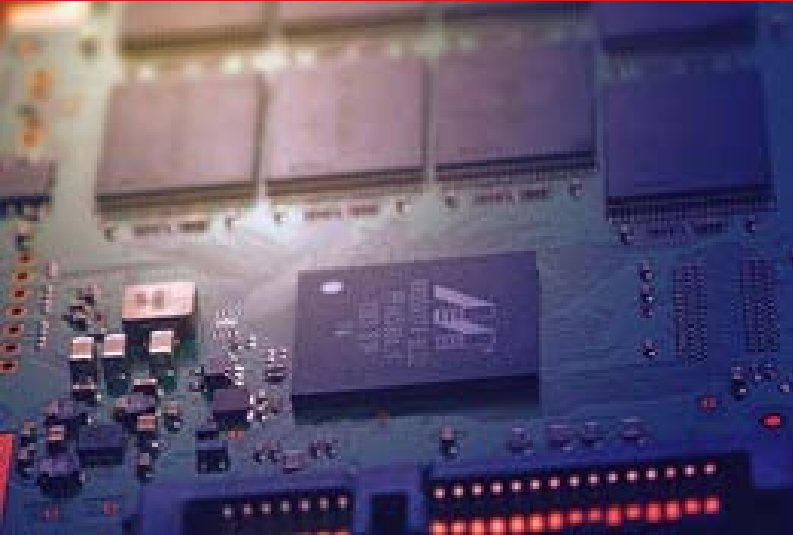
Number of Spaces	Minimum Gift Level
136 Spaces	\$25,000 - \$10 million
\$34,800,000 possible giving	

Number of Spaces	Type of Space
5	Featured Spaces
46	Laboratories
4	Classrooms
4	Conference Rooms
72	Office Spaces
5	Multi-Purpose/Common Spaces



Engineering Building II





Engineering Building II (EBII)

- Houses the Departments of Electrical and Computer Engineering (ECE) and Computer Science (CSC)
- Built in 2005 with funds from the 2000 Bond Education Program
- 202,376 square feet
- Areas of research and study include Bioelectronics, Robotics and Nanoelectronics in ECE and Software Engineering, Artificial Intelligence and Computer-based Education in CSC



Naming Opportunities: Engineering Building II

Number of Spaces	Minimum Gift Level
236 Spaces	\$25,000 - \$10 million
\$39,600,000 possible giving	

Number of Spaces	Type of Space
11	Featured Spaces
36	Laboratories
14	Classrooms
15	Conference Rooms
157	Office Spaces
3	Multi-Purpose/Common Spaces



Engineering Building III





Engineering Building III (EBIII)

- Houses the Department of Mechanical and Aerospace Engineering (MAE) and the Joint NC State-UNC Department of Biomedical Engineering (BME)
- Built in 2010 with funds from the 2000 Bond Education Program
- 175,000 square feet
- Areas of research and study include thermal fluids, combustion, manufacturing mechanics for MAE and rehabilitation engineering, regenerative medicine and more for BME



Naming Opportunities: Engineering Building III

Number of Spaces	Minimum Gift Level
204 Spaces	\$25,000 - \$10 million
\$48,200,000 possible giving	

Number of Spaces	Type of Space
9	Featured Spaces
74	Laboratories
10	Classrooms
10	Conference Rooms
93	Office Spaces
8	Multi-Purpose/Common Spaces

NC STATE

THINK AND DO

THE

EXTRAORDINARY



The Campaign for NC State

BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY
AGENDA

University Affairs Committee
2:45 p.m. – 4:15 p.m. April 19, 2018
Winslow Hall Conference Room

Stan Kelly, Chair

Members: Jackie Gonzalez, Ann Goodnight, Wendell Murphy, David Nimocks, Ed Weisiger, Jr.

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 TAB 7.1

- | | | |
|-----------|---|------|
| A. | Approval of February 15, 2018 Minutes (open & closed session) | 7.1A |
| B. | Designation of Time Limited Option for Distinguished Professorships | 7.1B |
| C. | Conferral of Tenure Requests | 7.5A |

2. REQUESTED ACTION

- | | | |
|-----------|--|------|
| A. | Annual Human Resources Compliance Report (FY 2016-17)
<i>Presenter: Marie Williams, Associate Vice Chancellor for Human Resources</i>
The UNC President has delegated responsibility for an annual review and approval of the Annual HR Compliance Report to the Boards of Trustees under UNC Policy 600.3.4. | 7.2A |
| B. | Salary Ranges for Senior Academic and Administrative Officers Tier II
<i>Presenter: Marie Williams, Associate Vice Chancellor for Human Resources</i>
As a condition of management flexibility delegated by the UNC Board of Governors, the BOT (delegated to the University Affairs Committee) establishes pay ranges for senior academic and administrative officer (SAAO) Tier II positions. The discussion describes this year's salary range development methodology and presents for committee approval the recommended SAAO pay ranges for FY18-19. Faculty salary ranges are approved by the Chancellor and will be shared with the University Affairs Committee at a future meeting. | 7.2B |
| C. | Department of Athletics Proposed Bonus Structure for Football Staff
<i>Presenter: Deborah Yow, Director of Athletics</i>
Requires approval per Non-Salary and Deferred Compensation Policy 05.15.03. | 7.2C |

-
3. **REPORTS** **TAB 7.3**
- A. Residency for Full Scholarship Undergraduate Students** 7.3A
 Presenter: Krista Ringler, Director, Scholarships and Financial Aid
 The Chancellor is required to provide an annual report to the Board of Trustees on the list of recognized entities awarding full scholarships to undergraduates and the number of students receiving full scholarships from each entity. An overview of the 16-17 Annual Report will be provided.
- B. Students Requiring Special Consideration** 7.3B
 Presenter: Louis Hunt, Senior Vice Provost for Enrollment Management and Services
 Per Regulation 02.10.04 (Identification and Performance Monitoring of Selected Students Requiring Special Consideration for Admissions), the Chancellor is required to provide to the Board of Trustees and to the UNC System Office an annual update on the special consideration process of Undergraduate Admissions. This report will also include a review of the performance of students previously admitted through that process.
- C. May 2018 Commencement Speaker** (no materials)
 Presenter: Chancellor W. Randolph Woodson
- D. Faculty Senate Report** 7.3D
 Presenter: Carolyn Bird, Chair
- E. Staff Senate Report** 7.3E
 Presenter: Cathi Phillips Dunnagan, Chair
- F. Provost Update** 7.3F
 Presenter: Warwick Arden, Executive Vice Chancellor and Provost
 a. Nepotism Report
 b. Distinguished Professorship Update
4. **TOPIC OF INTEREST/COMMITTEE DISCUSSION** **TAB 7.4**
- A. NC State Entrepreneurship** 7.4A
 Presenter: Tom Miller, Senior Vice Provost for Academic Outreach and Entrepreneurship
5. **CLOSED SESSION** **TAB 7.5**
- ✓ **A. Personnel Matters** 7.5A
✓ **B. Honorary Awards** 7.5B
6. **RECONVENE OPEN SESSION**
7. **ADJOURN**

CONSENT AGENDA ITEMS

MINUTES

UNIVERSITY AFFAIRS COMMITTEE

Board of Trustees
North Carolina State University
February 15, 2018

The University Affairs Committee of the Board of Trustees of North Carolina State University met February 15, 2018 in the Winslow Hall Conference Room.

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

Chair Kelly called the meeting to order at 2:59 p.m. He called roll and certified that a quorum was present.

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.

Consent Agenda

A motion was made by Mr. Weisiger to approve the consent agenda items which included approval of minutes, Center continuations, designation of a time limited option for distinguished professorships, and conferral of tenure. Mr. Murphy seconded the motion. The motion carried.

Requested Action

Provost Arden explained there is not an official process to rescind an honorary degree awarded by the university. However, just as the process to award an honorary degree begins with the Faculty Committee on Honorary Degrees and ends with the Board's approval, the Provost and Chancellor believe any discussion to rescind an honorary degree should follow this same process.

He stated the university awarded an honorary degree (Doctor of Humane Letters) to journalist Charlie Rose in 2010. Based on information that has recently come to light, the faculty committee was asked to review Mr. Rose's honorary degree. After considerable discussion, the faculty committee voted in favor of recommending to the Chancellor that Mr. Rose's honorary degree be rescinded. Provost Arden provided an overview of the accusations of sexual misconduct against Mr. Rose and the consequences that have followed. After discussion, Mrs. Goodnight moved to recommend rescinding of the honorary degree to the full board for approval. Mr. Weisiger seconded the motion. The motion carried.

Informational Reports

The committee heard an update on Student Government activities from Student Body President Jackie Gonzalez. She shared that the new Director of Student Involvement, Dr. Jessica Murphy, was introduced to student leaders at the January 20 Student Government (SG) retreat. The Athletics Department and SG are working together to coordinate Loyalty Points Games whereby students get points for attending games other than football and men's basketball. The Traditions Department is in the process of planning its newest tradition: the Last Lecture Series where retiring professors will be invited to give a final lecture open to the public. SG is also hosting Meredith College's SG and looks to inspire future student leaders to expand collaboration with surrounding Raleigh area schools. Finally, Ms. Gonzalez noted the process for spring elections is underway.

In the Provost's Update, the committee received information about a new undergraduate certificate in Interdisciplinary Entrepreneurship to start this fall. The Provost also provided information about the annual faculty reappointment, promotion and tenure process. This year's process is well underway with 152 faculty members participating. Faculty will be notified about the outcome of the review at the end of April.

Topic of Interest/Committee Discussion

Assistant Vice Chancellor for Research Dr. Jon Horowitz gave an overview of NC State's Centers and Institutes, including information about funding and staffing; the process for establishment/disestablishment; as well as highlighting several Centers/Institutes and the real-world impact they are having for North Carolina and beyond. NC State is currently home to 32 Centers and 12 Institutes.

Closed Session

Ms. Gonzalez made the motion, seconded by Mr. Murphy, to go into closed session to prevent the premature disclosure of an honorary degree or award and to establish the amount of compensation and other materials terms of an employment contract or proposed employment contract. 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 non-salary compensation request discussed in Closed Session. Mr. Weisiger seconded the motion. The motion carried.

With no further business, Chair Kelly announced the meeting adjourned at 4:05 p.m.

Stan Kelly, Chair

Designation of Time Limited Option for Distinguished Professorships

Background: Donors who endow a distinguished professorship at NC State University may elect to pursue matching funds available through the state's Distinguished Professors Endowment Trust Fund (DPETF). In accordance with state statutes, as well as University of North Carolina system and NC State University policies, the NC State University Board of Trustees (BoT) is authorized to designate that endowed distinguished professorships seeking DPETF matching funds may be time limited.

We request this designation from the BoT when a donor agreement indicates intent that a distinguished professorship be awarded, or potentially awarded, at a rank other than professor (i.e. assistant, associate professor) and/or for a period other than an individual's full career.

This designation provides the university with the maximum flexibility in awarding the distinguished professorship over time. Still, the overwhelming majority of NC State's distinguished professorships are offered to professors for the duration of their career at NC State.

Recommended Action: We request designation of the following distinguished professorship which may be time-limited:

Samuel S. Walker Distinguished Professorship, College of Textiles, \$1M endowment

Policy References:

UNC Policy 600.2.3 - Distinguished Professors Endowment Trust Fund

NCSU Policy 01.05.01 – Board of Trustees Bylaws

NCSU Regulation 05.20.17 – Professorships of Distinction

Conferral of Academic Tenure:

The information regarding conferral of academic tenure is included in the Closed Session Materials – Tab 7.5A.

REQUESTED ACTION ITEMS

NC State University
Annual Human Resources Compliance Report – FY 2016-17
(Formerly Called the Annual Management Flexibility Report)

In 2002, the Board of Governors approved NC State's request for designation as a management flexibility institution and delegated authority to appoint and fix compensation for all vice chancellors, senior academic and administrative officers, any employee having permanent tenure, and other positions exempt from the State Human Resources Act.

The UNC President has delegated responsibility for review and approval of the Annual Human Resources Compliance Report to the Boards of Trustees under UNC Policy 600.3.4.

The Annual Human Resources Compliance Report is prepared for review and approval first by the Chancellor and then the institution's Board of Trustees prior to submission to the UNC System Office. In previous years, the report was called the "Annual Management Flexibility Report" but was renamed by the UNC System Office as the "Annual Human Resources Compliance Report" in January 2018.

NC State's Annual Human Resources Compliance Report for Fiscal Year 2016-17 is divided into the following seven (7) parts with parts 1 – 4 specifically covered by NC State's management flexibility agreement:

- Part 1: SAAO Tier I Non-Salary Compensation, SAAO Tier II Salary Ranges and Methodology, EHRA IRPS Salary Ranges and Methodology, and Faculty Salary Ranges and Methodology
- Part 2: Conferral of Tenure
- Part 3: Institutional Policies (supplemental pay, interim appointments, and/or secondary appointments)
- Part 4: (New) EHRA IRPS Position Actions
- Part 5: (New) Harassment Complaints
- Part 6: (New) Report of Hiring Activity
- Part 7: Certification of Board of Trustees Approval of Parts 1 - 4

The university's FY 2016-2017 report should be submitted to the UNC System Office by no later than **May 4, 2018**.

Annual Human Resources Compliance Report
PART 1: SAAO Tier I Non-Salary Compensation FY 2016-2017

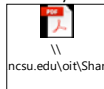
EMPL ID	Employee Name	CUPA Classification Code and Title	Senior Academic and Administrative (SAAO) Tier I Title	Non-Salary Compensation (in dollars)					
				Athletic Tickets	Club Member-ship	Clinical Fac Benefits	Moving Expenses	Temporary Housing	Personal Vehicle
000329471	Arden, Warwick	102000: Executive Vice Chancellor	Executive Vice Chancellor & Provost		\$ 830				
000323988	Braden, Jeffery	153220: Dean Humanities	Dean - Humanities & Social Sciences						
001103843	Danowitz, Mary Ann	153120: Dean Education	Dean - Education						
001114404	Ditto, William	153360: Dean Sciences	Dean - Sciences						
001115417	Douglass, Scott	107000: Chief Business Officer	Vice Chancellor for Finance & Administration					\$ 4,000	
000005690	Goldgeier, Eileen	137000: Chief Legal Affairs Officer	Vice Chancellor & General Counsel						
001111357	Grasso, Maureen	153190: Dean Graduate School	Interim Dean - Graduate School						
000006202	Hinks, David	999999: No CUPA Match	Dean - Textiles						
000936034	Hoit, Marc	129000: Chief Information/IT Officer	Vice Chancellor for Information Technology						
001116589	Hoversten, Mark	153020: Dean Architecture/Design	Dean - Design				\$ 7,373	\$ 10,000	
001105246	Linton, Richard	153010: Dean Agriculture	Dean - Agriculture & Life Sciences						
001071007	Lunn, David	153410: Dean Veterinary Medicine	Dean - Veterinary Medicine						
000402082	Martin, Louis	153130: Dean Engineering	Dean - Engineering						
000688769	Mullen, Michael	145000:Chief Student Affairs/Stud Life Officer	Vice Chancellor/Dean, Div of Academic & Student Aff						
000000138	Nutter, Susan	139000: Chief Library Officer	Vice Provost & Director of Libraries						
001115646	Ranft, Annette	153060: Dean Business	Dean - Management						
001114284	Rebar, Alan	143000: Chief Research Officer	Vice Chancellor for Research, Innovation & Econ Dev						
001111272	Sischo, Brian	113000: Chief Development/Adv Officer	Vice Chancellor for University Advancement						\$ 1,582
001104861	Watzin, Mary	153170: Dean Forestry & Environ Studies	Dean - Natural Resources						
001004400	Woodson, William Randolph	101000: Chief Executive Officer, Single Inst	Chancellor						\$ 4,537

INSTRUCTIONS:
List all Senior Academic and Administrative Officer (SAAO) Tier I employees (including chancellor) as of June 30, 2017.
For the non-salary compensation columns, enter the total dollar value of the amount received in FY 16-17 in each category.
Leave cells blank if no compensation was provided to the employee during FY 16-17 in that category.

PART 1 (con't): SAAO Tier II Salary Ranges (check one)

<input type="checkbox"/>	Our institution used the UNC GA published Senior Academic and Administrative Officer (SAAO) Tier II salary ranges in FY 15-17.
<input checked="" type="checkbox"/>	Our institution's SAAO Tier II salary ranges and methodology for FY 16-17 are attached.

Attach your institution's SAAO Tier II salary ranges and methodology for FY 16-17 below (Cell B7).

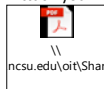


institution's methodology HERE.

EHRA IRPS Salary Ranges (check one)

<input type="checkbox"/>	Our institution used the UNC GA published, recommended Institutional Research and Public Service (IRPS) salary ranges in FY 15-17.
<input checked="" type="checkbox"/>	In lieu of providing IRPS salary ranges, a disclosure on how individual ranges are derived is attached.

Attach your institution's disclosure on how individual ranges are derived below (Cell B15).



institution's disclosure HERE.

Faculty Salary Ranges (check one)

<input checked="" type="checkbox"/>	Our institution's faculty salary ranges and methodology for FY 16-17 are attached.
<input type="checkbox"/>	In lieu of providing faculty salary ranges, a disclosure on how individual ranges are derived is attached.

Attach your institution's faculty salary ranges and methodology or your institution's disclosure on how individual ranges are derived below (Cell B23).



institution's document HERE.

PART 2: Conferral of Tenure

51	Number of faculty reviewed for tenure
50	Number of faculty granted tenure
20	Number of new faculty hired with tenure

PART 3: Institution Policies

Does your institution have a supplemental pay, interim appointments, and/or secondary appointments policy?

We understand that campus practices differ, and that, at times, we even see difference in the interpretation of what constitutes "base pay" and "supplemental salary." We further understand that many of your HRIS systems are calibrated to gather information differently than other campuses, and that you may even have variances in policy amongst different college or business units. These questions represent an initial foray into gathering information on this subject, and you're welcome to provide whatever context you'd like. Please operate under basic definitions – such as base pay being all pay for the primary role; while everything else falls into the "supplemental" category, including long-term stipends, interim appointments, and other supplements. (It's okay to exclude things we've always excluded, including task-based compensation such as summer course payments and course overloads.) Please contact Keith Dupuis (kedupuis@northcarolina.edu) or Mary Richardson (mtrichardson@northcarolina.edu) with any specific follow-up questions.

<input checked="" type="checkbox"/>	YES	Our institution's supplemental pay, interim appointments, and/or secondary appointments policy and/or procedures is attached.
	Date last reviewed:	2/28/2017
<input type="checkbox"/>	NO	Our institution does not have a supplemental pay, interim appointments, and/or secondary appointments policy or procedures. Attached is the methodology used at our institution to review supplemental pay, interim appointments, and/or secondary appointments.

In your HRIS system, do you distinguish between base pay and supplemental pay?

<input checked="" type="checkbox"/>	YES	<input type="checkbox"/>	NO
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Attach your institution's policy or procedures on supplemental pay, interim appointments, and/or secondary appointments OR attach your institution's methodology for reviewing supplemental pay, interim appointment and/or secondary appointments (Cell B44).



institution's document HERE.

PART 4: EHRA IRPS Position Actions

Does your institution have delegated authority for IRPS position actions?

<input checked="" type="checkbox"/>	YES	My institution has independent IRPS authority to create and reclassify IRPS positions, with the exception of RADA/CADA position actions which are submitted to UNC GA for review and approval. Our institution's Annual IRPS Report for FY16-17 is attached. (NOTE: This IRPS information is also being requested by UNC GA HR for an earlier deadline.)
<input type="checkbox"/>	NO	My institution does not have delegated authority to create and revise IRPS positions. We submit all requests for new or reclassified IRPS positions to UNC GA for review and approval.

Attach your institution's Annual IRPS Report (Cell B57).



institution's document HERE.

PART 5: Harassment Complaints

Please affirm that your institution has measures in place to track harassment complaints and can provide this information to General Administration, upon request. Internal tracking mechanisms should include the following data elements.

1. Name of Accused and Employee Type/Student Status (SHRA, EHRA Non-faculty, Faculty, Temp Employee, Student, Other)
2. Name of Complainant and Employee Type/Student Status (use above categories)
3. Date of Complaint
4. Date of Resolution
5. Identify protected basis(es) for complaint: race, religion, color, national origin, sex, age, disability, genetic information, political affiliation.
6. How Complaint was filed: EEOC Complaint, EEO complaint, complaint part of SHRA grievance process
7. Findings? Yes or No
8. If findings, list type of disciplinary action: Dismissal or Other disciplinary action

<input checked="" type="checkbox"/>	YES	My institution tracks harassment complaints and, if requested by GA, can provide the above listed data in a report form.
<input type="checkbox"/>	NO	My institution does NOT track harassment complaints or does not collect all of the above listed data, but will gather this information for FY 16-17 and put measures in place to track harassment complaints going forward.
		Date to be completed:

PART 6: Report of Hiring Activity

Report of Hiring Activity for Fiscal Year 2016-2017. Hiring activity should include competitive events and waivers of recruitment for **permanent positions only** (exclude temporary employees/appointments).

Employee Category	Internal Hire Count ^(a)	External Hire Count (including other UNC constituent institutions) ^(b)
EHRA Faculty	79	141
EHRA Senior Academic and Administrative Officer Tier I	0	2
EHRA Senior Academic and Administrative Officer Tier II	27	26
EHRA Instructional, Research and Public Service	76	286
All Other EHRA Non-Faculty Not Otherwise Categorized	0	0
SHRA Staff	229	519
Grand Totals	411	974

- a. Internal Hire: Any individual already employed at your institution who is transferred, promoted, or waived into a position.
- b. External Hire: Any individual who is not currently employed at your institution.

PART 7: Certification of Approval

INSTITUTIONS WITH MANAGEMENT FLEXIBILITY	
<p>I certify that I reviewed and approved <u>NC State University's</u> Annual Human Resources Compliance Report for the Fiscal Year ending June 30, 2017 and that Parts 1-4 which are specific to the Board of Trustees' Management Flexibility Delegation were approved by the Board of Trustees on <u>April 19, 2018</u></p>	
Name:	
Chancellor	Date

INSTITUTIONS WITHOUT MANAGEMENT FLEXIBILITY	
<p>I certify that I reviewed and approved <u></u> Annual Human Resources Compliance Report for the Fiscal Year ending June 30, 2017.</p>	
Name:	
N/A	
Chancellor	Date

NC State University SAAO Tier II Salary Ranges 2016-2017

College/Division	Job Title	Minimum	Targeted Market Range		Maximum
			50th Percentile	75th Percentile	
Office of the Chancellor	Director	\$ 157,847	\$ 186,082	\$ 220,986	\$ 284,125
	Asst to Chancellor	\$ 143,228	\$ 165,604	\$ 200,519	\$ 257,810
	Asst to Chancellor	\$ 43,163	\$ 58,856	\$ 60,429	\$ 77,694
	Development Officer	\$ 57,838	\$ 61,679	\$ 80,973	\$ 104,108
	Asst Director	\$ 53,898	\$ 55,936	\$ 75,457	\$ 97,016
	Development Officer	\$ 68,661	\$ 80,565	\$ 96,125	\$ 123,590
	Asst to Chancellor	\$ 133,446	\$ 167,256	\$ 186,824	\$ 240,202
	Asst to Chancellor	\$ 48,721	\$ 61,555	\$ 68,209	\$ 87,697
Office of the Executive Vice Chancellor and Provost	Assoc Vice Provost	\$ 115,238	\$ 152,377	\$ 161,333	\$ 207,428
	Asst Vice Provost	\$ 110,709	\$ 141,521	\$ 154,993	\$ 199,276
	Asst Vice Provost	\$ 86,428	\$ 114,283	\$ 121,000	\$ 155,571
	Senior Vice Provost	\$ 144,681	\$ 171,471	\$ 202,554	\$ 260,426
	Senior Vice Provost	\$ 180,488	\$ 234,823	\$ 252,683	\$ 324,878
	Vice Provost	\$ 164,407	\$ 197,556	\$ 230,170	\$ 295,932
	Vice Provost	\$ 164,407	\$ 197,556	\$ 230,170	\$ 295,932
The Graduate School	Asst Dean	\$ 99,638	\$ 127,369	\$ 139,493	\$ 179,349
	Assoc Dean	\$ 120,285	\$ 152,072	\$ 168,399	\$ 216,512
	Assoc Dean	\$ 132,313	\$ 167,280	\$ 185,238	\$ 238,164
	Asst Dean	\$ 108,256	\$ 136,865	\$ 151,559	\$ 194,861
	Asst Dean	\$ 108,256	\$ 136,865	\$ 151,559	\$ 194,861
	Asst Dean	\$ 108,256	\$ 136,865	\$ 151,559	\$ 194,861
	Director	\$ 80,732	\$ 99,644	\$ 113,025	\$ 145,318
	Director	\$ 66,757	\$ 80,740	\$ 93,460	\$ 120,163
	Asst Dean	\$ 108,256	\$ 136,865	\$ 151,559	\$ 194,861
Office of Research, Innovation, and Economic Development	Assoc Vice Chancellor	\$ 164,346	\$ 196,356	\$ 230,085	\$ 295,823
	Assoc Vice Chancellor	\$ 182,778	\$ 230,141	\$ 255,890	\$ 329,001
	Asst Vice Chancellor	\$ 110,709	\$ 141,521	\$ 154,993	\$ 199,276
	Asst Vice Chancellor	\$ 135,239	\$ 171,488	\$ 189,335	\$ 243,430
	Assoc Vice Chancellor	\$ 152,144	\$ 192,924	\$ 213,002	\$ 273,859
	Asst Vice Chancellor	\$ 135,239	\$ 171,488	\$ 189,335	\$ 243,430

NC State SAAO Tier II Salary Ranges 2016-2017

College/Division	Job Title	Minimum	Targeted Market Range		Maximum
			50th Percentile	75th Percentile	
Office of University Advancement	Assoc Vice Chancellor	\$ 182,322	\$ 214,873	\$ 255,251	\$ 328,180
	Executive Director	\$ 109,342	\$ 133,409	\$ 153,079	\$ 196,816
	Executive Director	\$ 109,868	\$ 142,137	\$ 153,815	\$ 197,762
	Assoc Vice Chancellor	\$ 157,798	\$ 196,741	\$ 220,918	\$ 284,037
	Assoc Vice Chancellor	\$ 192,477	\$ 214,072	\$ 269,468	\$ 346,459
	Asst Vice Chancellor	\$ 110,709	\$ 141,521	\$ 154,993	\$ 199,276
	Director	\$ 80,732	\$ 99,644	\$ 113,025	\$ 145,318
	Executive Director	\$ 89,703	\$ 110,715	\$ 125,584	\$ 161,465
	Asst Director	\$ 64,264	\$ 68,532	\$ 89,970	\$ 115,676
	Asst Director	\$ 57,838	\$ 61,679	\$ 80,973	\$ 104,108
	Assoc Director	\$ 76,290	\$ 89,516	\$ 106,806	\$ 137,322
	Director	\$ 76,290	\$ 89,516	\$ 106,806	\$ 137,322
	Director	\$ 76,290	\$ 89,516	\$ 106,806	\$ 137,322
	Director	\$ 76,290	\$ 89,516	\$ 106,806	\$ 137,322
	Director	\$ 76,290	\$ 89,516	\$ 106,806	\$ 137,322
	Assoc Director	\$ 68,661	\$ 80,565	\$ 96,125	\$ 123,590
	Director	\$ 80,732	\$ 99,644	\$ 113,025	\$ 145,318
	Director	\$ 76,290	\$ 89,516	\$ 106,806	\$ 137,322
	Assoc Director	\$ 85,432	\$ 102,620	\$ 119,605	\$ 153,778
	Assoc Director	\$ 85,432	\$ 102,620	\$ 119,605	\$ 153,778
	Associate Executive Dir	\$ 85,831	\$ 103,809	\$ 120,163	\$ 154,495
	Associate Executive Dir	\$ 63,844	\$ 81,640	\$ 89,382	\$ 114,920
	Director	\$ 76,290	\$ 89,516	\$ 106,806	\$ 137,322
	Associate Executive Dir	\$ 63,844	\$ 81,640	\$ 89,382	\$ 114,920
	Director	\$ 85,831	\$ 103,809	\$ 120,163	\$ 154,495
	Asst Vice Chancellor	\$ 128,480	\$ 147,233	\$ 179,873	\$ 231,265
	Senior Director	\$ 109,189	\$ 110,724	\$ 152,865	\$ 196,541
	Assoc Vice Chancellor	\$ 153,982	\$ 171,258	\$ 215,574	\$ 277,167
	Asst Vice Chancellor	\$ 137,334	\$ 177,671	\$ 192,268	\$ 247,202
	Executive Director	\$ 129,357	\$ 174,436	\$ 181,100	\$ 232,842
	Executive Director	\$ 131,306	\$ 171,643	\$ 183,828	\$ 236,351
	Director	\$ 76,294	\$ 92,275	\$ 106,811	\$ 137,329
	Assoc Director	\$ 64,264	\$ 68,532	\$ 89,970	\$ 115,676
	Asst Director	\$ 64,264	\$ 68,532	\$ 89,970	\$ 115,676

NC State SAAO Tier II Salary Ranges 2016-2017

College/Division	Job Title	Minimum	Targeted Market Range		Maximum
			50th Percentile	75th Percentile	
McKimmon Center for Extension and Continuing Education					
	Vice Provost	\$ 95,734	\$ 114,645	\$ 134,028	\$ 172,322
Athletics	Director	\$ 404,004	\$ 390,184	\$ 565,605	\$ 727,207
	Executive Sr Assoc Ath Dir	\$ 130,047	\$ 169,643	\$ 182,066	\$ 234,085
	Executive Sr Assoc Ath Dir	\$ 130,047	\$ 169,643	\$ 182,066	\$ 234,085
College of Agriculture & Life Sciences	Asst Dean	\$ 110,709	\$ 141,521	\$ 154,993	\$ 199,276
	Asst Dean	\$ 97,176	\$ 96,301	\$ 136,047	\$ 174,917
	Assoc Dean	\$ 158,477	\$ 210,488	\$ 221,867	\$ 285,258
	Assoc Dean & Director	\$ 158,477	\$ 210,488	\$ 221,867	\$ 285,258
	Asst Dean	\$ 119,869	\$ 149,966	\$ 167,816	\$ 215,764
	Asst Dean	\$ 58,248	\$ 76,846	\$ 81,548	\$ 104,847
	Sr. Assoc Dean	\$ 172,884	\$ 229,624	\$ 242,037	\$ 311,191
	Assoc Dean & Dir Ext'n	\$ 158,477	\$ 210,488	\$ 221,867	\$ 285,258
	Asst Dean	\$ 116,613	\$ 143,930	\$ 163,259	\$ 209,904
	Asst Director	\$ 68,661	\$ 80,565	\$ 96,125	\$ 123,590
	Director	\$ 68,661	\$ 80,565	\$ 96,125	\$ 123,590
	Asst Director	\$ 68,661	\$ 80,565	\$ 96,125	\$ 123,590
	Director	\$ 76,290	\$ 89,516	\$ 106,806	\$ 137,322
	Director	\$ 76,290	\$ 89,516	\$ 106,806	\$ 137,322
	Director	\$ 76,290	\$ 89,516	\$ 106,806	\$ 137,322
	Assoc Director	\$ 76,290	\$ 89,516	\$ 106,806	\$ 137,322
	Director	\$ 76,290	\$ 89,516	\$ 106,806	\$ 137,322
	Executive Director	\$ 83,919	\$ 98,468	\$ 117,487	\$ 151,054
	Executive Director	\$ 83,919	\$ 98,468	\$ 117,487	\$ 151,054
	Executive Director	\$ 83,919	\$ 98,468	\$ 117,487	\$ 151,054
	Executive Director	\$ 83,919	\$ 98,468	\$ 117,487	\$ 151,054
	Executive Director	\$ 83,919	\$ 98,468	\$ 117,487	\$ 151,054
	Director	\$ 76,290	\$ 89,516	\$ 106,806	\$ 137,322
	Director	\$ 76,290	\$ 89,516	\$ 106,806	\$ 137,322
	Assistant Executive Dir	\$ 76,290	\$ 89,516	\$ 106,806	\$ 137,322
	Director	\$ 69,165	\$ 88,443	\$ 96,830	\$ 124,496
	Director	\$ 66,757	\$ 80,740	\$ 93,460	\$ 120,163
	Director	\$ 85,831	\$ 103,809	\$ 120,163	\$ 154,495

NC State SAAO Tier II Salary Ranges 2016-2017

College/Division	Job Title	Minimum	Targeted Market Range		Maximum
			50th Percentile	75th Percentile	
College of Design	Asst Dean	\$ 110,709	\$ 141,521	\$ 154,993	\$ 199,276
	Asst Dean	\$ 99,528	\$ 127,080	\$ 139,339	\$ 179,150
	Asst Dean	\$ 88,469	\$ 112,960	\$ 123,857	\$ 159,244
	Assoc Dean	\$ 121,645	\$ 155,320	\$ 170,303	\$ 218,961
	Assoc Dean	\$ 121,645	\$ 155,320	\$ 170,303	\$ 218,961
	Asst Dean	\$ 66,757	\$ 80,740	\$ 93,460	\$ 120,163
College of Education	Asst Dean	\$ 99,638	\$ 127,369	\$ 139,493	\$ 179,349
	Assoc Dean	\$ 134,516	\$ 173,901	\$ 188,322	\$ 242,128
	Assoc Dean	\$ 134,516	\$ 173,901	\$ 188,322	\$ 242,128
	Asst Dean	\$ 98,451	\$ 113,221	\$ 137,831	\$ 177,212
	Asst Dean	\$ 110,058	\$ 142,283	\$ 154,082	\$ 198,105
	Assoc Director	\$ 68,661	\$ 80,565	\$ 96,125	\$ 123,590
College of Engineering	Asst Dean	\$ 110,709	\$ 141,521	\$ 154,993	\$ 199,276
	Asst Dean	\$ 97,176	\$ 96,301	\$ 136,047	\$ 174,917
	Assoc Dean	\$ 184,732	\$ 225,135	\$ 258,625	\$ 332,518
	Assoc Dean	\$ 184,732	\$ 225,135	\$ 258,625	\$ 332,518
	Assoc Dean	\$ 201,526	\$ 245,602	\$ 282,137	\$ 362,747
	Assoc Dean	\$ 184,732	\$ 225,135	\$ 258,625	\$ 332,518
	Asst Dean	\$ 116,613	\$ 143,930	\$ 163,259	\$ 209,904
	Asst Dean	\$ 134,351	\$ 163,735	\$ 188,091	\$ 241,831
	Vice Provost	\$ 145,442	\$ 185,505	\$ 203,619	\$ 261,796
	Director	\$ 83,919	\$ 98,468	\$ 117,487	\$ 151,054
	Director	\$ 83,919	\$ 98,468	\$ 117,487	\$ 151,054
	Director	\$ 83,919	\$ 98,468	\$ 117,487	\$ 151,054
	Executive Director	\$ 89,703	\$ 110,715	\$ 125,584	\$ 161,465
	Director	\$ 83,919	\$ 98,468	\$ 117,487	\$ 151,054
	Director	\$ 83,919	\$ 98,468	\$ 117,487	\$ 151,054
	Asst Director	\$ 53,203	\$ 68,033	\$ 74,485	\$ 95,766
	Director	\$ 64,264	\$ 68,532	\$ 89,970	\$ 115,676
	Director	\$ 76,294	\$ 92,275	\$ 106,811	\$ 137,329

NC State SAAO Tier II Salary Ranges 2016-2017

College/Division	Job Title	Minimum	Targeted Market Range		Maximum
			50th Percentile	75th Percentile	
College of Natural Resources	Asst Dean	\$ 99,638	\$ 127,369	\$ 139,493	\$ 179,349
	Assoc Dean	\$ 129,682	\$ 164,545	\$ 181,554	\$ 233,427
	Assoc Dean	\$ 129,682	\$ 164,545	\$ 181,554	\$ 233,427
	Assoc Dean	\$ 116,714	\$ 148,090	\$ 163,399	\$ 210,084
	Asst Dean	\$ 98,673	\$ 121,787	\$ 138,142	\$ 177,611
	Executive Director	\$ 80,732	\$ 99,644	\$ 113,025	\$ 145,318
	Assoc Director	\$ 68,661	\$ 80,565	\$ 96,125	\$ 123,590
	Director	\$ 66,757	\$ 80,740	\$ 93,460	\$ 120,163
College of Humanities & Social Sciences	Asst Dean	\$ 110,709	\$ 141,521	\$ 154,993	\$ 199,276
	Asst Dean	\$ 98,451	\$ 113,221	\$ 137,831	\$ 177,212
	Assoc Dean	\$ 131,780	\$ 162,532	\$ 184,491	\$ 237,203
	Assoc Dean	\$ 131,780	\$ 162,532	\$ 184,491	\$ 237,203
	Asst Dean	\$ 87,512	\$ 100,641	\$ 122,517	\$ 157,522
	Asst Dean	\$ 119,869	\$ 149,966	\$ 167,816	\$ 215,764
	Director	\$ 53,203	\$ 68,033	\$ 74,485	\$ 95,766
College of Sciences	Asst Dean	\$ 110,709	\$ 141,521	\$ 154,993	\$ 199,276
	Asst Dean	\$ 97,176	\$ 96,301	\$ 136,047	\$ 174,917
	Assoc Dean	\$ 145,825	\$ 190,723	\$ 204,154	\$ 262,484
	Assoc Dean	\$ 145,825	\$ 190,723	\$ 204,154	\$ 262,484
	Asst Dean	\$ 106,054	\$ 138,708	\$ 148,476	\$ 190,898
	Asst Dean	\$ 119,311	\$ 156,046	\$ 167,035	\$ 214,760
	Sr. Assoc Dean	\$ 159,081	\$ 208,061	\$ 222,714	\$ 286,346
	Asst Dean	\$ 65,188	\$ 80,051	\$ 91,263	\$ 117,338
	Asst Dean	\$ 116,613	\$ 143,930	\$ 163,259	\$ 209,904
	Assoc Director	\$ 53,898	\$ 55,936	\$ 75,457	\$ 97,016
	Director	\$ 83,919	\$ 98,468	\$ 117,487	\$ 151,054
	Director	\$ 83,919	\$ 98,468	\$ 117,487	\$ 151,054
	Director	\$ 58,524	\$ 74,837	\$ 81,933	\$ 105,343
	Director	\$ 58,524	\$ 74,837	\$ 81,933	\$ 105,343
College of Textiles	Asst Dean	\$ 99,638	\$ 127,369	\$ 139,493	\$ 179,349
	Executive Director	\$ 98,673	\$ 121,787	\$ 138,142	\$ 177,611
	Assoc Dean	\$ 132,568	\$ 173,384	\$ 185,595	\$ 238,622
	Assoc Dean	\$ 132,568	\$ 173,384	\$ 185,595	\$ 238,622
	Director	\$ 68,661	\$ 80,565	\$ 96,125	\$ 123,590
	Assoc Dean	\$ 132,568	\$ 173,384	\$ 185,595	\$ 238,622
	Asst Dean	\$ 82,060	\$ 97,448	\$ 114,884	\$ 147,708

NC State SAAO Tier II Salary Ranges 2016-2017

College/Division	Job Title	Minimum	Targeted Market Range		Maximum
			50th Percentile	75th Percentile	
College of Veterinary Medicine	Asst Dean	\$ 99,638	\$ 127,369	\$ 139,493	\$ 179,349
	Asst Dean	\$ 88,342	\$ 87,546	\$ 123,679	\$ 159,016
	Executive Director	\$ 83,919	\$ 98,468	\$ 117,487	\$ 151,054
	Director	\$ 64,264	\$ 68,532	\$ 89,970	\$ 115,676
	Director	\$ 76,290	\$ 89,516	\$ 106,806	\$ 137,322
	Assoc Director	\$ 76,290	\$ 89,516	\$ 106,806	\$ 137,322
	Assoc Dean & Director	\$ 152,898	\$ 202,210	\$ 214,058	\$ 275,217
	Assoc Dean	\$ 152,898	\$ 202,210	\$ 214,058	\$ 275,217
	Assoc Dean	\$ 152,898	\$ 202,210	\$ 214,058	\$ 275,217
	Asst Dean	\$ 125,099	\$ 165,444	\$ 175,138	\$ 225,178
	Assoc Dean	\$ 107,643	\$ 132,858	\$ 150,700	\$ 193,758
	Director	\$ 76,294	\$ 92,275	\$ 106,811	\$ 137,329
Poole College of Management	Asst Dean	\$ 99,638	\$ 127,369	\$ 139,493	\$ 179,349
	Executive Director	\$ 98,673	\$ 121,787	\$ 138,142	\$ 177,611
	Director	\$ 53,203	\$ 68,033	\$ 74,485	\$ 95,766
	Director	\$ 68,661	\$ 80,565	\$ 96,125	\$ 123,590
	Director	\$ 68,661	\$ 80,565	\$ 96,125	\$ 123,590
	Assoc Dean & Director	\$ 197,778	\$ 257,324	\$ 276,889	\$ 356,000
	Assoc Dean	\$ 178,000	\$ 231,591	\$ 249,200	\$ 320,400
	Asst Dean	\$ 108,256	\$ 136,865	\$ 151,559	\$ 194,861

NC State SAAO Tier II Salary Ranges 2016-2017

College/Division	Job Title	Minimum	Targeted Market Range		Maximum
			50th Percentile	75th Percentile	
Division of Academic and Student Affairs	Assoc Vice Provost	\$ 88,829	\$ 101,721	\$ 124,360	\$ 159,892
	Assoc Vice Provost	\$ 115,238	\$ 152,377	\$ 161,333	\$ 207,428
	Assoc Vice Provost	\$ 110,709	\$ 141,521	\$ 154,993	\$ 199,276
	Assoc Vice Provost	\$ 110,704	\$ 145,668	\$ 154,985	\$ 199,267
	Asst Vice Provost	\$ 78,370	\$ 95,784	\$ 109,718	\$ 141,067
	Director	\$ 103,967	\$ 133,481	\$ 145,554	\$ 187,141
	Vice Provost	\$ 138,380	\$ 182,085	\$ 193,731	\$ 249,083
	Executive Director	\$ 130,817	\$ 128,286	\$ 183,144	\$ 235,470
	Vice Provost	\$ 122,691	\$ 164,903	\$ 171,768	\$ 220,845
	Director	\$ 65,835	\$ 82,319	\$ 92,170	\$ 118,504
	Director	\$ 83,032	\$ 106,141	\$ 116,244	\$ 149,457
	Director	\$ 68,661	\$ 80,565	\$ 96,125	\$ 123,590
	Executive Director	\$ 80,732	\$ 99,644	\$ 113,025	\$ 145,318
	Director	\$ 121,958	\$ 145,500	\$ 170,742	\$ 219,525
	Asst Dean	\$ 85,843	\$ 101,843	\$ 120,181	\$ 154,518
	Asst Dean	\$ 84,659	\$ 109,646	\$ 118,523	\$ 152,386
	Director	\$ 81,841	\$ 111,940	\$ 114,578	\$ 147,315
NCSU Libraries	Assoc Vice Provost	\$ 104,896	\$ 138,392	\$ 146,854	\$ 188,813
	Development Officer	\$ 57,838	\$ 61,679	\$ 80,973	\$ 104,108
	Executive Director	\$ 80,732	\$ 99,644	\$ 113,025	\$ 145,318
	Director	\$ 68,661	\$ 80,565	\$ 96,125	\$ 123,590
	Director	\$ 83,032	\$ 106,141	\$ 116,244	\$ 149,457
Office of General Counsel	Asst General Counsel	\$ 107,572	\$ 120,988	\$ 150,601	\$ 193,630
	Assoc General Couns	\$ 147,912	\$ 166,358	\$ 207,077	\$ 266,242
	Deputy General Counsel	\$ 190,906	\$ 204,729	\$ 267,268	\$ 343,631
	Assoc General Couns	\$ 147,912	\$ 166,358	\$ 207,077	\$ 266,242
	Manager	\$ 95,105	\$ 77,861	\$ 133,147	\$ 171,189
	Asst General Counsel	\$ 107,572	\$ 120,988	\$ 150,601	\$ 193,630
	Assoc General Couns	\$ 147,912	\$ 166,358	\$ 207,077	\$ 266,242
	Assoc General Couns	\$ 147,912	\$ 166,358	\$ 207,077	\$ 266,242
	University Records Officer	\$ 71,329	\$ 58,396	\$ 99,860	\$ 128,392

NC State SAAO Tier II Salary Ranges 2016-2017

College/Division	Job Title	Minimum	Targeted Market Range		Maximum
			50th Percentile	75th Percentile	
Division of Enrollment Management & Services	Assoc Vice Provost	\$ 146,359	\$ 162,083	\$ 204,902	\$ 263,446
	Director	\$ 115,737	\$ 140,192	\$ 162,032	\$ 208,326
	Assoc Vice Provost	\$ 85,714	\$ 114,154	\$ 120,000	\$ 154,286
	Assoc Vice Provost	\$ 91,447	\$ 115,897	\$ 128,026	\$ 164,605
	Asst Vice Provost	\$ 99,638	\$ 127,369	\$ 139,493	\$ 179,349
	Senior Vice Provost	\$ 163,827	\$ 209,395	\$ 229,358	\$ 294,889
Distance Education & Learning Technology Applications	Assoc Vice Provost	\$ 107,354	\$ 118,837	\$ 150,295	\$ 193,237
	Assoc Vice Provost	\$ 102,847	\$ 124,203	\$ 143,986	\$ 185,125
	Assoc Vice Provost	\$ 101,986	\$ 112,895	\$ 142,781	\$ 183,575
	Asst Vice Provost	\$ 110,709	\$ 141,521	\$ 154,993	\$ 199,276
	Senior Vice Provost	\$ 180,488	\$ 234,823	\$ 252,683	\$ 324,878
Office for Institutional Equity & Diversity	Assoc Vice Provost	\$ 88,642	\$ 103,260	\$ 124,098	\$ 159,555
	Asst Vice Provost	\$ 80,583	\$ 93,873	\$ 112,817	\$ 145,050
	Asst Vice Provost	\$ 80,583	\$ 93,873	\$ 112,817	\$ 145,050
	Asst Vice Provost	\$ 72,525	\$ 84,485	\$ 101,535	\$ 130,545
	Vice Provost	\$ 129,404	\$ 157,701	\$ 181,166	\$ 232,927
Office of International Affairs	Assoc Vice Provost	\$ 78,340	\$ 94,960	\$ 109,676	\$ 141,011
	Assoc Vice Provost	\$ 72,935	\$ 94,241	\$ 102,109	\$ 131,283
	Vice Provost	\$ 160,039	\$ 199,341	\$ 224,055	\$ 288,070
Office of Finance & Administration	Director	\$ 60,594	\$ 77,162	\$ 84,831	\$ 109,069
Environmental Health & Safety	Director	\$ 131,866	\$ 159,685	\$ 184,613	\$ 237,359
	Director	\$ 104,143	\$ 133,064	\$ 145,800	\$ 187,457
	Director	\$ 143,488	\$ 179,014	\$ 200,884	\$ 258,279
	Director	\$ 110,637	\$ 137,986	\$ 154,892	\$ 199,147
	Director	\$ 97,796	\$ 121,616	\$ 136,914	\$ 176,032
	Assoc Vice Chancellor	\$ 172,186	\$ 214,817	\$ 241,061	\$ 309,935
	Radiation Safety Officer	\$ 85,713	\$ 103,795	\$ 119,998	\$ 154,283
	Manager	\$ 79,120	\$ 95,811	\$ 110,768	\$ 142,416
University Real Estate & Development	Director	\$ 106,044	\$ 113,393	\$ 148,461	\$ 190,879
	Assoc Vice Chancellor	\$ 169,670	\$ 181,429	\$ 237,538	\$ 305,406
	Director	\$ 106,044	\$ 113,393	\$ 148,461	\$ 190,879

NC State SAAO Tier II Salary Ranges 2016-2017

College/Division	Job Title	Minimum	Targeted Market Range		Maximum
			50th Percentile	75th Percentile	
Facilities Division	Assoc Vice Chancellor	\$ 167,357	\$ 219,131	\$ 234,300	\$ 301,243
	University Architect	\$ 129,127	\$ 162,756	\$ 180,778	\$ 232,429
	Asst Vice Chancellor	\$ 109,122	\$ 149,253	\$ 152,771	\$ 196,420
	Director	\$ 67,496	\$ 90,760	\$ 94,494	\$ 121,492
	Director	\$ 124,633	\$ 125,375	\$ 174,486	\$ 224,339
	Director	\$ 67,656	\$ 79,916	\$ 94,718	\$ 121,781
	Director	\$ 124,633	\$ 125,375	\$ 174,486	\$ 224,339
Budget & Resource Management	University Budget Officer	\$ 151,458	\$ 185,867	\$ 212,041	\$ 272,624
	Assoc Director	\$ 100,105	\$ 117,991	\$ 140,147	\$ 180,189
	Director	\$ 98,128	\$ 114,581	\$ 137,380	\$ 176,631
Campus Enterprises	Assoc Vice Chancellor	\$ 143,137	\$ 186,941	\$ 200,391	\$ 257,646
	Director	\$ 99,638	\$ 127,369	\$ 139,493	\$ 179,349
	Director	\$ 109,126	\$ 141,491	\$ 152,776	\$ 196,426
	Director	\$ 75,519	\$ 87,178	\$ 105,727	\$ 135,934
Human Resources	Assoc Vice Chancellor	\$ 191,146	\$ 231,908	\$ 267,605	\$ 344,064
	Director	\$ 118,091	\$ 147,585	\$ 165,327	\$ 212,563
	Director	\$ 96,505	\$ 116,261	\$ 135,107	\$ 173,710
	Director	\$ 90,560	\$ 116,225	\$ 126,784	\$ 163,008
	Director	\$ 97,409	\$ 107,350	\$ 136,373	\$ 175,337
	Director	\$ 99,111	\$ 120,167	\$ 138,756	\$ 178,400
	Director	\$ 103,415	\$ 115,259	\$ 144,781	\$ 186,147
	Director	\$ 71,382	\$ 92,461	\$ 99,935	\$ 128,488
	Director	\$ 103,497	\$ 114,060	\$ 144,896	\$ 186,295
Finance & University Treasurer	Assoc Vice Chanc/Treasurer	\$ 228,194	\$ 245,390	\$ 319,471	\$ 410,749
	Director	\$ 122,711	\$ 146,104	\$ 171,795	\$ 220,879
	Director	\$ 108,431	\$ 142,491	\$ 151,804	\$ 195,176
	Director	\$ 116,772	\$ 153,452	\$ 163,481	\$ 210,190
	Director	\$ 105,733	\$ 117,546	\$ 148,026	\$ 190,319
	Senior Director	\$ 133,454	\$ 175,374	\$ 186,835	\$ 240,217
	University Cashier	\$ 104,753	\$ 125,202	\$ 146,655	\$ 188,556
	Director	\$ 91,228	\$ 117,162	\$ 127,719	\$ 164,210
	University Controller	\$ 138,986	\$ 173,280	\$ 194,580	\$ 250,174
	Assoc Director	\$ 96,905	\$ 121,888	\$ 135,667	\$ 174,429
	Director	\$ 129,206	\$ 162,517	\$ 180,889	\$ 232,572
	Assoc Univ Controller	\$ 105,733	\$ 117,546	\$ 148,026	\$ 190,319

NC State SAAO Tier II Salary Ranges 2016-2017

College/Division	Job Title	Minimum	Targeted Market Range		Maximum
			50th Percentile	75th Percentile	
Office of Information Technology	Asst Vice Chancellor	\$ 116,178	\$ 150,877	\$ 162,649	\$ 209,120
	Asst Vice Chancellor	\$ 135,462	\$ 182,285	\$ 189,647	\$ 243,831
	Director	\$ 135,660	\$ 151,388	\$ 189,923	\$ 244,187
	Director	\$ 130,394	\$ 162,155	\$ 182,552	\$ 234,709
	Director	\$ 107,002	\$ 133,899	\$ 149,802	\$ 192,603
	Asst Director	\$ 120,614	\$ 135,586	\$ 168,860	\$ 217,105

NC State University
Senior Academic and Administrative Officer Tier II (SAAO II)
Salary Range Methodology FY 2016-17

The University's salary ranges for Senior Academic and Administrative Officer Tier II (SAAO II) positions Exempt from the State Human Resources Act (EHRA) are market-based to attract and retain highly qualified executive talent. The ranges are intended to inform and support sound and equitable salary/compensation decisions and to facilitate appropriate stewardship of financial resources.

As prescribed in NC State's management flexibility plan, the source used to establish SAAO II salary ranges derives from the CUPA-HR "Administrative Professional" salary survey. Review of that survey data is split into two data cuts: (1) NCSU/UNC Board of Governor Designated Peers and (2) Carnegie Class - Research University, Very High (RU/VH) universities. For each SAAO II job title, there is a:

- Range minimum: minimum salary level based on market data; exceptions may be made to pay an employee below the minimum based on limited budgetary resources with the individual being brought to the minimum as soon as resources are available.
- 50th percentile: the salary rate at which 50% of the individuals in similar positions surveyed are paid at this level or less and 50% are paid more (middle of the market).
- 75th percentile: the salary rate at which 75% of the individuals in similar positions surveyed are paid at this level or less and 25% are paid more; this upper quartile may be utilized to recognize high performing employees, highly specialized positions, difficult-to-recruit positions, and/or to retain talent.
- Market range: the salary range between the 50th and 75th percentiles; the targeted market range.
- Range maximum: the maximum level of pay appropriate for the position based on market data.

Consistent with UNC General Administration Methodology, the ranges:

- Use 3 years of survey data.
- Are developed directly from equivalent positions identified in the survey whenever possible or developed from a benchmark position if no match exists or there is insufficient survey data.
- Are developed around the 75th percentile of the market data to ensure market competitiveness.
- Are broad to account for hiring less experienced, developmental talent as well as highly qualified, hard-to-recruit talent.
- Uses an 80% salary range spread.

Specific employee/position salaries are based on a variety of factors, including, but not limited to:

- Budget
- Candidate/employee experience, qualifications, knowledge, and skills
- Prior performance and accomplishments
- Advanced degrees or professional credentials
- Scarcity and/or uniqueness of skills
- Equity with substantially equal incumbents, and
- Retention consideration

NOTE: Job Titles in the document reflect relevant job categories and not individual working titles. Therefore, positions with the same Job Title may have very different ranges since individual positions are matched based on specific job duties.

NC State EHRA - IRPS Compensation Methodology

Specify Job Responsibilities

- Deloitte Consulting developed web-based survey tool to collect information about EHRA jobs.
- Incumbents in EHRA roles self-reported job responsibilities in the survey

Identify Similar Roles in the Labor Market

- Human Resources (HR) compared EHRA self-reported job responsibilities to “benchmark” job profiles in reliable salary surveys, including:
 - College & University Professional Association for Human Resources (CUPA-HR) - comparable positions in peer institutions;
 - Culpepper – research positions in life sciences;
 - Mercer, CompData, Salary.Com – common positions in outside organizations with whom we compete for talent;
 - Deloitte – compiled from multiple survey sources.
- Made preliminary match of EHRA jobs to survey benchmark jobs.
- 75-80% match in job responsibilities considered a good match.
- Not all positions could be confidently matched to survey benchmark profiles - these are “slotted” into pay ranges based on relative value to solid benchmark matches.
- Preliminary matches to survey profiles required management validation of responsibilities and skill level for each incumbent to finalize matching process.

Market-Driven Compensation Strategy

- Strategy for developing EHRA salary “ranges” is market-driven.
- Market pricing:
 - attaches values to similar positions in the employment marketplace;
 - identifies multiple skill levels within positions;
 - attaches values to each level;
 - provides basis for developing position hierarchy;
 - provides basis for developing individual pay ranges;

EHRA Salary Range Design

- Jobs that pay similarly in the labor market were grouped together based on market median pay that fell within a range of approximately 15%. This resulted in 12 pay ranges.

- A market reference point was established for each pay range by calculating the average of the lowest median pay and the highest median pay.
- The percent spread of the market median pay was calculated to identify how consistent the spread fell across ranges. The desired outcome is to apply a consistent range spread for grouping jobs paid similarly.
- Market median spread was adjusted to 17%. Desired outcome is to keep spread under 20%. Spread can be adjusted; lower spread will result in more ranges.

Pay Ranges

- Median (50th percentile) salary data from salary surveys represents market pay for each job.
- Developed pay range for each position based on median pay reported in salary surveys for benchmark positions.
 - Established *Market Reference Point*, based on median pay.
 - Established *Minimum* Pay at 75% of Market Reference Point.
 - Established *Maximum* Pay at 125% of Market Reference Point for jobs with Median pay less than \$50K.
 - Established *Maximum* Pay at 150% of Market Reference Point for jobs with median pay of \$50K or greater.

North Carolina State University
Faculty Salary Ranges
Effective July 1, 2016 - June 30, 2017

College/Division	Discipline	RANK	(9-month Salary Basis)		
			MIN	Market Reference	MAX
College of Agriculture and Life Sciences	Agricultural & Extension Education	Professor	\$93,516	\$116,895	\$233,790
		Associate Professor	\$70,005	\$87,506	\$153,136
		Assistant Professor	\$63,348	\$79,186	\$118,778
	Agriculture & Resource Economics	Professor	\$104,922	\$131,152	\$262,305
		Associate Professor	\$79,074	\$98,842	\$172,974
		Assistant Professor	\$71,863	\$89,828	\$134,742
	Animal Sciences	Professor	\$90,209	\$112,762	\$225,523
		Associate Professor	\$69,644	\$87,055	\$152,346
		Assistant Professor	\$63,242	\$79,052	\$118,578
	Applied Ecology	Professor	\$115,726	\$144,657	\$289,314
		Associate Professor	\$77,685	\$97,106	\$169,936
		Assistant Professor	\$63,908	\$79,885	\$119,828
	Biochemistry	Professor	\$113,161	\$141,451	\$282,902
		Associate Professor	\$74,000	\$92,500	\$161,875
		Assistant Professor	\$64,047	\$80,058	\$120,088
	Biological & Agricultural Engineering	Professor	\$96,920	\$121,150	\$242,299
		Associate Professor	\$76,944	\$96,181	\$168,316
		Assistant Professor	\$66,829	\$83,536	\$125,304
	Crop Science	Professor	\$89,944	\$112,430	\$224,860
		Associate Professor	\$68,279	\$85,349	\$149,361
		Assistant Professor	\$60,816	\$76,020	\$114,029
	Entomology	Professor	\$87,982	\$109,977	\$219,954
		Associate Professor	\$67,665	\$84,581	\$148,017
		Assistant Professor	\$63,262	\$79,078	\$118,617
	Food Science	Professor	\$95,415	\$119,268	\$238,537
		Associate Professor	\$67,334	\$84,168	\$147,294
		Assistant Professor	\$61,451	\$76,814	\$115,221
	Horticulture Science	Professor	\$89,944	\$112,430	\$224,860
		Associate Professor	\$68,279	\$85,349	\$149,361
		Assistant Professor	\$60,816	\$76,020	\$114,029
	Plant Biology	Professor	\$89,743	\$112,179	\$224,357
		Associate Professor	\$68,699	\$85,873	\$150,278
		Assistant Professor	\$63,418	\$79,273	\$118,909
	Plant Pathology	Professor	\$89,944	\$112,430	\$224,860
		Associate Professor	\$68,279	\$85,349	\$149,361
		Assistant Professor	\$60,816	\$76,020	\$114,029
	Poultry Science	Professor	\$90,209	\$112,762	\$225,523
		Associate Professor	\$69,644	\$87,055	\$152,346
		Assistant Professor	\$63,242	\$79,052	\$118,578
	Soil Science	Professor	\$104,013	\$130,017	\$260,034
		Associate Professor	\$72,206	\$90,257	\$157,950
		Assistant Professor	\$63,371	\$79,213	\$118,820
	Youth, Family & Community Sciences	Professor	\$104,531	\$130,663	\$261,327
		Associate Professor	\$69,352	\$86,690	\$151,708
		Assistant Professor	\$60,838	\$76,048	\$114,072

North Carolina State University
Faculty Salary Ranges
Effective July 1, 2016 - June 30, 2017

College/Division	Discipline	RANK	(9-month Salary Basis)		
			MIN	Market Reference	MAX
College of Design	Design	Professor	\$91,930	\$114,912	\$229,824
		Associate Professor	\$66,967	\$83,709	\$146,491
		Assistant Professor	\$55,000	\$68,584	\$102,876
	Includes: Architecture, Art & Design, Graphic Design, Industrial Design, and Landscape Architecture				
College of Education	Education Leadership, Policy & Human Development (ELPHD)	Professor	\$98,625	\$123,281	\$246,562
		Associate Professor	\$69,858	\$87,322	\$152,814
		Assistant Professor	\$58,976	\$73,720	\$110,581
	Teacher Education & Learning Sciences (TELS)	Professor	\$89,723	\$112,154	\$224,309
		Associate Professor	\$67,013	\$83,766	\$146,590
		Assistant Professor	\$56,435	\$70,544	\$105,816
	Science, Technology, Engineering & Mathematics (STEM)	Professor	\$88,047	\$110,059	\$220,118
		Associate Professor	\$65,065	\$81,331	\$142,329
		Assistant Professor	\$57,441	\$71,801	\$107,702
College of Engineering	Biomedical	Professor	\$131,098	\$163,873	\$327,746
		Associate Professor	\$89,030	\$111,288	\$194,754
		Assistant Professor	\$75,043	\$93,804	\$140,706
	Chemical & Biomolecular	Professor	\$127,211	\$159,014	\$318,028
		Associate Professor	\$85,737	\$107,171	\$187,549
		Assistant Professor	\$75,562	\$94,453	\$141,679
	Civil, Construction & Environmental	Professor	\$114,473	\$143,091	\$286,182
		Associate Professor	\$84,086	\$105,107	\$183,938
		Assistant Professor	\$72,032	\$90,040	\$135,060
	Computer Science	Professor	\$127,357	\$159,196	\$318,392
		Associate Professor	\$92,843	\$116,054	\$203,094
		Assistant Professor	\$79,795	\$99,744	\$149,615
	Electrical & Computer	Professor	\$125,602	\$157,002	\$314,004
		Associate Professor	\$89,813	\$112,266	\$196,466
		Assistant Professor	\$76,380	\$95,475	\$143,213
	Industrial	Professor	\$120,487	\$150,609	\$301,217
		Associate Professor	\$83,745	\$104,681	\$183,193
		Assistant Professor	\$72,982	\$91,227	\$136,840
	Materials	Professor	\$134,344	\$167,930	\$335,860
		Associate Professor	\$89,093	\$111,366	\$194,891
		Assistant Professor	\$74,936	\$93,670	\$140,505
	Mechanical & Aerospace	Professor	\$129,863	\$162,329	\$324,657
		Associate Professor	\$87,879	\$109,849	\$192,235
		Assistant Professor	\$75,785	\$94,732	\$142,098
	Nuclear	Professor	\$142,845	\$178,557	\$357,113
		Associate Professor	\$93,151	\$116,438	\$203,767
		Assistant Professor	\$79,479	\$99,349	\$149,023
College of Humanities and Social Sciences	Anthropology	Professor	\$103,792	\$129,740	\$259,480
		Associate Professor	\$68,843	\$86,054	\$150,594
		Assistant Professor	\$58,537	\$73,171	\$109,757
	Communication	Professor	\$94,975	\$118,719	\$237,438
		Associate Professor	\$68,009	\$85,011	\$148,769
		Assistant Professor	\$55,652	\$69,564	\$104,347

North Carolina State University
Faculty Salary Ranges
Effective July 1, 2016 - June 30, 2017

College/Division	Discipline	RANK	(9-month Salary Basis)		
			MIN	Market Reference	MAX
College of Humanities and Social Sciences (continued)	English	Professor	\$93,995	\$117,494	\$234,987
		Associate Professor	\$65,508	\$81,885	\$143,300
		Assistant Professor	\$55,000	\$68,584	\$102,876
	Foreign Languages & Literatures	Professor	\$93,075	\$116,344	\$232,687
		Associate Professor	\$62,337	\$77,921	\$136,361
		Assistant Professor	\$55,000	\$66,175	\$99,263
	History	Professor	\$94,549	\$118,187	\$236,373
		Associate Professor	\$65,181	\$81,476	\$142,583
		Assistant Professor	\$55,000	\$66,004	\$99,006
	Interdisciplinary Studies	Professor	\$90,671	\$113,339	\$226,678
		Associate Professor	\$63,853	\$79,816	\$139,678
		Assistant Professor	\$55,000	\$64,508	\$96,762
	Philosophy & Religion	Professor	\$98,091	\$122,614	\$245,228
		Associate Professor	\$64,860	\$81,075	\$141,881
		Assistant Professor	\$55,362	\$69,202	\$103,804
	Political Science	Professor	\$103,724	\$129,655	\$259,310
		Associate Professor	\$71,609	\$89,512	\$156,646
		Assistant Professor	\$60,865	\$76,081	\$114,121
	Public Administration	Professor	\$113,042	\$141,303	\$282,606
		Associate Professor	\$79,080	\$98,850	\$172,988
		Assistant Professor	\$67,148	\$83,935	\$125,902
	Psychology	Professor	\$108,285	\$135,357	\$270,714
		Associate Professor	\$72,283	\$90,354	\$158,119
		Assistant Professor	\$62,188	\$77,735	\$116,603
	Social Work	Professor	\$101,566	\$126,958	\$253,915
		Associate Professor	\$68,378	\$85,473	\$149,577
		Assistant Professor	\$58,148	\$72,684	\$109,027
	Sociology	Professor	\$103,792	\$129,740	\$259,480
		Associate Professor	\$68,843	\$86,054	\$150,594
		Assistant Professor	\$58,537	\$73,171	\$109,757
Poole College of Management	Accounting	Professor	\$170,313	\$212,891	\$425,781
		Associate Professor	\$136,279	\$170,349	\$298,110
		Assistant Professor	\$151,078	\$188,848	\$283,272
	Business Management	Professor	\$165,195	\$206,494	\$412,988
		Associate Professor	\$125,362	\$156,703	\$274,230
		Assistant Professor	\$121,252	\$151,565	\$227,347
	Economics	Professor	\$117,663	\$147,078	\$294,157
		Associate Professor	\$93,579	\$116,974	\$204,704
		Assistant Professor	\$94,031	\$117,538	\$176,308
	Entrepreneurship	Professor	\$174,882	\$218,603	\$437,205
		Associate Professor	\$104,906	\$131,132	\$229,481
		Assistant Professor	\$113,028	\$141,286	\$211,928
	Finance	Professor	\$173,936	\$217,420	\$434,840
		Associate Professor	\$141,021	\$176,276	\$308,483
		Assistant Professor	\$151,664	\$189,580	\$284,369
	Human Resources Management	Professor	\$151,535	\$189,419	\$378,837
		Associate Professor	\$104,360	\$130,450	\$228,288
		Assistant Professor	\$115,695	\$144,618	\$216,927

North Carolina State University
Faculty Salary Ranges
Effective July 1, 2016 - June 30, 2017

College/Division	Discipline	RANK	(9-month Salary Basis)		
			MIN	Market Reference	MAX
Poole College of Management (Continued)	Management Information Systems	Professor	\$148,685	\$185,857	\$371,713
		Associate Professor	\$111,724	\$139,655	\$244,397
		Assistant Professor	\$107,698	\$134,622	\$201,934
	Marketing	Professor	\$155,552	\$194,440	\$388,879
		Associate Professor	\$119,529	\$149,412	\$261,471
		Assistant Professor	\$116,565	\$145,707	\$218,560
	Operations Management	Professor	\$165,195	\$206,494	\$412,988
		Associate Professor	\$125,362	\$156,703	\$274,230
		Assistant Professor	\$121,252	\$151,565	\$227,347
	Organizational Behavior	Professor	\$151,535	\$189,419	\$378,837
		Associate Professor	\$104,360	\$130,450	\$228,288
		Assistant Professor	\$115,695	\$144,618	\$216,927
College of Natural Resources	Forest BioMaterials	Professor	\$85,814	\$107,268	\$214,536
		Associate Professor	\$66,506	\$83,132	\$145,482
		Assistant Professor	\$61,778	\$77,223	\$115,835
	Forestry & Environmental Resources	Professor	\$92,992	\$116,239	\$232,479
		Associate Professor	\$71,307	\$89,133	\$155,984
		Assistant Professor	\$62,781	\$78,476	\$117,714
	Parks, Recreation, and Tourism Mgmt	Professor	\$89,564	\$111,955	\$223,910
		Associate Professor	\$72,923	\$91,153	\$159,518
		Assistant Professor	\$60,085	\$75,106	\$112,659
College of Sciences	Applied Mathematics	Professor	\$117,715	\$147,144	\$294,289
		Associate Professor	\$73,669	\$92,087	\$161,151
		Assistant Professor	\$70,724	\$88,405	\$132,607
	Atmospheric Sciences	Professor	\$115,569	\$144,462	\$288,924
		Associate Professor	\$84,701	\$105,876	\$185,283
		Assistant Professor	\$66,847	\$83,559	\$125,339
	Biological Sciences	Professor	\$107,873	\$134,842	\$269,683
		Associate Professor	\$73,497	\$91,871	\$160,775
		Assistant Professor	\$63,989	\$79,986	\$119,980
	Biology	Professor	\$107,873	\$134,842	\$269,683
		Associate Professor	\$73,497	\$91,871	\$160,775
		Assistant Professor	\$63,989	\$79,986	\$119,980
	Chemistry	Professor	\$113,930	\$142,413	\$284,826
		Associate Professor	\$73,677	\$92,096	\$161,168
		Assistant Professor	\$63,255	\$79,069	\$118,604
	Genetics	Professor	\$116,456	\$145,570	\$291,139
		Associate Professor	\$81,927	\$102,409	\$179,215
		Assistant Professor	\$67,862	\$84,828	\$127,242
	Geology & Earth Sciences	Professor	\$100,393	\$125,491	\$250,983
		Associate Professor	\$71,637	\$89,546	\$156,706
		Assistant Professor	\$62,302	\$77,877	\$116,816
	Marine and Oceanographic Sciences	Professor	\$113,483	\$141,854	\$283,708
		Associate Professor	\$77,938	\$97,423	\$170,490
		Assistant Professor	\$63,953	\$79,941	\$119,911
	Mathematics	Professor	\$99,994	\$124,993	\$249,985
		Associate Professor	\$70,047	\$87,559	\$153,228
		Assistant Professor	\$63,532	\$79,414	\$119,122

North Carolina State University
Faculty Salary Ranges
Effective July 1, 2016 - June 30, 2017

College/Division	Discipline	RANK	(9-month Salary Basis)		
			MIN	Market Reference	MAX
College of Sciences (Continued)	MicroBiology	Professor	\$114,069	\$142,586	\$285,171
		Associate Professor	\$76,907	\$96,134	\$168,235
		Assistant Professor	\$65,378	\$81,722	\$122,583
	Physics	Professor	\$102,982	\$128,727	\$257,455
		Associate Professor	\$73,976	\$92,470	\$161,822
		Assistant Professor	\$64,463	\$80,579	\$120,868
	Statistics	Professor	\$111,884	\$139,855	\$279,709
		Associate Professor	\$77,014	\$96,267	\$168,468
		Assistant Professor	\$71,406	\$89,258	\$133,887
	Toxicology	Professor	\$124,853	\$156,066	\$312,131
		Associate Professor	\$78,211	\$97,763	\$171,086
		Assistant Professor	\$69,636	\$87,046	\$130,568
College of Textiles	Apparel / Textiles	Professor	\$88,823	\$111,028	\$222,056
		Associate Professor	\$66,908	\$83,635	\$146,361
		Assistant Professor	\$57,467	\$71,834	\$107,750
	Textile Sciences & Engineering	Professor	\$112,657	\$140,821	\$281,642
		Associate Professor	\$86,573	\$108,217	\$189,379
		Assistant Professor	\$62,653	\$78,316	\$117,474
College of Veterinary Medicine	Veterinary Medicine	Professor	\$99,447	\$124,309	\$248,618
		Associate Professor	\$80,772	\$100,965	\$176,688
		Assistant Professor	\$71,297	\$89,121	\$133,682
Division of Academic & Student Affairs	Music	Professor	\$80,651	\$100,814	\$201,629
		Associate Professor	\$59,980	\$74,975	\$131,207
		Assistant Professor	\$55,000	\$63,029	\$94,544
	Physical Education	Professor	\$97,790	\$122,237	\$244,474
		Associate Professor	\$69,263	\$86,578	\$151,512
		Assistant Professor	\$60,646	\$75,807	\$113,710

NC State University
Faculty Salary Ranges – Methodology
FY 2016-2017

NC State’s Division of Human Resources (HR) conducts market analyses and develops proposed salary ranges for tenured/tenure track faculty by discipline and rank. HR utilizes data primarily from the College and University Professional Association for Human Resources, the authoritative source for higher education salary survey data, as well as data from a major study of public universities conducted annually by Oklahoma State University. Where possible, NC State’s Board of Governors designated peer group is considered the preferred comparator group. If insufficient data is available, HR may utilize data from the combined Board of Governors peer groups for NC State and UNC Chapel Hill. HR also reviews and validates the data against all reporting public land-grant universities as well as all reporting institutions with a Carnegie Class designation of Research/Very High Universities.

Methodology Process Steps	Process Description
Step 1	To determine the appropriate market reference rate (MRR), the 4-digit discipline (CIP) code by rank for each faculty member is aligned with the faculty member’s department or tenure home.
Step 2	Based on the appropriate 4-digit CIP code, the average salary, by rank, was identified on both salary surveys and then blended to calculate the Market Reference Rate (MRR) for each department in each College by faculty rank (Assistant Professor, Associate Professor and Professor).
Step 3	The minimum of the ranges is calculated at 80% of the MRR.
Step 4	<p>The maximum of the ranges, by rank, is calculated as follows:</p> <ul style="list-style-type: none"> - Professor (2 times) the MRR - Associate Professor (1.75 times) the MRR - Assistant Professor (1.50 times) the MRR - <p>Scaling the faculty salary ranges in this manner allows for a bottom up rank progression in the faculty salary range structure.</p>
Step 5	An aging factor of 2.2% is applied based on a projected annual rate of increase for the current salary survey year and a portion of the subsequent salary survey year. This takes into account the fact that the salary survey results compiled by CUPA-HR and the Oklahoma Study are available to institutions approx. 5-6 months after the faculty salary survey data was originally collected.



Authority	Provost and Executive Vice Chancellor for Academic Affairs & the Vice Chancellor for Finance and Business
Title	Additional Compensation Paid through the University
Classification	REG05.58.01
PRR Subject	Personnel
Contact	Faculty Questions: Vice Provost for Faculty Affairs, 919-513-7741 EHRA Non-Faculty & SAAO Questions: Associate Vice Chancellor for Human Resources: 919-515-2973

History: First Issued: January 14, 2014. Last Revised: February 28, 2017

Related Policies:

[UNC Policy 300.1.1 - Senior Academic and Administrative Officers](#)

[UNC Policy 300.2.1 - Employees Exempt from the State Personnel Act](#)

[UNC Policy 300.2.2 - Conflict of Interest and Commitment](#)

[UNC Policy 300.2.2\[G\] - Guidelines on Implementing the UNC Conflict of Interest and Commitment Policy](#)

[UNC Policy 300.2.2.1\[R\] - Regulation on External Professional Activities for Pay by Faculty and Non-Faculty EPAs](#)

[UNC Policy 300.2.2.2\[R\] - Regulations for SAAOs on External Professional Activities for Pay and Honoraria](#)

[UNC Policy 300.2.13 - Supplemental Pay for Employees Exempt from the State Personnel Act](#)

[UNC Policy 300.2.14 - Non-Salary and Deferred Compensation](#)

[NCSU POL 05.15.03 - Non-Salary and Deferred Compensation](#)

[NCSU REG01.25.01 - Conflicts of Interest and Conflicts of Commitment](#)

[NCSU REG10.05.15 - TEARS \(The Employee Activity Reporting System\)](#)

Additional References:

[NCSU External Professional Activities of Faculty and Other Professional Staff](#)

[US OMB Circular No. A-21 Section J.10.d \(1\)](#)

[Mandatory Summer Salary Training—Provost’s Memorandum 3-12-13](#)

[Summer Salary and Supplemental Pay for 9-Month Faculty](#)

[OSHR Policy Manual Dual Employment, Supplemental Pay](#)

[NCSU Summer Session Compensation Models](#)

1. INTRODUCTION

Payments to employees through the University Payroll Office beyond the Base Salary defined below are considered Additional Compensation. Additional Compensation is payment for effort that is clearly outside the scope of the employee's job description -- or faculty Statement of Mutual Expectations (SME) – that is performed outside of normal work effort or that adds extra work effort in addition to effort spent on normal job duties.

2. SCOPE

This regulation applies to most additional compensation paid to NC State University faculty, senior academic & administrative officers (SAAOs), EHRA non-faculty professionals, SHRA staff, and County Operations Support Staff (COSS) through the University Payroll Office. This regulation is not intended to modify existing policies or procedures that govern the general administration of University salaries nor payments for external consulting (such as *External Professional Activities for Pay*).

Additional compensation may be provided for activities beyond the established job duties that include, but are not limited to:

- Temporary additional or higher-level duties;
- Conducting non-credit seminars, workshops, and training;
- Teaching summer session courses or on-campus or distance education courses taught as overload assignments, and that fall outside the scope of work that is described in the faculty member's Statement of Mutual Expectations (the effort for which comprises the faculty member's Base Salary);
- Dual employment payments from other state agencies/universities;
- Internal institutionally-funded grants or awards, such as for instructional development or non-externally-funded research/scholarly activities;
- Externally-funded sponsored program payments during the summer term for nine-month faculty;
- Externally-funded sponsored program payments beyond Base Salary for twelve-month faculty, and such payments during the academic year for nine-month faculty, if allowed by the funding source; and
- All other paid assignments, additional activities, deliverables, or duties with durations of less than one year.

3. EXCLUSIONS

The following types of compensation are **excluded from this regulation**.

3.1 Non-Salary & Deferred Compensation. Consult UNC Policy 300.2.14 and NCSU Policy 05.15.03 for information on non-salary and deferred compensation.

3.2 External Activities for Pay. Professional activities performed outside of one's University employment, such as consulting for other organizations, as described in UNC Policy 300.2.2 and

associated regulations and guidelines and NCSU guidance for External Professional Activities of Faculty and Other Professional Staff.

3.3 Coaches' Compensation provided by NC State to NC State Athletic Department head coaches and their covered staff related to league conference championships or post-season invitations, which is governed separately by the Athletic Department's authorized Championship & Post-Season Compensation Guidelines as approved by the Chancellor or the Board of Trustees.

3.4 Premiums Paid to and Overtime Worked by FLSA-Subject Employees. Employees who are subject to the federal Fair Labor Standards Act (FLSA) -- and for whom timesheets are required -- must report and be paid timely (or be provided equivalent compensatory time as appropriate) for additional straight time hours and/or overtime hours worked. In accordance with State Human Resources policies, FLSA-Subject employees must also be paid an established shift differential premium for certain shift work as well as premiums for working on holidays. Compensation for such overtime hours worked or shift differentials/holiday premiums is not considered additional compensation for purposes of this regulation.

4. BASE SALARY, SALARY SUPPLEMENTS & OTHER ADDITIONAL COMPENSATION

For the purposes of this regulation, the following definitions apply:

4.1 Time Periods

Academic Year: The 9-month period from August 16 through May 15

Summer: The 3-month period from May 16 through August 15

Fiscal Year: The 12-month period from July 1 through June 30

4.2 Annual Salary. The current salary or annualized wage basis of the employee as it appears in the appointment letter/contract or subsequent notification of salary increase/decrease, not including supplements or additional compensation.

4.3 Base Salary. The current annual salary of the employee as it appears in the appointment letter or subsequent notification of salary increase/decrease; *plus* any administrative, honor, or interim supplement that carries an anticipated duration of one full year or more.

4.4 Salary Supplements. Compensation in excess of an employee's Annual Salary paid by NC State for increases in responsibility, extra duties, or honor recognitions.

4.4.1 Salary Supplements counted as Base Salary. Administrative, honor and interim supplements with an anticipated duration of 12 months or more are counted as Base Salary for purposes of this regulation. Temporary supplements are not counted as Base Salary for purposes of this regulation.

4.4.1. a. Administrative Supplement. A salary supplement paid to a faculty member for assuming a university-, college-, or departmental-level administrative role in addition to his or her primary

faculty role, such as serving as an assistant vice provost, department head, or director of graduate studies. Administrative supplements are not used for EHRA non-faculty professionals, SHRA employees, post-docs, house officers, student workers, or temporary employees. Administrative supplements are recurring payments for duties anticipated to last at least three months, and may continue as long as the “at-will” administrative assignment continues.

4.4.1. b. *Honor Supplement.* A salary supplement paid to a faculty member as a distinguished or named professor. Honor supplements are not used for EHRA non-faculty professionals, SHRA employees, post-docs, house officers, students, or temporary employees. Honor supplements are recurring payments for at least three months that may continue as long as the faculty member’s appointment to the distinguished or named professorship is in effect.

4.4.1. c. *Interim Supplement.* A salary supplement paid for filling a higher-level vacant administrative or professional position on an interim basis while a search is planned and conducted, until the new hire starts. Interim supplements are not used for post-docs, house officers, students, or temporary employees. Interim supplements are recurring payments for at least three months that may not exceed three years except with Provost or Vice Chancellor (not designee) approval.

4.4.2 *Salary Supplements not counted as Base Salary*

4.4.2. a. *Administrative, Honor, or Interim Supplements* (defined in section 4.4 of this regulation) but with an anticipated duration of less than 12 months, are not counted as base salary for purposes of this regulation.

4.4.2. b. *Temporary Supplement.* A salary supplement for short-term additional duties that are anticipated to last no longer than 24 months. Temporary supplements of longer than 24 months require the approval of the appropriate Vice Chancellor or Dean (not designee).

4.5 *Summer Salary.* Any earnings paid through NC State for work performed by 9-month faculty between May 16 and August 15, including Maymester instruction.

4.6. *Dual Employment.* Payment to an NC State employee for services provided by the individual to another North Carolina state agency or UNC institution on a part-time or contractual basis. Approval must be obtained from the supervisor of the NC State position before the service is provided in order to ascertain whether the obligation will interfere with the job duties and commitments of the primary position. If approved, all payments for the employee’s services must be sent (along with State Form CP-30) from the borrowing agency to the University Budget Office and paid through the University Payroll Office.

5. LIMITATIONS

5.1 *EHRA Non-Faculty and Faculty and County Operations Support Staff.* All additional compensation for full-time employees for the fiscal year (for 12-month employees) -- or for the academic year (for 9-month employees) -- may not exceed 20% of the Base Salary without advance authorization of the Vice Chancellor or Dean (not designee). Additional compensation for part-time

employees taking on additional effort should be accomplished by adjusting the FTE, not to exceed 100% FTE.

5.2 SHRA Employees. All additional compensation for the fiscal year may not exceed 20% of the Base Salary for full-time SHRA employees without advance authorization of the Office of State Human Resources. (Additional compensation for part-time SHRA employees taking on additional effort should be effected by adjusting the FTE, not to exceed 100% FTE).

5.3 All types of additional compensation paid by the University that are not included in the employee's base salary are considered additional compensation for the purpose of calculating additional compensation maximums during the individual's appointment period (20%) and during summer for 9-month faculty (33.33%). See sections 4.4.2 and 4.5 of this regulation.

5.4 If the employee who is receiving additional compensation is already employed in a different home department/unit from the requestor of the work or assignment, the home department's chair/supervisor must grant prior approval.

5.5 Flat-rate payments for additional compensation should not be used for current employees who are receiving a base salary from the University, since extra effort/time worked cannot appropriately be attributed in the HRIM System. Flat-rate payments may be used to compensate individuals hired for a specific and time-limited assignment who are otherwise in a no-pay status; FTE should be attributed to these assignments in the HRIM System.

5.6 In no case may a one-time or recurring special payment be used as a bonus to compensate an employee for meritorious service or performance, unless specifically pre-approved by the University's Board of Trustees or Chancellor (not designee).

6. EHRA NON-FACULTY PROFESSIONALS AND SAAOs

6.1 For EHRA non-faculty professionals and SAAOs, no additional compensation beyond the Annual Salary – or beyond the Base Salary if a supplement of 12 months or more is included -- may be paid for University duties that are generally within the scope of the job description of the position to which the individual is appointed.

6.2 In accordance with UNC Policy 300.1.1. B (4), no individuals in positions designated as SAAO may be paid, in addition to their Base Salary, for any services rendered to any institution-related foundation, endowment, or other affiliated entity that (a) is established by officers of the University, (b) is controlled by the University, or (c) is tax-exempt based on being a support organization for the University.

6.3 Upon appropriate prior approval, an EHRAA non-faculty professional or SAAO can earn up to 20% in additional compensation from all sources paid through the University Payroll Office within their regular 9-month or 12-month appointment period for duties clearly outside the scope of their job description. Prior approval by the appropriate Vice Chancellor or Chancellor (not designee) is required for additional compensation exceeding 20%.

6.4 Subject to prior approval by the individual's home department head, EHRA non-faculty professionals and SAAOs may take on a University teaching responsibility for additional compensation, provided that they hold appropriate academic credentials for the course to be taught. The staff member's primary employment responsibilities take priority over any additional part-time teaching assignments. Generally, this teaching responsibility must be carried out at times other than during the normal working hours established for the full-time employment responsibility and any payment for the instruction will be considered additional compensation. However, in extraordinary circumstances, when the teaching responsibility must take place during the course of the employee's normal working hours, exceptions may be made, but must be justified and approved in advance by the individual's home department head or supervisor.

6.5 To avoid double-payment, paid leave may not also be claimed for any time spent on such additional compensated assignment during normal working hours, but leave without pay -- or an alternate work schedule -- may be requested and must be approved by the individual's supervisor, and the approval forwarded to Human Resources for inclusion in the employee's official personnel file.

7. FACULTY

Upon appropriate approval by the Dean (or home department head as designee), a full-time tenured, tenure-track, or non-tenure-track faculty member (.75 FTE or above and benefits-eligible) can earn up to 20% in additional compensation beyond Base Salary from all sources paid through the University Payroll Office within their regular 9-month or 12-month appointment period. Prior approval by the appropriate Dean (not designee) is required for additional compensation exceeding 20%.

7.1 Full-Time Twelve-Month Faculty

7.1.1 Sponsored Projects. A full-time 12-month faculty member may not receive additional compensation from a sponsored project unless written into the initial grant proposal as compensation beyond Base Salary, or unless otherwise approved in advance by both the Project Sponsor and the faculty member's Department Head and Dean (not designee).

7.1.2 In cases where externally-funded work is being performed by twelve-month faculty at a remote operation, and the work performed is in addition to the individual's regular departmental load, any charges for such work representing additional compensation above the Base Salary are allowable, provided that such arrangements are specifically provided for as part of the sponsored-project agreement or otherwise approved in writing, in advance, by the sponsoring agency. These payments require the approval in advance by the Department Head and Dean (not designee) of the faculty member's home department.

7.1.3 Instruction. Subject to prior approval by the department head of the faculty member's home department 12-month faculty members may be allowed to take on an overload University teaching responsibility beyond their SME duties for additional compensation. The faculty member's primary employment responsibilities take priority over any additional part-time teaching assignments. This teaching responsibility must be carried out outside the effort articulated in the faculty member's SME.

7.1.4 Summer instructional salary must not be authorized for the supervision of summer graduate student research.

7.1.5 To avoid double-payment, paid leave may not be claimed for any time spent on such additionally compensated assignment during normal working hours, but leave without pay -- or an alternate work schedule -- may be requested and must be approved in advance by the appropriate Dean (or designee).

7.2 Full-Time Nine-Month Faculty

7.2.1 During the 9-month Appointment Period

Upon appropriate approval-by the Dean (or home department head as designee), full-time 9-month faculty members can earn up to 20% in additional compensation from all sources paid through the University Payroll Office within their regular 9-month appointment period. Prior approval by the faculty member's Dean (not designee) is required for additional compensation exceeding 20%.

7.2.1.1 Sponsored Projects during the Academic Year.

Typically, externally-funded project sponsors do not permit compensation beyond the Base Salary from sponsored project funds during the academic year for nine-month faculty. As a general rule, faculty members (whether tenured/tenure track or NTT) who are involved in funded research during the academic year should have their other assigned responsibilities reduced through release time, or request replacement costs. In unusual cases, additional compensation above the Base Salary is allowable, provided that such activities are specifically required by the agreement with the Project Sponsor and approved in advance, in writing, by the Department Head and Dean (not designee), in accordance with federal regulations.

In cases where externally-funded work is being performed by nine-month faculty at a remote operation, and the work performed is in addition to the individual's regular departmental load, charges for such work representing additional compensation above the Base Salary are allowable, provided that such arrangements are specifically provided for as part of the sponsored-project agreement or otherwise approved in advance, in writing, by the sponsoring agency. These payments require approval by the Department Head and Dean (not designee) of the faculty member's home department.

7.2.2 Summer Salary for Full-Time 9-Month Faculty

During the summer, a full-time (benefits-eligible) 9-month faculty member may be paid a total of 33.33 % (based on a 1.0 FTE) of his or her prior academic year's (nine-month) base salary from all sources of funds. Exceptions beyond the 33.33% summer-earnings maximum must be approved in advance, in writing, by the Dean (not designee); however, no exceptions may be approved beyond 33.33% for a 9-month faculty member (based on a 1.0 FTE) paid in whole or part from sponsored project funds. A 9-month faculty member may not exceed 90% of the allowable summer salary per pay period, without the Dean's prior written approval, and a written management plan on file in the College.

7.2.2.1a. The 33.33% maximum pay for summer instruction effort or other effort not paid from sponsored program funds may be paid over one, two or three months. The number of summer salary payments to be paid during the summer must be outlined in the faculty member's approved written management plan.

7.2.2.1b. The faculty member is responsible for ensuring that his/her total summer pay results in no more than the 33.33% maximum allowed by this regulation unless the Dean (not designee) approves an exception in advance. Faculty members who exceed the limit in violation of this regulation are subject to retroactive salary adjustment if necessary to bring the total within the allowable maximum. 9-month faculty members paid from sponsored projects may not exceed the 33.33% maximum for summer salary.

7.2.2.2. Regardless of the source of funds, summer salary will not be adjusted to reflect legislative salary increases (LIs) authorized by the NC General Assembly. For 9-month faculty, LIs become effective August 16.

7.3. Summer Instructional Salary for Nine-Month Faculty

7.3.1 Salary for summer instruction is paid at the rate established by each college for their courses and posted on the Enrollment Management and Services' Summer Sessions Compensation Models web site.

7.3.2 Salary for instruction of distance education courses offered during summer sessions will be determined by the department or program (e.g., DELTA Flexible Access, Engineering Online) offering the course.

7.3.3 Summer instructional salary must not be authorized for the supervision of summer graduate student research.

7.3.4 Request for payment to the employee for summer instructional salary must be authorized by the department head (or designee) in advance and may be submitted by the paying department before the effort has been completed.

7.4 Salary for Full-Time 9-Month Faculty Paid in Summer from Sponsored Projects Funds

7.4.1 All faculty who will receive summer salary paid in whole or in part from sponsored project sources is required to complete training provided by the Office of Contracts and Grants on the University's summer salary regulations and standard operating procedures on an annual basis between January 1 and May 15. This training must be completed before the faculty member receives payment for the work and prior to the Friday preceding the first day of Summer Session I of that year. In the event that the training is not completed before this deadline, the Dean must approve this exception. Such exceptions are only permissible in unusual circumstances and only after the completion of mandatory summer salary training.

7.4.2 *Effort Reporting* is a federally-mandated process by which the salary charged to sponsored project (Ledger 5) funds is certified as being reasonable in relation to the effort expended on that project. “Effort” is the proportion of time spent on any activity, expressed as a percentage of an individual’s total university effort.

Effort for which non-instructional summer salary will be paid must be approved by the Department Head and Dean (or designee) before the work begins. The Standard Operating Procedure for Summer Salary for Nine-Month Faculty provides faculty and administrative staff involved with sponsored projects procedures for approval and reporting. For any change in effort or planned work schedule, a new approval is required.

7.4.3 NC State faculty are limited to 90% effort in any given pay period on externally-funded grants and contracts during the Summer (May 16-August 15). This limit reserves some time during the Summer for such other time commitments such as course preparation or other instructional activities, public service, institutional service, administrative duties, development of grant proposals, or time off for personal activities. Effort may need to be further limited depending on a faculty member’s summer responsibilities beyond the activities funded by the grant or contract.

7.4.3.1a. Exceptions beyond 90% effort (up to 100% effort) in a given pay period on such grants or contracts must be approved in advance by the Dean (not designee). The Dean’s approval and the rationale for the exception must be documented as described in the SOP for Summer Salary for Nine-Month Faculty.

7.4.3.2 If a faculty member commits 100% effort to a contract or grant in a single monthly pay period, he or she must understand and acknowledge that this effort excludes time spent on instructional, service or administrative duties, development of grant proposals, or time off for personal activities during the period.

7.4.4 Effort will be confirmed through NC State REG 10.05.15 - TEARS (The Employee Activity Reporting System).

7.5 Part-time Non-Tenure-Track (NTT) Faculty

Part-time non-tenure-track (NTT) faculty who are contracted to teach on a course-by-course basis, typically for a semester or a year at a time -- and who assume additional duties beyond the contracted duties – should be compensated for the additional duties by either (a) revising the contract to reflect the additional duties, with commensurate FTE adjustment, or (b) by adding a separate entry in the HRIM System (referred to as a second “job row”), with commensurate FTE attributed. Please note that FTE totaling above .74 for three months or more must be treated (and budgeted) as benefits-eligible. An increase in contracted duties and compensation, including additional compensation, for non-tenure track faculty that still totals below 1.00 FTE is not considered an “overload” assignment.

8. PAYMENT OF ADDITIONAL COMPENSATION

8.1 Timing of Requests and Payments

Any payments of additional compensation must be approved in advance of initiation of the work by both the employee's home department and the paying department (if different). The department requiring the effort must initiate the request stating the nature and duration of the project, and notify the home department. Project duration, compensation rates, and timing of payment must be agreed upon prior to the beginning of the work effort. It is the employee's responsibility, in communication with all paying units, to ensure that his or her total effort and total payment does not exceed the allowable annual maximums. Employees who exceed the limit in violation of this regulation are subject to retroactive salary adjustments (if necessary) to bring the total within the allowable maximum.

8.1.1 For summer employment, request for payment to the employee may be submitted by the employee before the effort has been completed. However, it is the responsibility of the faculty member and the college or unit to correct payroll payments made to the faculty member if there have been changes in the expected or reported effort for which the faculty member received payment.

8.1.2. Administrative staff identified by the College Research Officer as being required to complete summer salary training because of their involvement in processing of such payments must complete this training before the Friday preceding the first day of Summer Session I. In the event that the training is not completed before this deadline, the Dean must approve this exception. Such exceptions should be permitted only in unusual circumstances. The administrative staff processing summer salary transactions must complete the training before entering transactions. Administrative staff processing transactions is responsible for verifying that any faculty member receiving summer salary payments has completed the training before processing the payment. All parties must complete training prior to entering any summer salary transactions.

8.2 *Approvals*

In accordance with UNC Policy 300.2.13(for EHRA employees) and State Personnel policies (for SHRA) approved requests for additional compensation must be submitted to the University's central Human Resources office for final review and processing. Documentation of all such payments, including written justification for the payment, must be maintained in the employee's departmental records.

8.3 *Method of Payment and Deductions*

Payment of additional compensation must be processed as compensation to the employee (and not, for example, as a payment to the individual as an independent contractor) through the University Payroll Office, and federal/state taxes and other appropriate deductions will be withheld. Payments will be identified as additional compensation above the amount paid as the "base salary." A total lump-sum payment for an extended period of work (e.g., the entire summer) is strongly discouraged because of the adverse tax withholding impact to the individual.

PART 4: EHRA IRPS Position Actions

Does your institution have delegated authority for IRPS position actions?

<input checked="" type="checkbox"/>	YES	My institution has delegated authority to create and reclassify IRPS positions, with the exception of RADA/CADA position actions which are submitted to UNC GA for review and approval. Below is a list of the IRPS position actions approved at our institution during FY16-17.
<input type="checkbox"/>	NO	My institution does not have delegated authority to create and revise IRPS positions. We submit all requests for new or reclassified IRPS positions to UNC GA for review and approval.

Position Number	Position Title (working title)	IRPS Subcategories	Current Incumbent Name or Vacant	Type of Change (MODIFIED, NEW, or DELETED)	Date of Change
00106068	Program Director	Public Service & Extension	Arrington, Shirley Hart	NEW	12/21/2016
00106066	Practicum Supervisor	Instruction	Vacant	NEW	12/20/2016
00106058	Recruiter	Student Support Services	Eglinton, Joanna Bell	NEW	12/19/2016
00106033	Research Asst	Research and Clinical Professionals	Kreis, Rachel Ann Marie	NEW	12/19/2016
00105985	Research Assoc	Research and Clinical Professionals	Wong, Anthony Raymond	NEW	12/19/2016
00060571	Asst Director	Counselors	Vacant	Modified	12/16/2016
00106056	Project Coordinator	Public Service & Extension	Knight, Margaret Virginia	NEW	12/15/2016
00106055	Research Assoc	Research and Clinical Professionals	Selote, Devarshi	NEW	12/15/2016
00106048	Academic Coordinator	Academic Advising & Assessment	Shurer, Anthony Joseph	NEW	12/12/2016
00101600	BTEC Sr. Scientist	Public Service & Extension	Overton, Laurie Kay	Modified	12/7/2016
00106031	Academic Advisor	Academic Advising & Assessment	Lee, Michael Joseph	NEW	12/6/2016
00105982	Research Assoc	Research and Clinical Professionals	Tanvir, Shams	NEW	12/5/2016
00106011	Trainer	Public Service & Extension	Vacant	NEW	12/2/2016
00106051	Research Asst	Research and Clinical Professionals	Vallabh, Rahul	NEW	12/1/2016
00105978	Research Asst	Research and Clinical Professionals	Vacant	NEW	12/1/2016
00105981	Research Assoc	Research and Clinical Professionals	Vacant	NEW	12/1/2016
00105972	Research Asst	Research and Clinical Professionals	Schappe, Tyler Lee	NEW	12/1/2016
00061465	Asst Director	Institutional Research & Assessment Management	Crockett, Suzanne Alexandra	Modified	12/1/2016
00100570	Asst Director	Continuing Education	Hardman Cobb, Joan	Modified	12/1/2016
00104927	Program Director	Public Service & Extension	Piner, Abbey E.	Modified	12/1/2016
00106008	Asst Director	Student Support Services	Schwartz, Valerie Megan	NEW	11/29/2016
00106006	Program Manager	Public Service & Extension	Morris, Samuel Rhoads	NEW	11/28/2016
00106000	Extension Coordinator	Public Service & Extension	Vacant	NEW	11/23/2016
00106004	Asst Director	Student Support Services	Lopez Jr, Hebert Frank	NEW	11/23/2016
00106001	Research Assoc	Research and Clinical Professionals	Yapici, Yavuz	NEW	11/23/2016
00105934	Senior Research Scholar	Research and Clinical Professionals	Bustos Griffin, Maria Emilia	NEW	11/21/2016
00043014	Program Manager	Research and Clinical Professionals	Velarde, Guillermo Jose	Modified	11/21/2016
00106019	Research Scholar	Research and Clinical Professionals	Yang, Fang	NEW	11/18/2016
00105984	Director	Public Service & Extension	Champion, Brenda D	NEW	11/17/2016
00105983	Program Director	Public Service & Extension	Ashley, Patricia Andrews	NEW	11/17/2016
00102371	Asst Director	Academic Advising & Assessment	Edwards, Carly Knight	Modified	11/16/2016
00105940	Research Asst	Research and Clinical Professionals	Vacant	NEW	11/15/2016
00105971	Research Scholar	Research and Clinical Professionals	Smith, Peter Andrew Miller	NEW	11/15/2016
00100457	Extension Specialist	Public Service & Extension	Carr, Allison Katherine	Modified	11/10/2016
00105974	Extension Assoc	Public Service & Extension	Kuhlberg, Jill Ann	NEW	11/7/2016
00105877	Senior Research Scholar	Research and Clinical Professionals	Bui, Anh Viet	NEW	11/1/2016
00105880	Senior Research Scholar	Research and Clinical Professionals	Miller, Matthew Allen	NEW	11/1/2016
00105964	Program Manager	Student Support Services	France, Marcella Kennedy	NEW	11/1/2016
00102310	Program Specialist	Student Support Services	Floryanzia, Pamela D	Modified	11/1/2016
00061595	Research Scholar	Research and Clinical Professionals	Takeuchi, Yu	Modified	11/1/2016
00105952	Trainer	Public Service & Extension	Vacant	NEW	10/28/2016
00105953	Laboratory Manager	Laboratory Management	Bollinger, Timothy Andrew Lawrence	NEW	10/28/2016
00105961	Instructional Technologist	Instructional Consulting and Technology	Light, Alicia Nicole	NEW	10/28/2016
00105948	Specialist	Research and Clinical Professionals	Kurth, Andrew Richard	NEW	10/26/2016
00105947	Program Manager	Research and Clinical Professionals	Liu, Danwei	NEW	10/26/2016
00105942	Program Coordinator	Academic Preparation & Enhancement	Wright, Ashleigh Renee	NEW	10/24/2016
00105941	Program Manager	Academic Preparation & Enhancement	Cramer, Jason Matthew	NEW	10/21/2016
00105939	Program Manager	Academic Preparation & Enhancement	Doriot Anderson, Vanessa Kathrine	NEW	10/21/2016
00105929	Project Manager	Public Service & Extension	Vacant	NEW	10/14/2016
00102365	Director	Technology Transfer	Chohan, Kultaran Singh	Modified	10/14/2016
00105920	Extension Asst	Public Service & Extension	Vetter, Joshua Wayne	NEW	10/12/2016
00105904	Staff Physician	Physicians and Dentists	White, Nzingha Jaunita	NEW	10/6/2016
00105902	Asst Director	Academic Advising & Assessment	Mueller, Vilma S	NEW	10/5/2016
00105901	Director	Research Administration & Compliance	Vacant	NEW	10/5/2016
00105900	Program Manager	Public Service & Extension	Vacant	NEW	10/5/2016
00104436	Research Assoc	Research and Clinical Professionals	Schelble, Melissa Kay Regan	Modified	10/3/2016
00105892	Research Assoc	Research and Clinical Professionals	Vacant	NEW	10/1/2016
00050607	Extension Assoc	Public Service & Extension	Gregory, Gary Marvin	Modified	10/1/2016
00104741	Engineer	Academic / Research Information Technology (IT) Man	Crerar, Andrew Scott	Modified	10/1/2016
00100147	Director	Student Support Services	Yarboro, Bonnie Carol	Modified	10/1/2016
00061989	Principal Research Scholar	Research and Clinical Professionals	Xia, Yulu	Modified	10/1/2016
00104647	Director	Public Service & Extension	Overman III, Herman Boyd	Modified	10/1/2016
00101166	Program Manager	Public Service & Extension	Allen-Eckard, Karakahl Rene	Modified	10/1/2016
00102784	Program Coordinator	Public Service & Extension	Johnson, Lindsey Terra	Modified	10/1/2016
00105889	Program Director	Public Service & Extension	Fragedakis, Nicholas	NEW	9/29/2016
00105875	Research Assoc	Research and Clinical Professionals	Vacant	NEW	9/26/2016
00100118	Academic Coordinator	Academic Advising & Assessment	Ozbun, Marcus Trent	Modified	9/26/2016
00105876	Program Manager	Research and Clinical Professionals	Roseborough, Jamie Vance	NEW	9/23/2016
00105872	Program Manager	Public Service & Extension	Mescia Esq, Nicholas Christopher	NEW	9/22/2016

00105866	Business Services Coordinator	Research Administration & Compliance	Vacant	NEW	9/21/2016
00105856	Program Manager	Public Service & Extension	Keller, Leslie Puckett	NEW	9/16/2016
00105861	Research Technician-Nonexempt	Research and Clinical Professionals	Vacant	NEW	9/16/2016
00060414	Departmental Administrator	Research and Clinical Professionals	Balasubramanyam, Subha Rekha	Modified	9/15/2016
00105847	Research Scholar	Research and Clinical Professionals	Vacant	NEW	9/12/2016
00105806	Visiting Scholar	Research and Clinical Professionals	Vacant	NEW	9/1/2016
00105808	Research Scholar	Research and Clinical Professionals	Rexrode, Shayla Thompson	NEW	9/1/2016
00105824	Research Asst	Research and Clinical Professionals	Vacant	NEW	9/1/2016
00105810	Research Scholar	Research and Clinical Professionals	Zhang, Xiaofei	NEW	9/1/2016
00105839	Research Asst	Research and Clinical Professionals	Vacant	NEW	9/1/2016
00105830	Research Asst	Research and Clinical Professionals	Vacant	NEW	9/1/2016
00105833	Research Scholar	Research and Clinical Professionals	Yao, Pei-Li	NEW	9/1/2016
00105848	Research Asst	Research and Clinical Professionals	Vacant	NEW	9/1/2016
00105843	Research Asst	Research and Clinical Professionals	Vacant	NEW	9/1/2016
00105836	Director	Research Administration & Compliance	Kerr, Meghan Natifa	NEW	9/1/2016
00105807	Research Asst	Research and Clinical Professionals	Vacant	NEW	9/1/2016
00105842	Research Scholar	Research and Clinical Professionals	Vacant	NEW	9/1/2016
00065523	Director	Public Service & Extension	McConnaghy, Kevin Vincent	Modified	9/1/2016
00100923	Director	Public Service & Extension	Dunaway, Anna Faye Lamm	Modified	9/1/2016
00102799	Principal Research Scholar	Research and Clinical Professionals	Katsumata, Ayako	Modified	9/1/2016
0004464	Program Coordinator	Continuing Education	Wilkinson, Lisa	Modified	9/1/2016
00060693	Asst Director	Academic / Research Information Technology (IT) Mana	Zellweger, Merranie Caireen	Modified	9/1/2016
00105278	Extension Assoc	Public Service & Extension	Toro, Elena Maria	Modified	9/1/2016
00105831	Research Scholar	Research and Clinical Professionals	Vacant	NEW	8/31/2016
00101600	BTEC Sr. Scientist	Public Service & Extension	Overton, Laurie Kay	Modified	8/31/2016
00062387	Director	Public Service & Extension	Sutton, Rhonda Saeleth Craver	Modified	8/29/2016
00105822	Extension Assoc	Public Service & Extension	Billeisen, Terri	NEW	8/26/2016
00105818	Clinical Veterinarian	Physicians and Dentists	Lewis, Mary	NEW	8/26/2016
00105802	Research Scholar	Research Administration & Compliance	Hain, Ernst Frederick	NEW	8/23/2016
00105799	Research Assoc	Research and Clinical Professionals	Vacant	NEW	8/23/2016
00105790	Laboratory Manager	Laboratory Management	Vacant	NEW	8/18/2016
00105791	Coordinator	Laboratory Management	Brown, Jeremy Aaron	NEW	8/18/2016
00105779	Research Scholar	Research and Clinical Professionals	Rock PhD, Christopher Dewayne	NEW	8/16/2016
00105805	Research Asst	Research and Clinical Professionals	Vacant	NEW	8/15/2016
00105773	Extension Assoc	Public Service & Extension	Vacant	NEW	8/10/2016
00105770	Program Manager	Student Support Services	Bennett, Anthony L	NEW	8/9/2016
00105771	Extension Assoc	Public Service & Extension	Simmons III, Otto DeBruhl	NEW	8/9/2016
00105764	Director	Student Support Services	Mellis, Michael John	NEW	8/8/2016
00105763	Coordinator	Student Support Services	Vacant	NEW	8/8/2016
00105767	Extension Assoc	Public Service & Extension	Johnston, Lynette Marie	NEW	8/8/2016
00105766	Director	Student Support Services	Patton, Anna Louise	NEW	8/8/2016
00105768	Extension Assoc	Public Service & Extension	Seymour, Natalie Rose	NEW	8/8/2016
00105765	Director	Student Support Services	Parenteau, Julie Lynn	NEW	8/8/2016
00105761	Research Asst	Research and Clinical Professionals	Vacant	NEW	8/5/2016
00105754	Research Assoc	Research and Clinical Professionals	Vacant	NEW	8/4/2016
00105755	Research Assoc	Research and Clinical Professionals	Lorenz PhD, Lizette Margarita	NEW	8/4/2016
00105751	Research Asst	Research and Clinical Professionals	Vacant	NEW	8/3/2016
00061453	Coordinator	Athletics Coaching and Athletics Management	Vacant	Delete	8/2/2016
00105803	Research Asst	Research and Clinical Professionals	Sutherland, Jeremy	NEW	8/1/2016
00105804	Research Assoc	Research and Clinical Professionals	Keelara Veerappa, Shivaramu	NEW	8/1/2016
00105812	Research Assoc	Research and Clinical Professionals	Vacant	NEW	8/1/2016
00105801	Research Project Coordinator	Research and Clinical Professionals	Vacant	NEW	8/1/2016
00105819	Research Assoc	Research and Clinical Professionals	Lazaro, Peter Roskoski	NEW	8/1/2016
00100086	Research Asst	Laboratory Management	Howard, Adam Michael	Modified	8/1/2016
00102517	Asst Director	Academic Advising & Assessment	Wicker, Martha M.	Modified	8/1/2016
00104482	Research Scholar	Research and Clinical Professionals	Santillana, Gem Encarnacion	Modified	8/1/2016
00105381	Extension Assoc	Public Service & Extension	Herchler, Marissa P	Modified	8/1/2016
00061699	Assoc Director	Public Service & Extension	Acker, Deborah Reno	Modified	8/1/2016
00102214	Assoc Director	Public Service & Extension	Moses, Myra Gail	Modified	8/1/2016
00105745	Clinical Veterinarian	Physicians and Dentists	Burke, Megan Jolane	NEW	7/29/2016
00105743	Program Coordinator	Student Support Services	Elmer, Mary Virginia	NEW	7/28/2016
00105775	Research Assoc	Research and Clinical Professionals	Harrell, Erin Alina	NEW	7/18/2016
00105724	Program Director	Public Service & Extension	Vacant	NEW	7/18/2016
00105718	Coordinator	Public Service & Extension	Lewis, Lindsay	NEW	7/18/2016
00105721	Technology Support Analyst	Academic / Research Information Technology (IT) Mana	Vacant	NEW	7/18/2016
00105716	Research Scholar	Research and Clinical Professionals	Vacant	NEW	7/18/2016
00105725	Program Manager	Academic Standards	Graham, Alison Benning	NEW	7/18/2016
00105726	Visiting Scholar	Research and Clinical Professionals	Vacant	NEW	7/18/2016
00105717	Coordinator	Public Service & Extension	Best, Lori Dawn	NEW	7/18/2016
00105722	Program Director	Public Service & Extension	Vacant	NEW	7/18/2016
0004296	Director	Public Service & Extension	Vacant	Delete	7/2/2016
00105746	Research Asst	Research and Clinical Professionals	Baca, Aurelia	NEW	7/1/2016
00105686	Director	Student Support Services	Drake, Nicholas Ryan	NEW	7/1/2016
00105573	Research Assoc	Research and Clinical Professionals	Zhou, Shanshan	NEW	7/1/2016
00105618	Principal Research Scholar	Research Administration & Compliance	Vacant	NEW	7/1/2016
00105368	Program Coordinator	Student Support Services	Frost, Ellen Joyce	NEW	7/1/2016
00102647	Research Assoc	Research and Clinical Professionals	Searcy, Sarah Elizabeth	Modified	7/1/2016
00060306	Director	Public Service & Extension	Williams, Beverly Jones	Modified	7/1/2016
00007999	Assoc Director	Student Support Services	Moylon, Jody Lynn	Modified	7/1/2016
00065586	Asst Director	Academic Preparation & Enhancement	Jones IV, Thomas Lawrence	Modified	7/1/2016
00007343	Director	Institutional Research & Assessment Management	Whelchel, Nancy L	Modified	7/1/2016
00103918	IP Licensing Associate	Technology Transfer	Vacant	Modified	7/1/2016
00007612	Asst Director	Academic Preparation & Enhancement	Womack, Jennifer Koch	Modified	7/1/2016
00105533	Director	Student Support Services	Dirienzo, Jennifer Vallon	NEW	6/30/2016
00063087	Assoc Head Coach	Athletics Coaching and Athletics Management	Vinson Jr, Donald Arthur	Modified	6/30/2016

00063080	Director	Public Service & Extension	Laing,Wendy Wahab	Modified	6/30/2016
00105675	Asst Director	Student Support Services	McGowan PhD,Kristie Lee	NEW	6/22/2016
00105668	Research Asst	Research and Clinical Professionals	Vacant	NEW	6/21/2016
00105662	Extension Asst	Public Service & Extension	Hutchens,Emma Katherine	NEW	6/17/2016
00105665	Research Asst	Research and Clinical Professionals	Vacant	NEW	6/17/2016
00105663	Organizational Dev Leader	Public Service & Extension	Vigil-King PhD,DonnaMaria Christina	NEW	6/17/2016
00105661	Senior Research Scholar	Research and Clinical Professionals	Vacant	NEW	6/17/2016
00105632	Research Assoc	Research Administration & Compliance	Mojica,Gemma Foust	NEW	6/9/2016
00100078	Research Assoc	Research and Clinical Professionals	Vacant	Modified	6/8/2016
00105631	Director	Student Support Services	Ruiz,Kristy Ann	NEW	6/6/2016
00105619	Manager	Public Service & Extension	Sanders,John Joseph	NEW	6/2/2016
00105596	Program Coordinator	Public Service & Extension	Stover,Caroline Marie	NEW	6/1/2016
00105620	Research Asst	Research Administration & Compliance	May,Susan Elizabeth	NEW	6/1/2016
00105485	Director	Student Support Services	Butler,Tayah Lin R	NEW	6/1/2016
00104564	Departmental Administrator	Clinical Academic Department Administrator (CADA) and	Day,Adrian Joseph	Modified	6/1/2016
00061728	Assoc Director	Student Support Services	Chalmers Jr,Ronnie Lorenzo	Modified	6/1/2016
00065224	Director or Recruitment	Student Support Services	Mai,Tram J	Modified	6/1/2016
00101084	Director	Student Support Services	Vacant	Modified	6/1/2016
00061165	Senior Assistant Director	Student Support Services	McCook,Natalie	Modified	6/1/2016
00103023	Assoc Director	Institutional Research & Assessment Management	Robinson,Stephany Brett	Modified	6/1/2016
00001691	Executive Director	Public Service & Extension	Hartman Jr,Frederick W	Modified	5/27/2016
00105599	Research Assoc	Research and Clinical Professionals	Stegall,Steven Thomas	NEW	5/24/2016
00105593	Director	Technology Transfer	Sinsheimer,Joseph Andrew	NEW	5/20/2016
00105589	Director	Student Support Services	Chester,Janet Faye	NEW	5/16/2016
00105592	Laboratory Manager	Laboratory Management	Worsley,Gregory Tyrone	NEW	5/16/2016
00105569	Research Asst	Research and Clinical Professionals	Deppong,David Oliver	NEW	5/16/2016
00105422	Program Director	Public Service & Extension	Williams,Cathy Sue	NEW	5/16/2016
00105584	Director	Athletics Coaching and Athletics Management	Barksdale,Cedric Rogers	NEW	5/12/2016
00105568	Director	Athletics Coaching and Athletics Management	Happ,Kevin Robert	NEW	5/5/2016
00105555	Director	Research Administration & Compliance	Garland,Genevieve Marie	NEW	5/3/2016
00105540	Research Scholar	Research and Clinical Professionals	Poole PhD,Chad Ashley	NEW	5/2/2016
00105551	Extension Assoc	Public Service & Extension	Klein,Sydney Kristen	NEW	5/2/2016
00105535	Asst Director	Student Support Services	Holley,Kimberly	NEW	5/2/2016
00105509	Executive Director	Research Administration & Compliance	Young,Eric	NEW	5/1/2016
00105495	Project Coordinator	Research and Clinical Professionals	Vacant	NEW	5/1/2016
00007634	Assoc Director	Institutional Research & Assessment Management	Schoenheit,Lauren Elizabeth	Modified	5/1/2016
00100185	Director	Institutional Research & Assessment Management	Best,Richard E	Modified	5/1/2016
00100195	Research Assoc	Research and Clinical Professionals	Vacant	Delete	4/28/2016
00105549	Academic Advisor	Academic Advising & Assessment	Gallop,Alsace-Lorraine Catherine Karoline-Victoria	NEW	4/27/2016
00105544	Research Asst	Research and Clinical Professionals	Carter,Blythe	NEW	4/22/2016
00105546	Research Asst	Research and Clinical Professionals	Vacant	NEW	4/14/2016
00105029	Grants Coordinator	Research Administration & Compliance	Vacant	Modified	4/11/2016
00105501	Project Coordinator	Public Service & Extension	Conley,Kimberly J	NEW	4/1/2016
00105445	Principal Research Scholar	Research and Clinical Professionals	Ferreira,Davis Fernandes	NEW	4/1/2016
00060644	Laboratory Manager	Laboratory Management	Minton,Amy E.	Modified	4/1/2016
00100794	Principal Research Scholar	Research and Clinical Professionals	Ponnusamy,Loganathan	Modified	4/1/2016
00102648	Asst Director	Technology Transfer	Ottaway,Amanda Kaye	Modified	4/1/2016
00101479	Coordinator	Student Support Services	Medlin,Mark David	Modified	4/1/2016
00000957	Academic Advisor	Academic Advising & Assessment	Brown,Lauren H.	Modified	4/1/2016
00103886	Asst Director	Public Service & Extension	Stephenson,Dominick	Modified	4/1/2016
00102739	Director	Academic Advising & Assessment	Vacant	Modified	4/1/2016
00061706	Program Director	Student Support Services	Williams,Regina Gavin	Modified	4/1/2016
00001619	Assoc Director	Student Support Services	Ingram Jr,Delmous R	Modified	4/1/2016
00105532	Clinical Veterinarian	Physicians and Dentists	Evola,Maria Gerwitz	NEW	3/31/2016
00062516	Career Services Counselor	Student Support Services	Ghosal,Lori Nero	Modified	3/30/2016
00105493	Research Scholar	Research and Clinical Professionals	Vacant	NEW	3/29/2016
00102332	Research Asst	Research and Clinical Professionals	Yost,Orlana Lorielle	Modified	3/26/2016
00105468	Manager	Public Service & Extension	Hawley,David Bref	NEW	3/16/2016
00105415	Research Asst	Research and Clinical Professionals	Heim,Crystal Buerke	NEW	3/15/2016
00105459	Asst Director	Research Administration & Compliance	Thrasher,Marley Jill	NEW	3/14/2016
00105491	Research Asst	Research and Clinical Professionals	Vacant	NEW	3/14/2016
00105460	Director	Student Support Services	Vacant	NEW	3/14/2016
00060901	Director	Instructional Consulting and Technology	Jeon,Tae Keun	Modified	3/14/2016
00105456	Research Asst	Research and Clinical Professionals	Vacant	NEW	3/7/2016
00105436	Research Asst	Research and Clinical Professionals	Davis,Joy	NEW	3/3/2016
00105435	Research Asst	Research and Clinical Professionals	Cahill,Lorraine Marie	NEW	3/3/2016
00105427	Extension Assoc	Public Service & Extension	Goldstein,Alisha Esther	NEW	3/1/2016
00105441	Asst Director	Student Support Services	Perry,Jason Donald	NEW	3/1/2016
00105423	Research Asst	Research and Clinical Professionals	Berkutov,Igor	NEW	3/1/2016
00105426	Project Coordinator	Instructional Consulting and Technology	Yamamoto,Juliet Diane	NEW	3/1/2016
00105484	Research Asst	Research and Clinical Professionals	Xiong,Yuan	NEW	3/1/2016
00105444	Project Manager	Research and Clinical Professionals	Andrews,Megan Yori	NEW	3/1/2016
00105381	Extension Asst	Public Service & Extension	Herchler,Marissa P	NEW	3/1/2016
00102059	Research Asst	Research and Clinical Professionals	Vacant	Modified	3/1/2016
00042230	Research Asst	Research and Clinical Professionals	Talton III,Lawrence Winfield	Modified	3/1/2016
00105038	Asst Director	Student Support Services	Barnhart,Mary Jane Yemma	Modified	3/1/2016
00062293	Program Director	Research and Clinical Professionals	Cunningham,Christopher Michael	Modified	3/1/2016
00008060	Asst Director	Public Service & Extension	Grayson,Kevin R	Modified	3/1/2016
00105429	Clinical Veterinarian	Research and Clinical Professionals	Tomas,Andrea	NEW	2/29/2016
00062015	Extension Assoc	Public Service & Extension	Strnad,Renee Linn	Modified	2/29/2016
00104755	Program Director	Public Service & Extension	Vacant	Modified	2/26/2016
00105406	Senior Research Scholar	Research and Clinical Professionals	Zhang,Qing Chun Jon	NEW	2/23/2016
00105386	Senior Research Scholar	Research and Clinical Professionals	Almeyda-Becerra,Christie Vanessa	NEW	2/15/2016
00105383	Extension Assoc	Public Service & Extension	Nobles,Currey Allen	NEW	2/15/2016
00105389	Counselor	Counselors	Jerome,Rose Sandia	NEW	2/12/2016

00001659	Career Services Counselor	Student Support Services	Jones,Courtney Geneva	Modified	2/9/2016
00003325	Coordinator, Student Services	Student Support Services	Wilson,Devon Marie	Modified	2/9/2016
00102026	Program Director	Student Support Services	Sandruck,Robert Lee	Modified	2/8/2016
00105384	Research Assoc	Research and Clinical Professionals	Tian,Shiyang	NEW	2/1/2016
00105358	Clinical Veterinarian	Research and Clinical Professionals	Vacant	NEW	2/1/2016
00105321	Research Scholar	Research and Clinical Professionals	Cai,Weili	NEW	2/1/2016
00105370	Research Asst	Research and Clinical Professionals	Gautam,Pratima	NEW	2/1/2016
00105278	Extension Asst	Public Service & Extension	Toro,Elena Maria	NEW	2/1/2016
00041218	Director	Student Support Services	Gentile,Lindsay Wood	Modified	2/1/2016
00060895	Manager	Technology Transfer	Chambers,Sarah Katherine	Modified	2/1/2016
00102765	Assoc Director	Student Support Services	Lewis,Roderick Emanuel	Modified	2/1/2016
00062595	Assoc Director	Student Support Services	Zimowski,Elisabeth Enloe	Modified	2/1/2016
00065514	Extension Assoc	Public Service & Extension	Kotzian,Sarah Hardison	Modified	1/26/2016
00062656	Extension Assoc	Public Service & Extension	Chlcote,Amy Green	Modified	1/26/2016
00105338	Asst Director	Public Service & Extension	Nelson,David	NEW	1/21/2016
00105337	Asst Director	Research and Clinical Professionals	Maze,Benoit	NEW	1/21/2016
00105336	Director	Research and Clinical Professionals	Vacant	NEW	1/21/2016
00105320	Research Scholar	Research and Clinical Professionals	Rotroff,Daniel Miller	NEW	1/18/2016
00065337	Extension Asst	Public Service & Extension	Vacant	Modified	1/12/2016
00002816	Asst Coach	Athletics Coaching and Athletics Management	Drinkwitz,Elijah W.	Modified	1/12/2016
00105323	Research Scholar	Research and Clinical Professionals	Typhina,Elizabeth	NEW	1/6/2016
00105319	Assoc Director	Research and Clinical Professionals	Daugherty,Thomas Hugh	NEW	1/4/2016
00105270	Asst Director	Student Support Services	Milev,Mario	NEW	1/4/2016
00105273	Recruiter	Student Support Services	Loflin,Alexandria Marie	NEW	1/4/2016
00103034	Program Director	Public Service & Extension	Heinger,Ryan William	Modified	1/4/2016
00104987	Extension Assoc	Public Service & Extension	Bowman,Amy S.	Modified	1/4/2016
00105187	Project Scientist	Research and Clinical Professionals	Strader,Phillip M	Modified	1/4/2016
00105293	Program Manager	Public Service & Extension	Vacant	NEW	1/1/2016
00105183	Teaching Technician	Instruction	Vacant	NEW	1/1/2016
00105269	Research Scholar	Research and Clinical Professionals	Vacant	NEW	1/1/2016
00105292	Research Assoc	Research and Clinical Professionals	Vacant	NEW	1/1/2016
00105300	Academic Advisor	Academic Advising & Assessment	Vacant	NEW	1/1/2016
00061673	Senior Research Scholar	Research and Clinical Professionals	Yamamoto,Akihiko H	Modified	1/1/2016
00100488	Senior Research Scholar	Research and Clinical Professionals	Morozova,Tatiana Viktorovna	Modified	1/1/2016
00100358	Research Assoc	Research and Clinical Professionals	Vacant	Modified	1/1/2016

NC State University
Senior Academic and Administrative Officer Tier II (SAAO II)
Salary Range Methodology FY 2018-19

The University's salary ranges for Senior Academic and Administrative Officer Tier II (SAAO II) positions Exempt from the State Human Resources Act (EHRA) are market-based to attract and retain highly qualified executive talent. The ranges are intended to inform and support sound and equitable salary/compensation decisions and to facilitate appropriate stewardship of financial resources.

As prescribed in NC State's management flexibility plan, the source used to establish SAAO II salary ranges derives from the CUPA-HR Administrative and Professional salary surveys. Review of that survey data is split into two data cuts: (1) NCSU/UNC Board of Governor Designated Peers and (2) Carnegie Class - Research University, Very High (RU/VH) universities. For each SAAO II job title, there is a:

- Range minimum: minimum salary level based on market data; exceptions may be made to pay an employee below the minimum based on limited budgetary resources with the individual being brought to the minimum as soon as resources are available.
- 50th percentile: the salary rate at which 50% of the individuals in similar positions surveyed are paid at this level or less and 50% are paid more (middle of the market).
- 75th percentile: the salary rate at which 75% of the individuals in similar positions surveyed are paid at this level or less and 25% are paid more; this upper quartile may be utilized to recognize high performing employees, highly specialized positions, difficult-to-recruit positions, and/or to retain talent.
- Market range: the salary range between the 50th and 75th percentiles; the targeted market range.
- Range maximum: the maximum level of pay appropriate for the position based on market data.

Consistent with UNC System Office Methodology, the ranges:

- Use 3 years of survey data.
- Are developed directly from equivalent positions identified in the survey whenever possible or developed from a benchmark position if no match exists or there is insufficient survey data.
- Are developed around the 75th percentile of the market data to ensure market competitiveness.
- Are broad to account for hiring less experienced, developmental talent as well as highly qualified, hard-to-recruit talent.
- Uses an 80% salary range spread.

Specific employee/position salaries are based on a variety of factors, including, but not limited to:

- Budget
- Candidate/employee experience, qualifications, knowledge, and skills
- Prior performance and accomplishments
- Advanced degrees or professional credentials
- Scarcity and/or uniqueness of skills
- Equity with substantially equal incumbents, and
- Retention consideration

NOTE: Job Titles in the document reflect relevant job categories and not individual working titles. Therefore, positions with the same Job Title may have very different ranges since individual positions are matched based on specific job duties.

NC State University
Proposed FY 2018 - 2019
SAAO Tier II Salary Ranges

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Unit/College Name	Working Title	FY 2018-19 Minimum**	FY 2018 - 19 Targeted Market Range		FY 2018-19 Maximum
			50th Percentile	75th Percentile	
Office of the Chancellor	Assistant to the Chancellor for Communications	\$56,760	\$70,244	\$79,464	\$102,191
	Secretary of the University and Assistant to the Chancellor	\$156,009	\$189,028	\$218,413	\$280,879
	Assistant to the Chancellor	\$46,789	\$61,618	\$65,505	\$84,239
	Assistant to the Chancellor for External Affairs	\$145,647	\$181,723	\$203,906	\$262,224
	Assistant Director for Development, Kenan Fellows Program	\$45,465	\$58,879	\$63,651	\$81,855
	Director of Internal Audit Division	\$179,736	\$210,672	\$251,630	\$323,597
Office of the Executive Vice Chancellor & Provost	Associate Vice Provost for Assessment and Accreditation	\$123,244	\$154,182	\$172,541	\$221,888
	Assistant Vice Provost for Finance and Planning	\$112,826	\$141,463	\$157,956	\$203,131
	Assistant Vice Provost for Academic Affairs	\$92,433	\$115,636	\$129,406	\$166,416
	Vice Provost for Faculty Affairs	\$157,119	\$193,278	\$219,966	\$282,877
	Associate Vice Provost for Academic Personnel & Policy	\$123,244	\$154,182	\$172,541	\$221,888
	Senior Vice Provost, Academic Strategy and Resource Management	\$195,082	\$247,755	\$273,115	\$351,226
	Vice Provost for Academic Strategy	\$157,119	\$193,278	\$219,966	\$282,877
	Senior Vice Provost, Institutional Research and Planning	\$150,586	\$172,970	\$210,820	\$271,115
	Director of University Planning and Analysis	\$78,300	\$93,616	\$109,619	\$140,971
	Assistant Director of Accreditation	\$78,300	\$93,616	\$109,619	\$140,971
The Graduate School	Senior Associate Dean - Graduate Programs	\$140,873	\$182,079	\$197,222	\$253,628
	Associate Dean of Program Evaluation	\$128,066	\$165,527	\$179,293	\$230,571
	Assistant Dean of Outreach and Diversity	\$115,260	\$148,974	\$161,364	\$207,514
	Assistant Dean of Graduate Student Administration and Academic Affairs	\$115,260	\$148,974	\$161,364	\$207,514
	Assistant Dean for Professional Development	\$115,260	\$148,974	\$161,364	\$207,514
	Assistant Dean for Business Operations	\$101,543	\$127,316	\$142,160	\$182,818
	Director of Development	\$86,819	\$105,538	\$121,547	\$156,309
	Director of Marketing and Communications	\$73,336	\$100,558	\$102,670	\$132,034
ORIED	Associate Vice Chancellor for Research Administration	\$166,941	\$200,936	\$233,717	\$300,560
	Assistant Vice Chancellor for Administration	\$112,826	\$141,463	\$157,956	\$203,131

NC State University
Proposed FY 2018 - 2019
SAAO Tier II Salary Ranges

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Unit/College Name	Working Title	FY 2018-19 Minimum**	FY 2018 - 19 Targeted Market Range		FY 2018-19 Maximum
			50th Percentile	75th Percentile	
ORIED (cont.)	Assistant Vice Chancellor for Research Infrastructure	\$126,502	\$154,816	\$177,102	\$227,754
	Associate Vice Chancellor for Research Development	\$167,537	\$221,113	\$234,551	\$301,633
	Assistant Vice Chancellor of Technology Commercialization and New Ventures	\$208,289	\$274,480	\$291,604	\$375,003
	Associate Vice Chancellor, Partnerships and Economic Development	\$142,314	\$174,168	\$199,240	\$256,223
	Assistant Vice Chancellor / State Director, SBTDC	\$126,502	\$154,816	\$177,102	\$227,754
University Advancement	Executive Director of Talent Management	\$114,115	\$109,607	\$159,760	\$205,452
	Assistant Director for Student and Recent Graduate Philanthropy	\$65,755	\$72,265	\$92,057	\$118,385
	Assistant Vice Chancellor - Finance and Administration	\$112,826	\$141,463	\$157,956	\$203,131
	Director of Principal Gifts	\$73,295	\$89,203	\$102,612	\$131,959
	Chief Communications and Marketing Officer	\$193,534	\$226,093	\$270,948	\$348,439
	Assistant Vice Chancellor for Marketing & Creative Strategies	\$155,587	\$187,006	\$217,822	\$280,119
	Creative Director of Marketing Communications	\$83,813	\$114,923	\$117,338	\$150,896
	Executive Director of Development Communication & Stewardship	\$94,289	\$129,289	\$132,005	\$169,758
	Executive Director for Development	\$86,819	\$105,538	\$121,547	\$156,309
	Executive Director of College Advancement	\$86,819	\$105,538	\$121,547	\$156,309
	Executive Director of College Advancement	\$96,466	\$117,264	\$135,052	\$173,677
	Associate Director of Development	\$65,965	\$80,283	\$92,351	\$118,764
	Associate Director of Gift Planning	\$82,145	\$101,586	\$115,003	\$147,894
	Associate Director of Development	\$73,295	\$89,203	\$102,612	\$131,959
	Associate Director of Gift Planning	\$82,145	\$101,586	\$115,003	\$147,894
	Associate Director of Annual Giving Marketing	\$59,180	\$65,039	\$82,851	\$106,547
	Associate Vice Chancellor for University Development	\$213,364	\$235,877	\$298,710	\$384,141
	Assistant Director of Development	\$65,755	\$72,265	\$92,057	\$118,385
	Assistant Vice Chancellor for University Development	\$146,016	\$190,550	\$204,422	\$262,887
	Director of Development, Major Gifts	\$73,295	\$89,203	\$102,612	\$131,959
	Director of Development, Major Gifts	\$73,295	\$89,203	\$102,612	\$131,959

NC State University
Proposed FY 2018 - 2019
SAAO Tier II Salary Ranges

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Unit/College Name	Working Title	FY 2018-19 Minimum**	FY 2018 - 19 Targeted Market Range		FY 2018-19 Maximum
			50th Percentile	75th Percentile	
University Advancement (cont.)	Director of Development, Major Gifts	\$73,295	\$89,203	\$102,612	\$131,959
	Director of Development, Major Gifts	\$73,295	\$89,203	\$102,612	\$131,959
	Director of Development	\$73,295	\$89,203	\$102,612	\$131,959
	Executive Director of Central Major Gifts	\$148,875	\$195,894	\$208,425	\$268,035
	Executive Director of Corporate and Foundation Relations	\$137,265	\$174,618	\$192,171	\$247,132
	Executive Director of Gift Planning	\$116,813	\$152,440	\$163,538	\$210,310
	Executive Director for Annual Giving	\$110,098	\$139,363	\$154,137	\$198,220
	Associate Director, Corporate Foundation Relations	\$65,755	\$72,265	\$92,057	\$118,385
	Assistant Director, Corporate and Foundation Relations	\$50,970	\$62,519	\$71,359	\$91,767
	Director of Special Projects and Fundraising Initiatives	\$50,970	\$62,519	\$71,359	\$91,767
	Associate Director Annual Giving for Constituent Programs	\$65,755	\$72,265	\$92,057	\$118,385
	Assistant Director of Annual Giving for Acquisition and Retention	\$45,289	\$57,968	\$63,404	\$81,538
	Associate Vice Chancellor Alumni Relations	\$169,661	\$210,424	\$237,526	\$305,458
	Associate Executive Director of Membership and Affinity Partnerships	\$63,482	\$85,380	\$88,875	\$114,293
	Associate Executive Director for Communications, Marketing and Alumni Travel	\$94,289	\$129,289	\$132,005	\$169,758
	Associate Executive Director Alumni Outreach, Engagement and Events	\$63,482	\$85,380	\$88,875	\$114,293
	Associate Vice Chancellor for Advancement Services	\$170,691	\$188,702	\$238,968	\$307,313
	Senior Director of Advancement Services	\$155,686	\$148,593	\$217,960	\$280,297
	Director of Donor Services	\$86,663	\$95,216	\$121,328	\$156,028
	Director of Gifts and Records Management	\$96,292	\$105,796	\$134,809	\$173,364
McKimmon Center	Vice Provost for Continuing Education	\$124,722	\$146,033	\$174,611	\$224,550
Athletics	Director of Athletics	\$516,968	\$613,541	\$723,756	\$930,750
	Deputy Athletic Director for Internal Operations	\$152,192	\$190,368	\$213,068	\$274,006
	Deputy Athletic Director for External Operations	\$152,192	\$190,368	\$213,068	\$274,006
College of Agriculture & Life Sciences (CALS)	Associate Dean and Director, Academic Programs	\$170,980	\$230,200	\$239,372	\$307,833
	Senior Associate Dean, Agriculture	\$186,524	\$251,127	\$261,133	\$335,817

NC State University
Proposed FY 2018 - 2019
SAAO Tier II Salary Ranges

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Unit/College Name	Working Title	FY 2018-19 Minimum**	FY 2018 - 19 Targeted Market Range		FY 2018-19 Maximum
			50th Percentile	75th Percentile	
College of Agriculture & Life Sciences (CALS - cont.)	Executive Director - Major Gifts	\$80,624	\$98,123	\$112,874	\$145,155
	Director of Gift Planning	\$73,295	\$89,203	\$102,612	\$131,959
	Director of Major Gifts, Central or Eastern Region	\$65,965	\$80,283	\$92,351	\$118,764
	Director of Major Gifts, Central or Eastern Region	\$73,295	\$89,203	\$102,612	\$131,959
	Associate Director of North Carolina 4-H Development Fund	\$73,295	\$89,203	\$102,612	\$131,959
	Executive Director and Assistant Dean of College Advancement	\$125,406	\$152,443	\$175,568	\$225,780
	Assistant Director of Development, Foundation	\$65,965	\$80,283	\$92,351	\$118,764
	Assistant Director of Development, Foundation	\$65,965	\$80,283	\$92,351	\$118,764
	Director of Development, Crop Sciences	\$73,295	\$89,203	\$102,612	\$131,959
	Director of Development, North Carolina FFA Foundation	\$73,295	\$89,203	\$102,612	\$131,959
	Director of Gifts and Records Management, Agriculture Foundation	\$73,295	\$89,203	\$102,612	\$131,959
	Director of Major Gifts, Agriculture Foundation, Western Region	\$73,295	\$89,203	\$102,612	\$131,959
	Executive Director - Major Gifts, Agriculture Foundation	\$80,624	\$98,123	\$112,874	\$145,155
	Senior Director of Major and Leadership Gifts, Agriculture Foundation	\$80,624	\$98,123	\$112,874	\$145,155
	Executive Director - Major Gifts, Agriculture Foundation	\$80,624	\$98,123	\$112,874	\$145,155
	Executive Director - CALS Agricultural Foundation	\$80,624	\$98,123	\$112,874	\$145,155
	Assistant Director of CALS Alumni & Friends Society	\$52,902	\$71,150	\$74,062	\$95,244
	Executive Director of Alumni & External Relations, Agriculture Foundation	\$86,819	\$105,538	\$121,547	\$156,309
	Assistant Dean for Diversity, Outreach & Engagement	\$139,787	\$169,085	\$195,702	\$251,672
	NC Plant Sciences Initiative Launch Director	\$139,893	\$188,345	\$195,850	\$251,863
	Associate Dean for Research CALS; Director NCARS	\$170,980	\$230,200	\$239,372	\$307,833
	Assistant Dean for Business Operations	\$112,826	\$141,463	\$157,956	\$203,131
	Director of Budgets and Planning	\$65,540	\$82,945	\$91,755	\$117,997
	Assistant Dean for Human Resources	\$104,605	\$100,473	\$146,447	\$188,331
	Director of Marketing and Communications, NCCES	\$73,336	\$100,558	\$102,670	\$132,034
	Associate Dean and Director Extension	\$170,980	\$230,200	\$239,372	\$307,833

NC State University
Proposed FY 2018 - 2019
SAAO Tier II Salary Ranges

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Unit/College Name	Working Title	FY 2018-19 Minimum**	FY 2018 - 19 Targeted Market Range		FY 2018-19 Maximum
			50th Percentile	75th Percentile	
CALS (cont.)	Director of Marketing and Communications	\$94,289	\$129,289	\$132,005	\$169,758
College of Design	Associate Dean	\$122,290	\$153,667	\$171,205	\$220,170
	Assistant Dean, External Relations	\$73,336	\$100,558	\$102,670	\$132,034
	Assistant Dean for Finance and Administration	\$101,543	\$127,316	\$142,160	\$182,818
	Assistant Dean for Student and Academic Services	\$88,938	\$111,758	\$124,513	\$160,124
	Assistant Director of Development	\$50,970	\$62,519	\$71,359	\$91,767
	Associate Dean of Operations	\$122,290	\$153,667	\$171,205	\$220,170
	Assistant Dean for Research and Extension	\$100,055	\$125,728	\$140,077	\$180,139
College of Education	Associate Director of Development	\$65,965	\$80,283	\$92,351	\$118,764
	Associate Dean for Academic Affairs	\$140,774	\$180,044	\$197,084	\$253,450
	Associate Dean for Research and Innovation	\$140,774	\$180,044	\$197,084	\$253,450
	Assistant Dean for Professional Education and Accreditation	\$115,179	\$147,309	\$161,250	\$207,368
	Assistant Dean for Finance	\$101,543	\$127,316	\$142,160	\$182,818
	Director of Marketing and Communications	\$73,336	\$100,558	\$102,670	\$132,034
	Assistant Dean Academic Affairs	\$103,030	\$116,377	\$144,241	\$185,494
College of Engineering	Associate Dean for Undergraduate Affairs	\$179,109	\$241,045	\$250,753	\$322,468
	Assistant Dean for Development and College Relations	\$125,406	\$152,443	\$175,568	\$225,780
	Associate Dean for Faculty Development	\$179,109	\$241,045	\$250,753	\$322,468
	Associate Dean of Graduate and International Programs	\$179,109	\$241,045	\$250,753	\$322,468
	Director of External Relations	\$65,755	\$72,265	\$92,057	\$118,385
	Director of Marketing and Communications	\$83,813	\$114,923	\$117,338	\$150,896
	Director of Engagement and External Relations	\$80,624	\$98,123	\$112,874	\$145,155
	Assistant Dean Academic Affairs	\$130,261	\$175,306	\$182,365	\$234,522
	Associate Director of Annual Giving and Prospect Development	\$52,902	\$71,150	\$74,062	\$95,244
	Senior Director of Development	\$80,624	\$98,123	\$112,874	\$145,155
	Director of Development	\$80,624	\$98,123	\$112,874	\$145,155

NC State University
Proposed FY 2018 - 2019
SAAO Tier II Salary Ranges

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Unit/College Name	Working Title	FY 2018-19 Minimum**	FY 2018 - 19 Targeted Market Range		FY 2018-19 Maximum
			50th Percentile	75th Percentile	
College of Engineering (cont.)	Director of Development	\$80,624	\$98,123	\$112,874	\$145,155
	Executive Director of Major Gifts and Campaign Planning	\$96,466	\$117,264	\$135,052	\$173,677
	Director of Development	\$73,295	\$89,203	\$102,612	\$131,959
	Assistant Dean for Finance and Business Management	\$112,826	\$141,463	\$157,956	\$203,131
	Assistant Dean for Personnel and Administration	\$104,605	\$100,473	\$146,447	\$188,331
College of Natural Resources	Director of Development	\$65,965	\$80,283	\$92,351	\$118,764
	Assistant Dean for College Advancement	\$106,112	\$128,990	\$148,557	\$191,044
	Assistant Dean for Finance and Business	\$101,543	\$127,316	\$142,160	\$182,818
	Director of Marketing & Communications	\$73,336	\$100,558	\$102,670	\$132,034
	Executive Director of Forest Assets	\$86,819	\$105,538	\$121,547	\$156,309
	College Advancement Manager	\$50,970	\$62,519	\$71,359	\$91,767
	Associate Dean for Academic Affairs	\$128,049	\$162,787	\$179,268	\$230,539
	Associate Dean for Research	\$128,049	\$162,787	\$179,268	\$230,539
	Associate Dean for Extension & Department Extension	\$115,244	\$146,508	\$161,342	\$207,485
College of Humanities & Social Sciences	Assistant Dean of Finance and Administration	\$112,826	\$141,463	\$157,956	\$203,131
	Director of Donor and Alumni Relations	\$52,902	\$71,150	\$74,062	\$95,244
	Assistant Dean of Undergraduate Programs	\$91,582	\$103,447	\$128,215	\$164,884
	Associate Dean for Academic Affairs	\$131,982	\$165,728	\$184,775	\$237,620
	Associate Dean for Research and Engagement	\$131,982	\$165,728	\$184,775	\$237,620
	Assistant Dean of Diversity Programs and Faculty/Staff Diversity	\$139,787	\$169,085	\$195,702	\$251,672
	Assistant Dean for Interdisciplinary Studies and International Programs	\$103,030	\$116,377	\$144,241	\$185,494
College of Sciences	Associate Director of Development	\$45,465	\$58,879	\$63,651	\$81,855
	Assistant Dean of College Advancement	\$125,406	\$152,443	\$175,568	\$225,780
	Senior Associate Dean	\$167,295	\$222,142	\$234,213	\$301,198
	Director of Development, Alumni & Donor Relations	\$58,192	\$78,265	\$81,469	\$104,769
	Assistant Dean for Academic Programs, Student Diversity and Engagement	\$69,792	\$80,951	\$97,709	\$125,654

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Proposed FY 2018 - 2019
SAAO Tier II Salary Ranges

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Unit/College Name	Working Title	FY 2018-19 Minimum**	FY 2018 - 19 Targeted Market Range		FY 2018-19 Maximum
			50th Percentile	75th Percentile	
College of Sciences (cont.)	Assistant Dean for Culture, Talent and Human Resources	\$104,605	\$100,473	\$146,447	\$188,331
	Assistant Dean for Business Operations	\$112,826	\$141,463	\$157,956	\$203,131
	Director of Development	\$80,624	\$98,123	\$112,874	\$145,155
	Director of Development, College of Sciences	\$80,624	\$98,123	\$112,874	\$145,155
	Associate Dean of Academic Affairs	\$153,354	\$203,630	\$214,695	\$276,098
	Associate Dean for Research	\$153,354	\$203,630	\$214,695	\$276,098
College of Textiles	Assistant Dean for Finance and Administration	\$101,543	\$127,316	\$142,160	\$182,818
	Director of Development	\$65,965	\$80,283	\$92,351	\$118,764
	Executive Director North Carolina Textile Foundation	\$106,112	\$128,990	\$148,557	\$191,044
	Associate Dean for Industry Research and Extension	\$139,413	\$185,118	\$195,178	\$250,998
	Marketing and Communications Director	\$73,336	\$100,558	\$102,670	\$132,034
	Assistant Director for Annual Giving and Prospect Development	\$45,289	\$57,968	\$63,404	\$81,538
	Associate Dean for Research	\$139,413	\$185,118	\$195,178	\$250,998
	Assistant Dean for IT and Facilities Site Director	\$80,093	\$99,290	\$112,130	\$144,199
	Assistant Dean for Academic Programs and Student Affairs	\$91,582	\$103,447	\$128,215	\$164,884
	Associate Dean for Academic Programs	\$139,413	\$185,118	\$195,178	\$250,998
College of Veterinary Medicine	Executive Director of Development	\$80,624	\$98,123	\$112,874	\$145,155
	Director of Development	\$73,295	\$89,203	\$102,612	\$131,959
	Assistant Dean for Human Resources	\$95,096	\$91,340	\$133,134	\$171,210
	Assistant Dean, Business and Finance	\$101,543	\$127,316	\$142,160	\$182,818
	Director of Communications and Marketing	\$83,813	\$114,923	\$117,338	\$150,896
	Director of Development, Major Gifts	\$73,295	\$89,203	\$102,612	\$131,959
	Associate Dean of College Advancement	\$115,759	\$140,717	\$162,062	\$208,412
	Associate Dean & Director of Academic Affairs	\$161,459	\$204,522	\$226,043	\$290,692
	Associate Dean and Director of Research and Graduate Studies	\$161,459	\$204,522	\$226,043	\$290,692
	Associate Dean and Director, Veterinary Medical Services	\$161,459	\$204,522	\$226,043	\$290,692

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Proposed FY 2018 - 2019
SAAO Tier II Salary Ranges

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Unit/College Name	Working Title	FY 2018-19 Minimum**	FY 2018 - 19 Targeted Market Range		FY 2018-19 Maximum
			50th Percentile	75th Percentile	
College of Veterinary Medicine (cont.)	Assistant Dean of Student Development	\$132,103	\$167,336	\$184,944	\$237,839
	Major Gifts Officer	\$65,755	\$72,265	\$92,057	\$118,385
Poole College of Management	Director of Development	\$65,965	\$80,283	\$92,351	\$118,764
	Assistant Dean, Finance & Administration	\$101,543	\$127,316	\$142,160	\$182,818
	Director of Development	\$65,965	\$80,283	\$92,351	\$118,764
	Director of Alumni Relations and Special Events	\$52,902	\$71,150	\$74,062	\$95,244
	Executive Director of College Advancement	\$106,112	\$128,990	\$148,557	\$191,044
	Associate Dean for Faculty and Academic Affairs	\$211,323	\$280,430	\$295,853	\$380,466
	Assistant Vice Provost and Executive Director of the Entrepreneurship Clinic	\$98,595	\$123,345	\$138,033	\$177,510
	Associate Dean for Graduate Programs & Research	\$211,323	\$280,430	\$295,853	\$380,466
	Assistant Dean, Jenkins MBA Program	\$115,260	\$148,974	\$161,364	\$207,514
	Associate Dean of Undergraduate Programs	\$190,191	\$252,387	\$266,267	\$342,420
Division of Academic & Student Affairs	Student Ombuds	\$98,595	\$123,345	\$138,033	\$177,510
	Assistant Vice Chancellor and Chief of Staff	\$106,831	\$137,111	\$149,563	\$192,338
	Associate Vice Chancellor for Business Administration	\$123,244	\$154,182	\$172,541	\$221,888
	Assistant Vice Chancellor for Finance	\$101,543	\$127,316	\$142,160	\$182,818
	Assistant Vice Chancellor for Human Resources	\$95,096	\$91,340	\$133,134	\$171,210
	Executive Director of College Advancement	\$86,819	\$105,538	\$121,547	\$156,309
	Assistant Director of Arts Development	\$50,970	\$62,519	\$71,359	\$91,767
	Director of Marketing and Communications	\$73,336	\$100,558	\$102,670	\$132,034
	Assistant Dean and Director of the Academic Support Program for Student Athletes	\$99,329	\$118,941	\$139,061	\$178,833
	Associate Vice Chancellor, University College and Director for Academic Advising	\$122,092	\$156,699	\$170,929	\$219,814
	Assistant Vice Chancellor of Pathways Programs, TRIO	\$114,461	\$146,905	\$160,246	\$206,076
	Director of Facilities Planning and Management	\$98,816	\$124,769	\$138,343	\$177,909
	Executive Director for the Arts	\$135,935	\$167,407	\$190,309	\$244,737
	Director of Development for ARTS NC STATE	\$65,965	\$80,283	\$92,351	\$118,764

NC State University
Proposed FY 2018 - 2019
SAAO Tier II Salary Ranges

Tab 7.2B
Page 11

Unit/College Name	Working Title	FY 2018-19 Minimum**	FY 2018 - 19 Targeted Market Range		FY 2018-19 Maximum
			50th Percentile	75th Percentile	
Division of Academic & Student Affairs (cont.)	Assistant Director of Development, Arts Development	\$50,970	\$62,519	\$71,359	\$91,767
	Senior Assoc Vice Chanc for Student Development, Health, and Wellness	\$152,615	\$195,874	\$213,661	\$274,768
	Executive Director, Counseling and Prevention Services	\$113,954	\$148,229	\$159,536	\$205,163
	Director, Student Health Services	\$136,178	\$162,994	\$190,649	\$245,174
	Associate Vice Provost for Student Leadership and Engagement	\$94,662	\$110,014	\$132,527	\$170,430
	Senior Associate Dean, University College	\$114,477	\$129,308	\$160,268	\$206,105
	Assistant Dean for University College and Director for Academic Advising	\$92,082	\$123,305	\$128,915	\$165,785
NCSU Libraries	Development Officer, Friends of the Library	\$59,180	\$65,039	\$82,851	\$106,547
	Director, Finance and Business	\$84,619	\$106,097	\$118,467	\$152,349
	Director of Development, Major Gifts	\$65,965	\$80,283	\$92,351	\$118,764
	Executive Director of Development	\$86,819	\$105,538	\$121,547	\$156,309
	Deputy Director of Libraries	\$113,086	\$147,839	\$158,320	\$203,599
Office of General Counsel	Associate General Counsel	\$143,651	\$170,460	\$201,111	\$258,629
	Associate General Counsel	\$143,651	\$170,460	\$201,111	\$258,629
	Associate General Counsel	\$143,651	\$170,460	\$201,111	\$258,629
	Associate General Counsel	\$143,651	\$170,460	\$201,111	\$258,629
	Assistant General Counsel	\$104,473	\$123,971	\$146,263	\$188,094
	Assistant General Counsel	\$104,473	\$123,971	\$146,263	\$188,094
	Deputy General Counsel	\$213,568	\$221,031	\$298,995	\$384,507
	University Compliance Manager	\$81,953	\$80,639	\$114,734	\$147,547
	University Records Officer	\$61,464	\$60,479	\$86,050	\$110,660
Division of Enrollment Management & Services (EMAS)	Associate Vice Provost and Director of Undergraduate Admissions	\$143,396	\$152,230	\$200,754	\$258,170
	Associate Vice Provost for Enrollment Systems and Operations	\$96,918	\$125,226	\$135,686	\$174,492
	Associate Vice Provost and Director of Communication	\$91,371	\$110,811	\$127,920	\$164,505
	Senior Vice Provost for Enrollment Management and Services	\$192,687	\$230,057	\$269,762	\$346,914
	Assistant Vice Provost, Financial Operations and Audit	\$101,543	\$127,316	\$142,160	\$182,818

NC State University
Proposed FY 2018 - 2019
SAAO Tier II Salary Ranges

Tab 7.2B
Page 12

Unit/College Name	Working Title	FY 2018-19 Minimum**	FY 2018 - 19 Targeted Market Range		FY 2018-19 Maximum
			50th Percentile	75th Percentile	
EMAS (cont.)	Director of Scholarships & Financial Aid	\$121,196	\$146,951	\$169,674	\$218,201
Academic Outreach & Entrepreneurship	Associate Vice Provost, Online and Distance Education	\$117,157	\$126,112	\$164,020	\$210,930
	Associate Vice Provost, Online and Distance Education	\$117,157	\$126,112	\$164,020	\$210,930
	Associate Vice Provost, Academic Technology Innovation	\$112,577	\$139,052	\$157,608	\$202,684
	Associate Vice Provost for Marketing and Partnership Development	\$111,299	\$119,806	\$155,819	\$200,383
	Assistant Vice Provost and Managing Director for NC State Entrepreneurship Alliance	\$98,595	\$123,345	\$138,033	\$177,510
	Assistant Vice Provost, Business Operations	\$112,826	\$141,463	\$157,956	\$203,131
	Senior Vice Provost for Academic Outreach and Entrepreneurship	\$195,082	\$247,755	\$273,115	\$351,226
Institute for Emerging Issues	Director of Development	\$65,965	\$80,283	\$92,351	\$118,764
	Annual Gifts Director	\$59,180	\$65,039	\$82,851	\$106,547
	Director, IEI and Vice Provost for Outreach and Engagement	\$195,439	\$251,521	\$273,615	\$351,869
Office of Institutional Equity & Diversity	Associate Vice Provost for Diversity Engagement, Training and Education	\$92,090	\$105,400	\$128,927	\$165,800
	Assistant Vice Provost, Student Diversity	\$83,719	\$95,818	\$117,206	\$150,727
	Associate Vice Provost for Equal Opportunity and Deputy Title IX Coordinator	\$92,090	\$105,400	\$128,927	\$165,800
	Assistant Equal Opportunity Officer	\$75,347	\$86,236	\$105,485	\$135,654
	Vice Provost for Institutional Equity and Diversity	\$133,882	\$165,743	\$187,435	\$241,042
Office of Global Engagement	Associate Vice Provost, Director External Relations and Development	\$77,173	\$93,811	\$108,042	\$138,942
	Vice Provost for International Affairs	\$176,981	\$227,231	\$247,774	\$318,637
	Associate Vice Provost of the Global Training Initiative	\$74,770	\$87,467	\$104,678	\$134,616
Vice Chancellor for Finance & Administration	Executive Director, University Business Operations	\$112,826	\$141,463	\$157,956	\$203,131
	Director of Operations, Analysis and Planning	\$112,826	\$141,463	\$157,956	\$203,131
Environmental Health & Safety	Director of Security Applications & Technology	\$108,912	\$137,823	\$152,477	\$196,085
	Director of Transportation	\$116,322	\$150,426	\$162,850	\$209,426
	Police Chief	\$149,823	\$188,128	\$209,752	\$269,741
	Associate Vice Chancellor for Environmental Health and Public Safety	\$179,788	\$225,753	\$251,703	\$323,690
	Radiation Safety Officer/Assistant Director of EH&S	\$89,679	\$111,714	\$125,551	\$161,458

NC State University
Proposed FY 2018 - 2019
SAAO Tier II Salary Ranges

Tab 7.2B
Page 13

Unit/College Name	Working Title	FY 2018-19 Minimum**	FY 2018 - 19 Targeted Market Range		FY 2018-19 Maximum
			50th Percentile	75th Percentile	
Environmental Health & Safety (cont.)	Director of Risk Management	\$109,287	\$133,739	\$153,002	\$196,760
	Director, Environmental Health and Safety	\$137,968	\$171,868	\$193,155	\$248,398
	Manager of Environmental Affairs	\$82,781	\$103,121	\$115,893	\$149,039
University Real Estate & Development	Director of Real Estate	\$120,745	\$133,061	\$169,043	\$217,389
	Associate Vice Chancellor for University Real Estate Operations	\$193,191	\$212,898	\$270,468	\$347,822
	Director of Centennial Campus Real Estate	\$120,745	\$133,061	\$169,043	\$217,389
Facilities Division	Associate Vice Chancellor for Facilities	\$191,459	\$246,351	\$268,043	\$344,703
	Director for Capital Project Management	\$132,226	\$129,000	\$185,117	\$238,060
	University Architect	\$149,971	\$174,959	\$209,959	\$270,007
	Senior Director, Facilities Services	\$132,226	\$129,000	\$185,117	\$238,060
	Senior Director, Energy Systems	\$125,032	\$150,015	\$175,044	\$225,107
Budget & Resource Management	Associate Vice Chancellor for Budget and Resource Management	\$162,114	\$195,926	\$226,960	\$291,871
	Assistant Budget Director, Operations	\$73,295	\$89,203	\$102,612	\$131,959
	Assistant Budget Director, Reporting	\$73,295	\$89,203	\$102,612	\$131,959
	Associate Director and University Budget Deputy Director	\$109,011	\$133,376	\$152,615	\$196,263
	Director of Cost Analysis	\$106,873	\$112,716	\$149,622	\$192,413
Campus Enterprises	Associate Vice Chancellor for Campus Enterprises	\$167,495	\$193,984	\$234,493	\$301,558
	Senior Director of Financial and HR Services	\$101,543	\$127,316	\$142,160	\$182,818
	Senior Director of Hospitality Services	\$122,150	\$152,236	\$171,009	\$219,918
	Senior Director for Auxiliary Services	\$117,246	\$135,789	\$164,145	\$211,090
	Director, NC State Trademark and Licensing	\$79,825	\$90,898	\$111,755	\$143,717
	Director of NC State Bookstores	\$95,982	\$113,996	\$134,374	\$172,805
Human Resources	Director, HR Business Operations	\$85,586	\$82,206	\$119,820	\$154,089
	Associate Vice Chancellor for University Human Resources	\$212,085	\$264,572	\$296,918	\$381,837
	Director of Human Resources Information Management	\$99,888	\$131,400	\$139,843	\$179,838
	Senior Director of Talent and Organizational Design Solutions	\$122,671	\$158,013	\$171,740	\$220,857

NC State University
Proposed FY 2018 - 2019
SAAO Tier II Salary Ranges

Tab 7.2B
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Unit/College Name	Working Title	FY 2018-19 Minimum**	FY 2018 - 19 Targeted Market Range		FY 2018-19 Maximum
			50th Percentile	75th Percentile	
Human Resources (cont.)	Director of Organization Design Solutions	\$98,967	\$101,072	\$138,554	\$178,181
	Director, Executive Search Services	\$82,764	\$102,592	\$115,870	\$149,008
	Director of Employee Relations	\$95,065	\$115,916	\$133,091	\$171,155
	Director of EHRA Administration	\$105,153	\$107,389	\$147,214	\$189,317
	Director of Employee Benefits and Programs	\$102,468	\$120,324	\$143,455	\$184,483
	Director of Learning and Organizational Development	\$108,953	\$120,671	\$152,534	\$196,159
Finance Division	Associate Vice Chancellor for Finance and University Treasurer	\$226,875	\$268,333	\$317,625	\$408,466
	Senior Director, Strategic Debt and Financial Management	\$117,136	\$149,859	\$163,990	\$210,891
	Director, University Cashier	\$108,916	\$132,212	\$152,482	\$196,092
	Foundations Controller	\$105,630	\$121,489	\$147,881	\$190,176
	Senior Director - Foundations Accounting & Investments	\$144,167	\$184,442	\$201,834	\$259,559
	Director of Investments	\$126,146	\$161,387	\$176,605	\$227,114
	Director, Materials Management	\$131,737	\$157,097	\$184,432	\$237,180
	Associate University Controller	\$105,630	\$121,489	\$147,881	\$190,176
	University Controller	\$149,593	\$178,443	\$209,430	\$269,327
	Financial Reporting Director	\$93,893	\$107,990	\$131,450	\$169,045
	Director of Payroll	\$97,622	\$122,173	\$136,671	\$175,759
	Director of Contracts and Grants	\$142,253	\$169,728	\$199,154	\$256,112
Office of Information Technology	Chief Information Security Officer	\$145,216	\$183,764	\$203,303	\$261,447
	Assistant Vice Chancellor for Technology Support Services	\$114,279	\$136,871	\$159,990	\$205,747
	Assistant Vice Chancellor of Enterprise Application Services	\$137,491	\$183,762	\$192,487	\$247,538
	Assistant Vice Chancellor for Communication Technology	\$123,089	\$157,748	\$172,324	\$221,609
	Assistant Vice Chancellor for Shared Services	\$143,736	\$175,711	\$201,230	\$258,782
	Director of Platform Services	\$114,250	\$136,731	\$159,949	\$205,695

*All salaries full-time, twelve months equivalencies

**The minimum and maximum of each salary range is determined by calculating an 80% spread centered on the 75th percentile. Because the minimum and maximum are calculated and the 50th and 75th percentiles are actual data points, occasionally the calculated minimum will be higher than the 50th percentile.

	Head Coach	Offensive Coordinator	Defensive Coordinator	Assistant 3	Assistant 4	Assistant 5	Assistant 6	Assistant 7	Assistant 8	Assistant 9	Assistant 10	Asst AD Ops	Asst AD S&C	FB Directors
BONUSES COMPENSATION														
<u>Academic (earn highest in each category)</u>														
Federal Graduation Rate (FGR)														
Single Year FGR of 70% - 79%	25,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500		
Single Year FGR of 80% - 89%	50,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000		
Single Year FGR of 90% - 99%	75,000	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500		
Single Year FGR of 100%	100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000		
Graduation Success Rate (GSR)														
Four Year GSR of 70% - 79%	25,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500		
Four Year GSR of 80% - 89%	50,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000		
Four Year GSR of 90% - 99%	75,000	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500		
Four Year GSR of 100%	100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000		
Academic Progress Rate (APR)														
Single Year APR of 970-979	25,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500		
Single Year APR of 980-989	50,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000		
Single Year APR of 990-999	75,000	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500		
Single Year APR of 1000	100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000		
Maximum Academic Bonus	\$ 300,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	N/A	N/A
<u>Competitive (earn highest in each category)</u>														
ACC Championship														
Wins ACC Atlantic Division	100,000	25,000	25,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
Wins ACC Championship	200,000	50,000	50,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	0.5 month
Bowls														
Non-CFP Bowl Appearance	25,000	20,000	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	1 month
Non-CFP Bowl Win	50,000	45,000	45,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
Non-Semifinal/NY6 Bowl Appearance	100,000	25,000	25,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
Non-Semifinal/NY6 Bowl Win	200,000	55,000	55,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
Playoff														
CFP Semifinal Appearance	250,000	35,000	35,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
CFP National Championship Appearance	300,000	45,000	45,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
CFP National Championship	500,000	65,000	65,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	0.5 month
Final Ranking														
Top 25 CFP Final Ranking	50,000	15,000	15,000	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	
Top 15 CFP Final Ranking	100,000	30,000	30,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
Maximum Competitive Bonus	\$ 800,000	\$ 145,000	\$ 145,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	2 months
MAXIMUM POSSIBLE BONUS	\$ 1,100,000	\$ 175,000	\$ 175,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 70,000	2 months

REPORTS

Residency for Full Scholarship Undergraduate Students REG 02.70.3

1. INTRODUCTION

1.1 Pursuant to North Carolina General Statute 116-143.6, the North Carolina State University Board of Trustees authorized the Chancellor to recognize entities as he/she may deem appropriate as providers of full scholarships for undergraduate students. Pursuant to that authority, the Chancellor will post annually a list of such providers in the Standard Operating Practice on Residency for Full Scholarship Undergraduates, at least six months prior to the semester in which it is to be effective.

1.2 Effective with the Summer II 2006 semester, NC State University will consider students who accepted admission on or after July 1, 2005 and who receive full scholarships, as defined by North Carolina General Statute 116-143.6, from the entities designated pursuant to Section 1.1, to be residents of North Carolina for all purposes intended by N.C.G.S. 116-143.6.

2. REPORT TO THE BOARD OF TRUSTEES

The Chancellor will provide the Board of Trustees with an annual report showing a list of the recognized entities and the number of students receiving full scholarships from each entity.

Annual Report

Approved Recognized Entities for 2017-18:

- Park Foundation
- NCSU Foundation, Inc.
- Endowment Fund of NCSU
- NC Agricultural Foundation, Inc.
- NC Dairy Foundation, Inc.
- NC Tobacco Foundation, Inc.
- NCSU Engineering Foundation
- NC Forestry Foundation
- Pulp and Paper Foundation, Inc.
- NCSU College of Sciences Foundation
- NC Textile Foundation
- NC Veterinary Medical Foundation, Inc.
- NCSU Alumni Association, Inc.
- Provost's Academic Award, in conjunction with University Endowed Scholarship Funding

The NCSU Student Aid Association/Wolfpack Club was an approved entity by NC State until July 1, 2010 when the NC General Assembly rescinded the resident tuition benefit for student athletes.

Recognized Entity	# New FR/TR Full Scholarship Non-Resident Students Receiving Resident Tuition Benefit	Total # (New + Continuing) Full Scholarship Non-Resident Students Receiving Resident Tuition Benefit
Park Foundation	15	53
Endowment Fund of NCSU	0	0
Natural Resources Foundation	1	1
Pulp and Paper Foundation	0	4
NC Textiles Foundation	0	4
TOTALS	16	62

Undergraduate Admissions

Special Consideration Process Update

Louis Hunt

Senior Vice Provost and University Registrar
Enrollment Management and Services



Purpose

- Provide a mechanism to admit students with exceptional talents in areas important to the university community
- The overriding criterion in all admissions decisions is the **potential for academic success**
- Process is governed by REG 02.10.4
 - “Identification and Performance Monitoring of Selected Students Requiring Special Consideration for Admissions” – issued in 2003 for the 2004/05 academic year
- Complies with UNC-GA Regulation 700.1.1[R]



Criteria

- The special consideration process includes students that do not meet UNC Minimum Admissions Requirements
- Or, meet two of the following criteria:
 - Rank in bottom half of high school class
 - High School GPA less than 2.5
 - Total SAT less than 900 (verbal and math)
 - SAT Verbal less than 420
 - SAT Math less than 420



Process

- Students are selected for consideration on the basis of their application or advocacy by one or more campus units:
 - Undergraduate Admissions
 - Academic College or Department
 - Athletics
 - Academic Support for Student Athletes
 - Coaching Staff
 - Other campus units
- Students are presented to the committee by the Director of Admissions



Committee Process

- The committee includes the following representation:
 - Admissions Committee, Chair
 - Admissions Committee, Former Chair
 - Senior Vice Provost, Enrollment Management and Services
 - Dean, Academic and Student Affairs
 - Director, Undergraduate Admissions
- Each case is individually reviewed in detail
- Additional materials may be required from internal or external sources



Selection Results

2013 – 2017 Cohorts

Admissions Data

All Freshmen

	2013	2014	2015	2016	2017
Enrolled	4165	4374	4210	4227	4657
High School GPA	4.43	4.45	4.44	4.53	4.54
SAT Total	1242	1248	1250	1261	1309
SAT Verbal	604	607	610	616	647
SAT Math	639	641	641	644	662
ACT	28	28	29	29	29

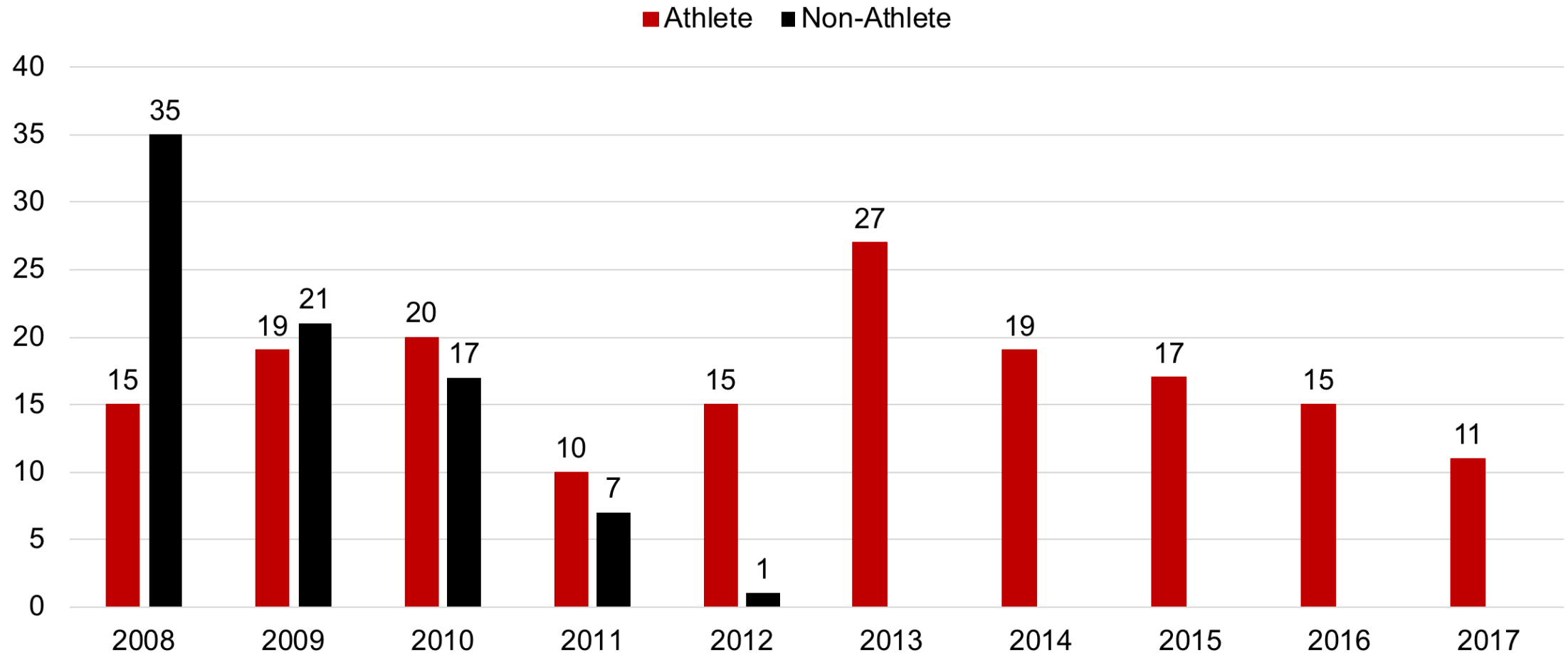
Admissions Data

Special Consideration Cases

	2013	2014	2015	2016	2017
Enrolled	27	19	17	15	11
High School GPA	2.93	3.08	3.03	2.72	2.96
SAT Total	848	827	836	873	878
SAT Verbal	423	401	389	425	430
SAT Math	425	426	447	448	448
ACT	17	17	17	18	19

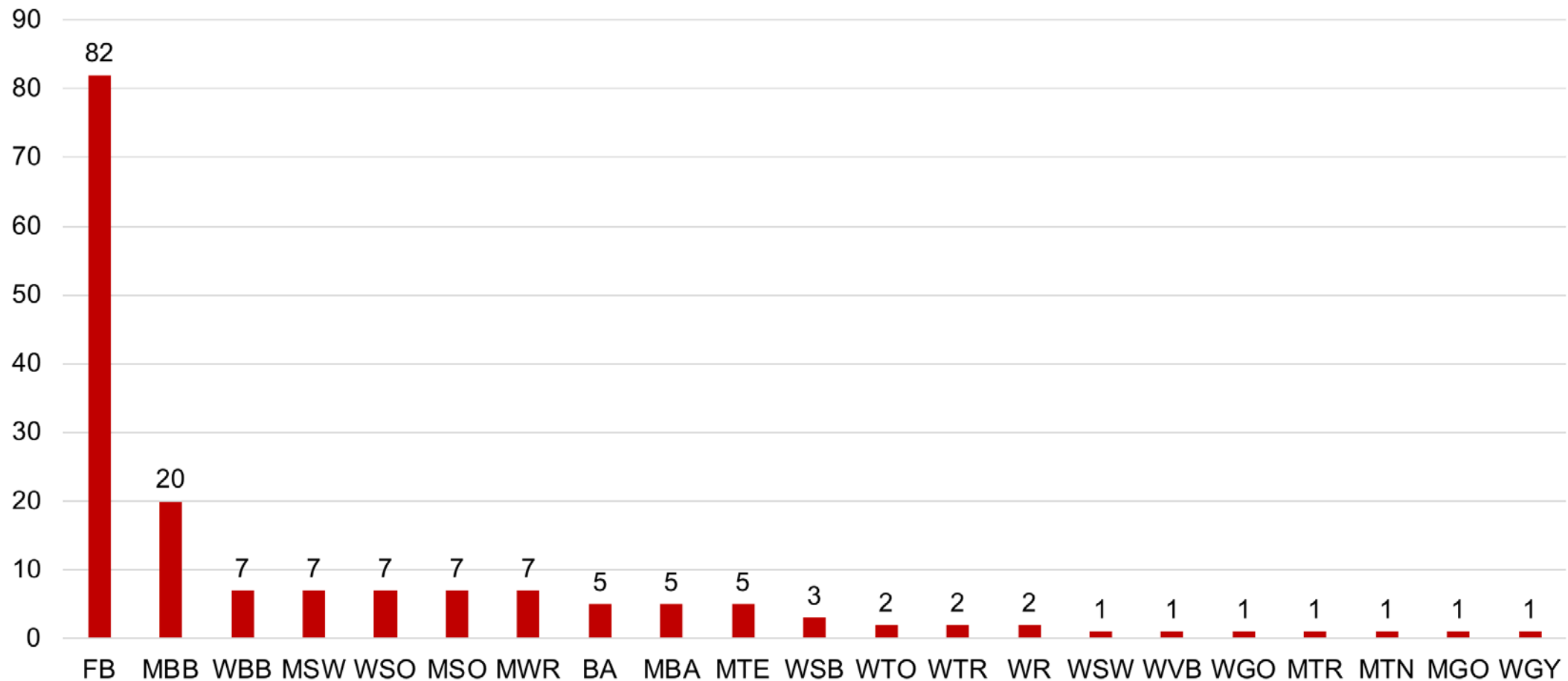
Special Consideration

Ten-Year Enrollment



Special Consideration by Sport

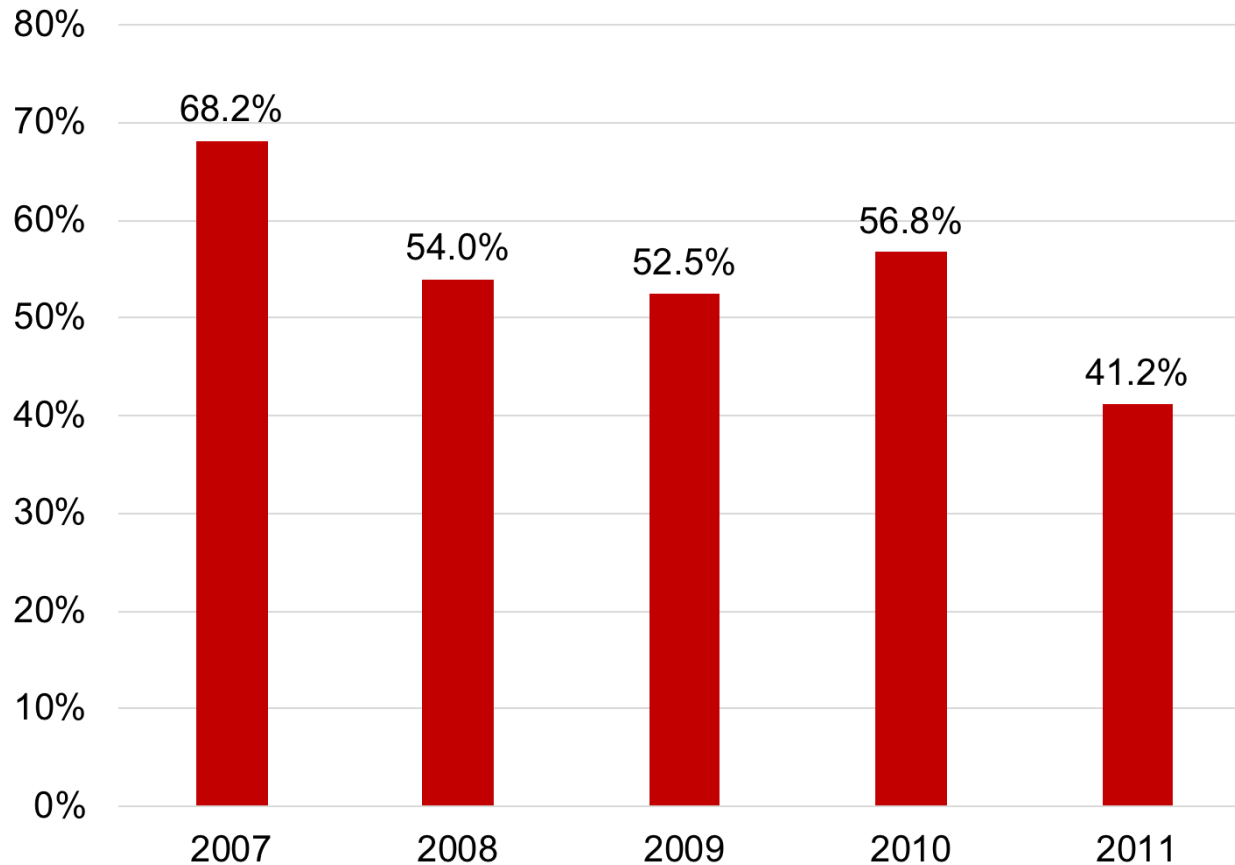
Ten-Year Enrollment



Academic Performance of Special Consideration Cohorts

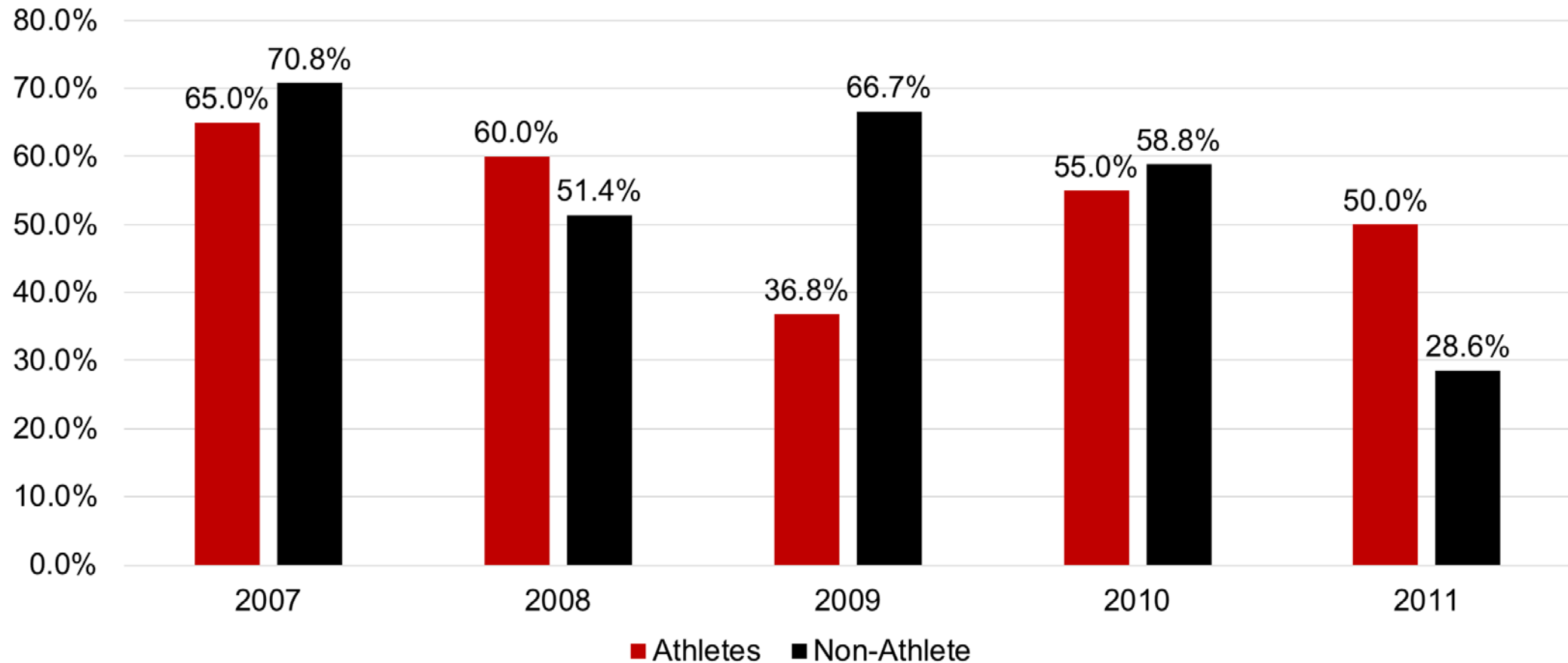
The background of the slide is a photograph of a clock tower, likely the Old Well at NC State, set against a dramatic sky with deep blue and purple hues and scattered white clouds. The tower is a stone structure with a clock face and arched windows.

Graduation Rates of Students Admitted through Special Consideration

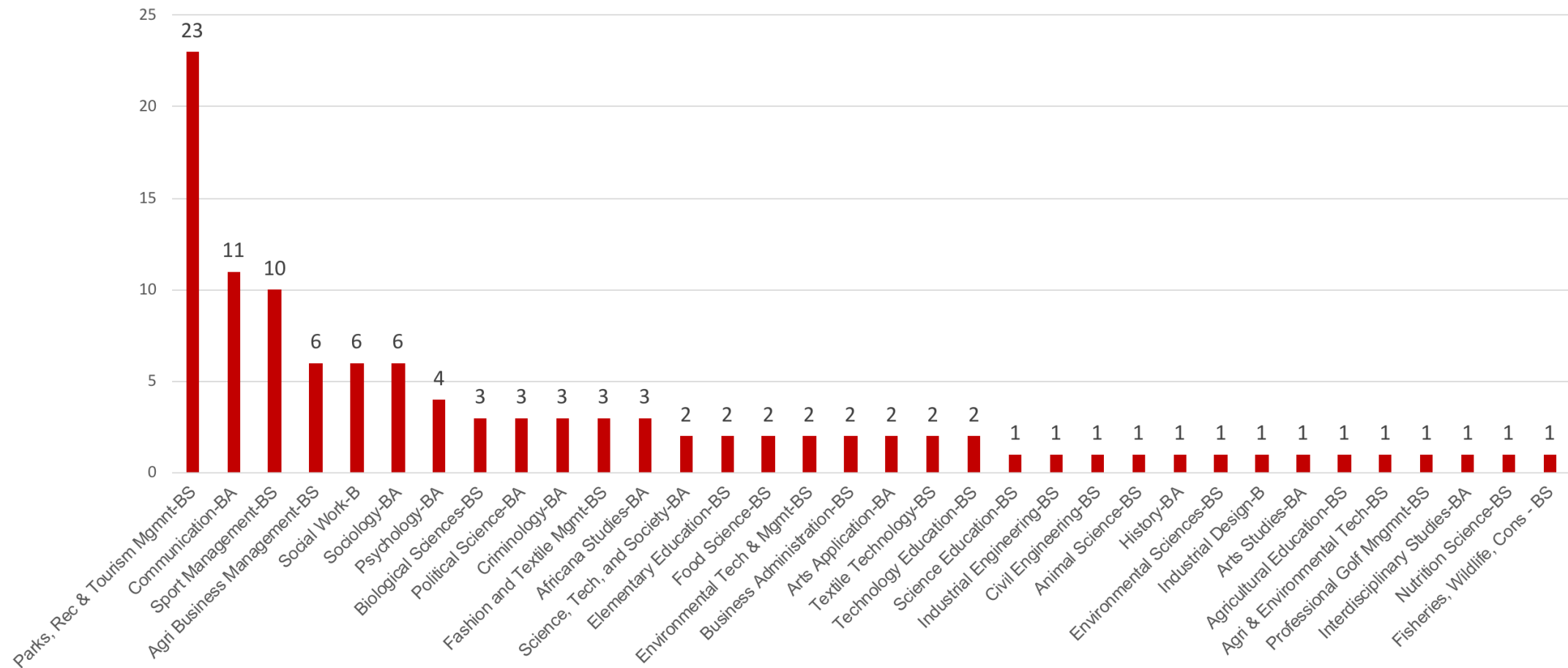


Year	Athletes	Non-Athletes	Total
2007	20	24	44
2008	15	35	50
2009	19	21	40
2010	20	17	37
2011	10	7	17

Graduation Rates of Students Admitted through Special Consideration



Graduation Rates of Students Admitted through Special Consideration 2007 – 2011 Cohorts



Assessment

- Students admitted through special consideration processes are closely monitored and success rates are reported to the following:
 - Admissions Committee
 - Faculty Senate
 - Special Consideration Committee
 - Provost's Athletics Roundtable
 - Board of Trustees





Conclusion / Questions?

NC STATE UNIVERSITY

Chair of the NC State University Faculty Report to the North Carolina State University Board of Trustees

Submitted March 26, 2018

The last report to the Board of Trustees was submitted on January 29, 2018. Since that time, through March 20, 2018 the following topics have been **discussed at the full Faculty Senate**:

1. Faculty Assembly Update (January 23)

Dr. Alton Banks, Faculty Assembly Delegate

Dr. Fred Parker, Faculty Assembly Delegate

Dr. Paul Williams, Faculty Assembly Delegate

Dr. Robert Hayes, Faculty Assembly Delegate

Dr. Carolyn Bird, Chair of the NC State Faculty and Faculty Assembly Delegate

Background: The UNC Faculty Assembly (FA) was created at the request of UNC President William Friday (1972); FA brings together faculty representatives from the 17 institutions. The Assembly continues to work with the President, UNC System Office, and the Board of Governors to represent campus concerns and to communicate policies of the University.

An overview of Faculty Assembly objectives, functions, and organization structure was shared with senators including eligibility to serve as an institutional delegate. An update on topics addressed in Faculty Assembly over the academic year included discussions on the Restore and Protect Free Speech policy, the 120 credit-hour cap, General Administration re-branding, a discussion of improved matriculation processes for military personnel (transfer credit and military base presence), and resolutions passed. A preview of upcoming issues included discussions about student preparation for college in our K-12 schools and a “P-16” effort to examine coordination of Pre-K, 1-12, Community College, and UNC System institutions.

2. University Development / Advancement (February 6)

Brian Sischo, Vice Chancellor, University Advancement

Jill Tasiaco, Sr. Director, Foundations Accounting and Investments

Background: Foundations play a key role in supporting NC State’s mission. Faculty desired to know about foundation functions, how they work on campus, and how can faculty connect with NCSU’s development functions to advance their work.

Vice Chancellor Sischo reported we have accomplished \$1.2 billion toward the \$1.6 billion goal with four years until the campaign ends December 31, 2021. Various approaches to gifting was discussed including those which comprise a combination of cash and life income. A focus of the Foundations office is stewardship and entails separate endowment funds with separate accounting with reports to donors. It was noted that there are multiple development entities within NCSU and faculty should contact their college development staff regarding opportunities for donor support.

3. Transportation Changes Coming to Campus (February 20)

David Rainer, Associate Vice Chancellor, Environmental Health & Safety

Catharine Reeve, Director, Transportation

Background: Transportation to present proposed changes to employee parking zones and to introduce the new License Plate Recognition (LPR) and head-in parking. A “Park-Once” model will be discussed.

Catharine Reeve gave an overview of the transportation five year plan for parking, transit, and transportation alternative plans to promote campus mobility using methods other than automobile. Plans include new and expanded bike rack locations and alignment of Wolfline with employees’ need to travel around and between campuses. The Park Once model would require that a vehicle not use more than one parking lot within a four-hour period and zone cross parking (e.g. “B” sticker could not park in “C” zone) would not be allowed. Discussion revealed that Park Once and zone restrictions would have unintended effects on faculty work and interdisciplinary collaboration. Virtual License Plate Recognition will go into effect July 1, 2018. Transportation will offer a front license plate for sale in support of the ability to back into a space. Other details were provided about how to register a temporary vehicle for LPR for a day (e.g. primary vehicle is in for maintenance).

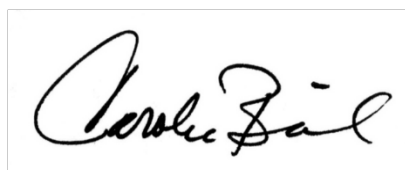
Other items:

The **Spring General Faculty Meeting** was held on March 20, 2018 in the Talley Student Center, Room 4140, Governance Chamber. The topic was Academic Integrity in a Technology-Rich Environment. The topic emerged from two Issues of Concern submitted to Faculty Senate regarding student use of technology in the course of their academic work. The Academic Policy Committee assembled a panel of experts to address three perspectives: academic integrity, faculty, and technology: *Thomas Hardiman*, Director, Office of Student Conduct (academic perspective); *David Austin*, faculty member on the Teaching and learning Technologies Roundtable, and *Neal Parker*, Faculty Senator (faculty perspective); and *Tim Petty* Associate Vice Provost, Online and Distance Education and *Ken Royal*, Associate Professor, College of Veterinary Medicine (technology perspective). Panelists and faculty agreed academic integrity is accomplished through a partnership between faculty and students. Attendees noted this is a conversation warranting ongoing attention given the evolving nature of technology and academic applications. About 65 people attended in person and another eight via webcast.

Faculty Senate elections are in progress with faculty voting for senators and Chair-Elect to take place between March 26th and April 6th.

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/>

Respectfully Submitted by:

A handwritten signature in black ink, appearing to read "Carolyn L. Bird", enclosed within a thin black rectangular border.

Carolyn L. Bird, Ph.D.
Associate Professor of Family Resource Management
Chair of the NC State University Faculty, 2017-2019

NC STATE Staff Senate

Board of Trustees Report

April 19, 2018

Honorable Trustees,

Our senate election took place April 4-18, 2018. We had nominees for all open seats and look forward to another exciting year of engaged and active senators.

The Staff Senate receives concerns from constituents throughout the year. The vice chair takes the lead on investigating issues raised. Issues under review include:

- Mobile C Device (MCD) Allowance Policy to include SHRA and EHRA Non-Exempt employees
- Youth Programs Coordinator to monitor all youth programs at NC State University
- 2018 Parking Changes

During our general sessions, senators received updates on these issues, committee reports and presentations. Following presentations, senators asked questions that furthered our understanding and shared the concerns of staff around these topics. This quarter, topics and guests included:

- Human Resources monthly updates – Marie Williams, AVC for Human Resources
- Management Essentials – Makeba Jackson, L&OD Consultant, Human Resources
- NC State University Campus Capacity and Assessment Study – Doug Morton, AVC for Facilities
- Transportation Updates – Catherine Reeve, Director of Transportation
- Immigration Changes: TPS and DACA Programs – Jill Blitstein, International Employment Manager
- Offboarding Services – Amy Grubbs, Onboarding Center Manager
- PNC Bank: NC State benefits and promotions – Britt Hurst, Human Resources

Staff Senate General Sessions are recorded and meeting minutes are available through our website, <https://staffsenate.ncsu.edu/>.

In service to the university community, the senate supported the following events:

- **NC State Wellness Fair**, February , 2018 (3,000 attendees)
- **Dancing Around the World** – a diversity event engaging staff with students and faculty, March 13, 2018 (more than 120 participants), <https://staffsenate.ncsu.edu/dancing-around-the-world/>
- **March Madness Pack the Shelves**, March 12-31, 2018, food drive in conjunction with the NC State Feed the Pack food pantry
- **Staff Senate Build-A-Block Day**, April 6, 2018, in conjunction with the NC State Habitat for Humanity Chapter's *Brickyard Build*. Teams of staff and students built the walls for three houses on NC State's brickyard.
- Two-part program on recycling: **"Let's Talk Trash" Lunch-n-Learn** with Lani St. Hill followed by a tour of the **Sonoco recycling plant**, February 14 and 22, 2018 (35 participants).

Across this year, I have shared with you the heart and soul of our senators and staff.

NC State Staff Senate—Communicating! Collaborating! Connecting!

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Cathi Dunnagan", with a long, sweeping horizontal line extending from the end of the name.

Cathi Phillips Dunnagan

Lead Instructional Designer, Distance Education and Learning Technology Applications (DELTA)
Chair, NC State Staff Senate, 2017-2018

Employment of Related Persons (Anti-Nepotism Policy) UNC Policy 300.4.2

1. INTRODUCTION

1.1 The UNC Policy prohibits individuals who are related (or in relationships) from supervising each other or participating in decisions about each other's compensation or employment.

1.2 As part of the University's annual conflict-of-interest disclosure process, questions are included to identify employees at NC State who fell under this policy.

2. REPORT TO THE BOARD OF TRUSTEES

2.1 Consistent with the requirements of UNC Policy 300.4.2, Employment of Related Persons (Anti-Nepotism Policy), the Chancellor shall report annually to the Board of Trustees, at the regular meeting falling closest to the date of commencement, concerning all specific cases during the preceding year in which the terms of this policy were applied.

Annual Report 1/1/2017 through 12/31/2017

This report is to confirm that NC State did not have any reported situations out of compliance with the UNC Policy 300.4.2 for the 2017 calendar year.

Number of employees disclosing relations: 973

Number of employees disclosing relations in same reporting unit: 294

Number of incompletely managed relations: 0

**Professors of Distinction with matching funds
from the Distinguished Professors Endowment Trust Fund (DPEFT)
Annual Report – April 2018**

The following were awarded since the time of the last report to the NC State BOT in April 2017:

- Dr. Kady M. Gjessing and Rahna M. Davidson Distinguished Chair in Gerontology to **Dr. Natasha Olby**, College of Veterinary Medicine
- A. Doug Allison Distinguished Professor in Industrial and Systems Engineering to **Dr. Julie Swann**, College of Engineering
- Edward P. Fitts Distinguished Professor of Industrial and Systems Engineering to **Dr. Ola Harrysson**, College of Engineering
- SAS Institute Distinguished Professor of Rhetoric and Technical Communication to **Dr. Jean Goodwin**, College of Humanities and Social Sciences
- Henry A. Foscue Distinguished Professor of Industrial and Systems Engineering to **Dr. Russell King**, College of Engineering
- Goodnight Innovation Distinguished Professor to **Dr. Harald Ade**, Department of Physics, College of Sciences

**TOPIC OF
INTEREST/
COMMITTEE
DISCUSSION**

NC STATE ENTREPRENEURSHIP

entrepreneurship.ncsu.edu



NC State Entrepreneurship

- > Serving as a hub for entrepreneurship at NC State
- > Consolidated communications strategy, new website
- > Strategic coordination at the university level



NC State Entrepreneurship supports, promotes and advances a culture of entrepreneurship throughout the university community by providing resources, fostering collaboration and enhancing communication in support of NC State students, faculty, staff and alumni.

ACADEMIC

- > Major and Minor in Poole College of Management
- > Entrepreneurship Clinic
- > Technology Entrepreneurship and Commercialization
- > Poole College Sustainability Collaborative
- > Arts Entrepreneurship
- > AgriBusiness Entrepreneurship Program
- > Engineering Entrepreneurs Program
- > Entrepreneurship and New Product Development in Textiles
- > Certificate in Interdisciplinary Entrepreneurship (coming fall)

CO-CURRICULAR

- > Social Entrepreneurship & Innovation
- > NCSU Libraries
- > Albright Entrepreneurs Village
- > Entrepreneurship Garage (eGarage)

ALUMNI

- > Wolfpack Investor Network
- > Alumni Entrepreneurs
- > Incubator @ Centennial Campus
- > Miller Fellowship Program
- > Andrews Accelerator

FACULTY & RESEARCH

- > Office of Technology Commercialization and New Ventures

NC State
Entrepreneurship
Alliance Units



Wolfpack Investor Network

- > 126 Members
- > 10 Portfolio Companies
- > \$3.4 Million Invested
- > Currently working on a deal that may surpass \$1M



Alumni Entrepreneurs

- > NC State's fastest growing alumni network
- > 1100 categorized as alumni entrepreneurs
- > Approx. 60% of attendees are Alumni Association members



Highlights

- > 6% of the student body enrolled in an entrepreneurship offering
- > 22 faculty members teaching entrepreneurship
- > 66 companies launched by alumni over the past 5 years
- > \$222.5M raised



3,000 +

students impacted every year through
NC State entrepreneurship offerings.



#19

undergraduate
entrepreneurship program

> **#3 for Startups Launched**

In universities without medical schools | Association of University Technology Managers

> **Outstanding Emerging Entrepreneurship Program**

NC State Entrepreneurship Clinic | U.S. Association for Small Business and Entrepreneurship

> **Top 5 Program, Exceptional Entrepreneurship Activities**

Entrepreneurship Initiative | Global Consortium for Entrepreneurship Centers

> **Selected to host 2019 and 2020 ACC InVenture Prize**

Hosting after Georgia Tech | ACC InVenture Prize

> **\$1.2 Billion Added Income from NC State Startups**

UNC System Statewide Business Startup Impact Survey

> **Alumni Entrepreneurs Network CASE Award**

Council for Advancement and Support of Education

NC STATE ENTREPRENEURSHIP

entrepreneurship.ncsu.edu

**BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY
Nominating Committee
10:00 a.m., April 19, 2018
Chancellor's Conference Room**

**Susan P. Ward , Chair
(Harrell, Murphy)**

AGENDA

CALL TO ORDER AND ETHICS STATEMENT

- 1. Review of Nominating Committee Guidelines
Susan P. Ward, Chair**
- 2. Recommendations for Board Officers
Chair
First Vice Chair
Second Vice Chair
Secretary
Assistant Secretary**
- 3. Adjourn**

NC STATE UNIVERSITY BOARD OF TRUSTEES
Nominating Committee Informational Materials and Guidelines

I. Duties of the Nominating Committee for Officers of the Board

Section 1.3.5 of the Bylaws of the Board of Trustees addresses the duties of the Nominating Committee:

- 1.3.5 “A Nominating Committee shall be appointed each year by the Chair and shall consist of not less than three nor more than five members of the Board. The Chair shall not serve as a member of the Nominating Committee. The Nominating committee shall be responsible for presenting a slate of nominees to the Board at its last meeting before the beginning of each University fiscal year. The slate of nominees shall contain at least one nominee for each of the offices of Chair, First Vice Chair, Second Vice Chair, and Secretary. The guidelines for the Nominating Committee are contained in Appendix I to these Bylaws.”**

Section 1.2. addresses the officers of the Board and states:

1.2 Officers

- 1.2.1 At the first meeting after June 30 of each year, the Board of Trustees shall elect from its membership a Chair, a First Vice Chair, a Second Vice Chair, and a Secretary, each of whom shall serve for a term of one year and until a successor is elected. A Chair who is serving a second consecutive year as Chair is ineligible for reappointment as Chair until one year has elapsed from the end of the second consecutive year of service. If a vacancy occurs in any of these officers, the Board of Trustees shall elect a person to serve for the remainder of the unexpired term. These officers shall perform the duties prescribed by these Bylaws and by the parliamentary authority adopted by the Board of Trustees.**
- 1.2.2 The Board of Trustees may also elect an Assistant Secretary, from among the members of the Chancellor’s staff as recommended by the Chancellor.**

Copies of all minutes, papers and documents of the Board of Trustees may be certified by its Assistant Secretary with the same force and effect as though such certification were made by the Secretary of the Board.

- II. **Appendix I, Section VI, of Board Policy 01.05.10 provides the following Nominating Committee Guidelines concerning the procedures of the Committee:**

Nominating Committee Guidelines

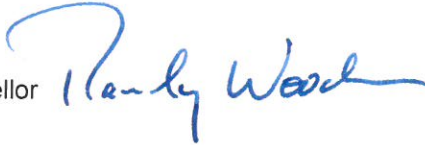
- a) **Select one or more nominees for Chair from Board of Trustee members in their second consecutive (and last) term of appointment.**
- b) **Where possible, ensure that each nominee for Chair corresponds to the guideline of limited continuity of leadership: a term as Chair of at least two years. A Chair who is serving a second consecutive year as Chair is ineligible for reappointment as Chair until one year has elapsed from the end of the second consecutive year of service.**

Current Slate of Trustees Officers (2017-2018):

Chair:	Jimmy D. Clark
First Vice Chair:	Thomas E. Cabaniss
Second Vice Chair:	Stanhope A. Kelly
Secretary:	Ann B. Goodnight
Assistant Secretary:	P.J. Teal

MEMORANDUM

TO: NC State Board of Trustees Nominating Committee
Ms. Susan Ward, Chair
Mr. Jim Harrell
Mr. Wendell Murphy

FROM: W. Randolph Woodson, Chancellor 
SUBJECT: Assistant Secretary to the Board of Trustees

DATE: March 2, 2018

NC State Board of Trustees' bylaws, section 1.2.2, state that the Board may elect an Assistant Secretary, from among the members of the Chancellor's staff as recommended by the Chancellor.

Consistent with the Board's request for my recommendation, I recommend that Ms. P.J. Teal continue to serve the Board as Assistant Secretary.

cc: Jimmy Clark, Chair of the Board

MINUTES
Board of Visitors
March 2, 2018

Members Present: Chair Chuck Flink, Dwight Armstrong, Paul Boney, Katyna Borroto-Esoda, Brenda Brickhouse, Henry Campen, Kathy Council, David Davenport, Erik Dixon, Martha Emrich, Vinton Fountain, Judi Grainger, Ray Huml, Leodis Jennings, Matt Keen, Ray Odierno, John Palmour, Danny Peebles, Michael Pierson, Paul Ridgeway, Jon Rufty, Chuck Sykes, Larry Sykes, Pamela Townsend, Kirsten Weeks. **Members Absent:** Dan McNeill, Ray Odierno, Machel Sanders

I. Introduction

The Board of Visitors Meeting was held at the Dorothy and Roy Park Alumni Center on March, 2, 2018.

II. Welcome and Approval of Minutes

BOV Board Chair Chuck Flink called the meeting to order at 8:30 AM and thanked the members of the board for their attendance. He introduced Paige Allen Harris, President of the NC State University Alumni Association, who provided a brief overview of the work of the board. Flink asked for a motion to approve the minutes of the September 29, 2017 meeting. A motion was made by Henry Campen, seconded by Judi Grainger and unanimously approved by the Board. He then recognized the Chair of the Board of Trustees, Jimmy Clark, to give an update and report on the activities of the BOT.

IV. Chair of Board of Trustees Report – Jimmy Clark

Jimmy Clark, past member and chair of the Board of Visitors, and Chair of the Board of Trustees made a brief report on the activities of the BOT. Mr. Clark reminded all members of the Board to fill out the Chancellor's evaluation survey that was distributed to all members. He also stated that an update to the Strategic Plan was provided as a handout. He stated that the Board of Trustees is very much engaged in evaluating student success. He closed his report thanking the members of the Board of Visitors for their service to the University and emphasizing how much the BOT appreciates the efforts each member contributes.

III. Chancellor Woodson's Campus Update

Chair Flink introduced Chancellor Woodson who provided an update on campus activities. The Chancellor began his presentation by thanking Sarah Stone and Dana Shillingshaw for their work in crafting the agenda for today's meeting. The Chancellor commended Athletic Director Debbie Yow for the tremendous accomplishments during the past year. He stated this is the first time that NC State was ranked as high as 7th in the Director Cup standings, and first among ACC teams. Chancellor Woodson stated that the Think and Do campaign is moving along on track. The University Endowment exceeded \$1.1 billion as of December 31, 2017.

Brother Fountain asked the Chancellor if he could comment on the Amazon search for HQ2. Chancellor Woodson responded that NC State has been in a leadership position recruiting companies to the Triangle, Amazon included. He shared that as of right now, the Raleigh proposal is currently ranked in the top 3 considerations by Amazon.

Henry Campen asked about negative perceptions concerning Raleigh and the Triangle when it comes to transportation and transit. Chancellor Woodson responded that NC State supports solutions, not just in regard to Amazon but also in transport between the three Triangle universities. Pam Townsend asked about legislature support for transit. The Chancellor responded that a legislative solution is most likely important.

Michael Pierson asked about retention of faculty. The Chancellor responded that this will be a featured part of today's meeting.

Juice Jennings asked about the FBI probe of collegiate athletics and whether the Chancellor had any thoughts about stipends for student athletes. The Chancellor responded that reports concerning one particular athlete who attended NC State are still under investigation and that NC State is fully cooperating with authorities. He added that NC State participates in “full cost of attendance” as do other Power 5 conference schools. The university now feeds most of the scholarship athletes enrolled at NC State.

V. Centennial Campus Update – Chancellor Woodson

Chancellor Woodson provided an overview and update on the current status of Centennial Campus. He stated that Centennial Campus is a “differentiator” among universities in the United States and its presence was one of the reasons he was interested in becoming chancellor at NC State. After describing the history of the campus, he discussed the current dynamic public-private partnerships that call Centennial Campus home. To date, Centennial Campus is home to 75 on campus partners, including IBM, Merck, ABB and LexisNexis to name a few. Centennial Campus is home to two NSF Engineering Research Centers and contains more manufacturing partnerships than any other university in the nation.

The Chancellor described the partnership between the City of Raleigh, Dix Park Conservancy and NC State as related to the Dix Park Master Plan, and the impact that this partnership is having on the future of Centennial Campus. The Chancellor discussed the fostering of an entrepreneurial ecosystem that has resulted in more than 125 new startup companies. He shared that Centennial Campus is a big part of NC State’s contribution to North Carolina’s economy.

Moving forward, NC State is under construction with Engineering Building Oval and the Plant Science Initiative building. With leadership from Vice Chancellor Scott Douglass and Jeff Bandini, NC State is launching an innovation district on 32 acres of land. All of this is benefiting students, faculty and industry.

Katyna Borroto-Esoda asked the Chancellor how much land remains to be developed at Centennial. He responded that it isn’t so much about what land remains as the type of development he wants to promote. He stated that he does not want to see any additional two story buildings and two-story parking garages. He favors higher density development projects.

Pam Townsend asked the Chancellor about the fate of the early college high school at Centennial Campus. The Chancellor responded that while he favors the partnership, NC State is not in the business of parochial education. He said that Wake County and NC State will continue to partner on this enterprise as long as it fits with the Centennial Campus development model.

Chuck Sykes asked about the financial strategy fueling growth of Centennial Campus. Chancellor Woodson stated that primary income sources come from ground leases and most of the money raised supports campus infrastructure. This is likely to change as time marches on.

Henry Campen asked about the timeframe for development of the 32-acre innovation district. Jeff Bandini responded that the forecast is for late 2019. Scott Douglass added that the innovation district is primarily about leveraging for academic purpose, using patient capital. Chancellor Woodson added that it is not so much about making money as it is opting for value-added partnerships.

Matt Keen asked if the mission of Centennial Campus is evolving and changing. Chancellor Woodson stated that the original vision and mission is now being realized and that interest in partners being on campus is at an all-time high.

David Davenport asked if the Chancellor could find a way to incorporate tours of Centennial Campus into the standard “tour of NC State.” The Chancellor responded that he would evaluate this. Juice Jennings added that it would be good to see more about Centennial Campus added to alumni literature and promotional materials.

BOT Chair Jimmy Clark asked the BOV members how many of them were familiar with the story of Centennial Campus and some of the results that were featured in the Chancellor's presentation. A majority of members confirmed their familiarity.

VI. Investing in Faculty Excellence – Katherine Stewart

Following a short break, Vice Provost for Faculty Affairs Katherine Stewart made a presentation on Investing in Faculty Excellence. Ms. Stewart described the growth of faculty as compared to growth of the student body. She noted the University strategic plan that called for investing in faculty as a key element of student success. She described the process of faculty retention, noting that approximately 400 faculty out of 1900 total members are now eligible to retire.

Vice Provost Stewart provided a chart comparing faculty salaries against R1 Universities across the nation and then specifically against UNC-CH. NC State trails financially in both comparisons. The Chancellor stated that this is a primary area of concern, and noted the differences in the mission and philosophy of both universities.

Vice Provost Stewart went on to describe physical resources and infrastructure available at NC State as being one of the motivating factors for how and why faculty decide to stay at the university. She also pointed out the operational resources in support of world class research is also a big attraction for faculty. She said that one of the most underappreciated assets of NC State was the university library system, which is world class in her opinion. She concluded her presentation stating that NC State shows that it cares deeply about the success of its faculty and that universally, faculty agree that it is a great place to work and teach. All of this translates into student success, higher graduation rates and innovative research.

VII. Wolfpack Investor Network – Joe Sinsheimer

Chair Flink introduced Joe Sinsheimer, Managing Director of the Wolfpack Investor Network. Mr. Sinsheimer stated that while he prepared a slide presentation, he felt more comfortable describing a typical week in the life as managing director of WIN. He stated that simply put, WIN is a network of alumni and investors who work to identify great opportunities in North Carolina and across the nation for investing in high quality companies. This is professionally managed “angel” investing, in which WIN members are provided an exclusive opportunity to get early access to an entrepreneurial ecosystem comprised of companies that have ties to NC State University faculty, research and product development. The primary objective is maximizing return on investment, however, WIN members support expanding research and education at NC State. To date WIN has 119 members and has invested in ten portfolio companies.

VIII. OnePackOne Goal - Coach Dave Doeren

Chair Flink introduced NC State University head football coach Dave Doeren. Coach Doeren provided an overview of the OnePackOneGoal program that he has implemented. Coach Doeren stated that in order to win a championship, everyone involved with football operations must buy in to the OnePackOneGoal philosophy. He stated this begins with establishing a culture that develops the player, the student and the person. He stated that everyone associated with the program is held accountable for their actions, they also share in the success of the team.

The NC State football program has enjoyed success, last year winning 6 ACC games for the first time in 23 years, finishing 2nd in the ACC Atlantic Division (first time ever). Highest final season ranking since 2002. Bradley Chubb was named ACC and National Defensive Player of the Year. And of course beating UNC-CH 3 of the last 4 games played.

Coach Doeren stressed that developing the student and the person were of equal importance to winning football games. He noted that graduation success rate is at an all time high (74%), NC State has produced 17 academic all-ACC performers and the GSR has risen each of the past five years.

In the area of community service, Coach Doeren is proud of how the student athletes have taken to action in the area of service, logging more than 6,000 hours as volunteers since 2013 and participating in service initiatives around the world. Coach Doeren stated that NC State works hard to prepare students for life after football, and the majority of students who play football will not continue playing football after they leave the University.

X. Announcement of New BOV Chair – Chancellor Woodson

Chancellor Woodson announced to the Board that as Mr. Flink's term of service on the Board of Visitors will conclude on June 30, 2018, he has asked Judi Grainger to serve as the next chair of the Board, effective July 1, 2018. Mr. Flink pledged to work with Ms. Grainger on the leadership transition.

XI. Adjourn – Closing Remarks

BOV Chair Chuck Flink thanked all members for their attendance. He thanked Sarah Stone and Dana Shillingshaw for their work in planning the meeting agenda. Flink adjourned the meeting at 11:45 AM.

XII. Farewell Luncheon

Following the meeting, Chancellor Woodson and the Board of Visitors enjoyed a farewell luncheon to honor the service of eight members whose terms of service expire June 30, 2018. The eight members include: Kathy Council, Martha Miller, Henry Campen, General Dan McNeill, Michael Pierson, Larry Sykes, Jim Stewart and Chuck Flink.

The next meeting of the Board of Visitors will take place on **Friday, October 5, 2018**.

Minutes recorded and transcribed by BOV Chair Chuck Flink.

***THE OFFICE OF THE STUDENT BODY PRESIDENT
EXECUTIVE BRANCH
STUDENT GOVERNMENT
97TH SESSION***

Student Conduct

For the first time in my three years in Student Government, I have seen steady involvement from the Student Conduct Board. They have organized #KnowYourCode events in an effort to educate students on the Code of Student Conduct. They have one event on academic integrity and another on alcohol education. Their involvement has been a very positive edition to the culture of Student Government.

Student Senate

Appropriations has given over \$200,000 to student organizations whether that be for programming support or start-up funding for new organizations.

Legislation on Faculty Diversity, and Student Government Diversity Training have been passed. Students are very passionate about retaining faculty members and are doing everything they can about supporting administrators and faculty in these efforts.

Executive Branch

With the help of Student Senate we were able to pass a Trans-Inclusive Syllabi Act to promote the use of preferred names and pronouns for trans students

This session saw special collaboration with Graduate students. Our new Graduate Student Department was successful in strengthening relations with others in Student Government as well as holding a panel for undergraduates interested in graduate school.

Our Traditions Department will be holding the inaugural Traditions Keeper Medal Ceremony to encourage the participation of traditions. When you complete 40 traditions in the Brick, you get a traditions keeper medal for your graduation.

We recently held and 2018 Elections Jamboree where students were able to get some food, get registered to vote, and learn more about their district and the candidates running for the 2018 Fall Election.

Presidential Updates

NC State is hosting the Association of Student Governments final meeting in April. We are excited to have student leaders from all 17 UNC System Institutions. We will be hosting a pretty big meeting with the banquet and recognition of awards.

THE OFFICE OF THE STUDENT BODY PRESIDENT
EXECUTIVE BRANCH
STUDENT GOVERNMENT
97TH SESSION

Our 98th Session Student Body Officers were inducted on March 28th. At the induction ceremony I was able to give the inaugural [State of Student Government Speech](#). A tradition I hope will continue after I'm gone to not only celebrate the accomplishments of our Student Government, but to be critical of where we need to grow as a unit.

Jess Errico will serve as the Student Body President for the 98th Session

Meredith Spence-Beaulieu will serve as the Student Body Vice President

Adam Schmidt will serve as the Student Senate President

Molly Mueller will serve as Student Body Treasurer

Jodi Svetaketu will serve as Student Body Chief Justice

It has been a great honor to serve as Student Body President. It's a great testament to Women of Color and first generation college students that the students of NC State elected someone like me. I hope we don't have to wait another 97 years to have a Latinx Student Body President. My time serving as a Trustee has been absolutely valuable to my ethics and sense of service. The work that is done here is not easy and does not go unnoticed. The Board of Trustees work to guide this university in the right direction and it makes my heart feel warm to know that the people I've had the pleasure of serving with are as passionate about students, inclusion and NC State as much as I am.

In the future, I encourage you to take the time to walk around campus and see students in action. There is nothing students appreciate more than seeing leaders in the campus community listen to them.

I will be in the Raleigh area for some time if any of you wish to stay in contact, I would love to. And as always if the Wolfpack ever needs anything from me I am always happy to serve the institution that has given me so much to be thankful for.

Thank you for letting me serve.

Jackie Gonzalez
Student Body President
97th Session 2017-2018

**BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY**

Executive Committee

April 20, 2018

Jimmy Clark, Chair

Members: Andrews, Cabaniss, Goodnight, Kelly

AGENDA

CALL TO ORDER

Reading of Conflicts of Interest

Jimmy Clark, Chair

ROLL CALL

APPROVAL OF MINUTES

✓ — March 21, 2018, Meeting of the Executive Committee

CLOSED SESSION

✓ — Personnel Action

RECONVENE IN OPEN SESSION

ADJOURN

OPEN SESSION MINUTES
North Carolina State University
Board of Trustees Executive Committee
Wednesday, March 21, 2018

Members present: Jimmy D. Clark, Chair; Robert F. "Chip" Andrews, Thomas E. Cabaniss; Ann B. Goodnight; and Stanhope A. Kelly

Others present: Trustees Gonzalez, Harrell, Murphy, Nimocks, Prestage and Ward; Randy Woodson, Chancellor; Warwick Arden, Executive Vice Chancellor and Provost; Eileen Goldgeier, Vice Chancellor and General Counsel; Brent McConkey, Assistant General Counsel; Barbara Moses, Associate Vice Chancellor; PJ Teal, Assistant Secretary and Marie Williams, Associate Vice Chancellor for Human Resources.

Acting Chair Kelly called the meeting to order at 2:30 p.m. He reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act and inquired as to whether there were any known conflicts of interest or appearances of conflict with respect to any matters coming before the board at this meeting. There being none, Chair Kelly 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. Andrews, to approve the open and closed session minutes of the February 16, 2018, meeting of the Executive Committee. The motion passed.

CHAIR'S REPORT

Acting Chair Kelly reported that Board of Governors' member Steve Long had sent them a memo asking Boards of Trustees to provide suggestions regarding their duties and authorities. In particular, if there might be certain authorities that are currently exercised by the Board of Governors that would more appropriately be delegated to Trustees. The purpose of this special meeting was to engage in thoughtful dialogue regarding their response. He asked Chancellor Woodson and Vice Chancellor Goldgeier to review some of the current delegations.

After discussion, the attached memorandum summarizes the items Trustees wanted to include in their response (Appendix A).

With no further business for the Executive Committee, Acting Chair Kelly adjourned the meeting at 3:40 p.m.

Respectfully submitted:


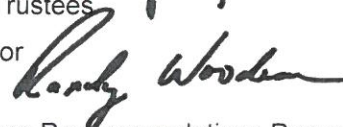
Assistant Secretary

Secretary

Chair

MEMORANDUM

TO: Steven Long, Chairman of the UNC Board of Governors' Committee on University Governance

FROM: Jimmy D. Clark, Chair, Board of Trustees 
W. Randolph Woodson, Chancellor 

SUBJECT: Response to University Governance Recommendations Request

DATE: March 27, 2018

In response to your memorandum dated February 8, 2018, the North Carolina State University Board of Trustees reviewed the authorities and responsibilities delegated to us at our February 16, 2018 and March 21, 2018 meetings. We appreciate the opportunity to provide the following recommendations. Ultimately, we believe that the UNC Board of Governors should be focused on increasing operational flexibility in order for Chancellors and Boards of Trustees to advance the attainment of strategic objectives as necessary and appropriate for each particular institution.

Personnel and Tenure

Personnel is one of the most fundamental components of any employer. Yet, even with management flexibility, and despite the Chancellors' and Boards of Trustees' fiduciary duty to act prudently in their recruitment and retention of personnel, Chancellors lack significant authority to manage their workforce. The bureaucratic overlays are redundant, unnecessary and inefficient without much added value. The impact is quite constraining and time-consuming to the Chancellor's ability to recruit, hire and retain EHRA professionals and faculty. In light of the current, highly competitive environment, and in order to recruit and retain a talented and diverse workforce for NC State and the state of North Carolina, we recommend the following:

- The Board of Governors should eliminate their approval authority completely so as to reduce the regulatory burden. This includes removing Board of Governors reporting and consultation requirements for all cumulative salary adjustments fiscal year-to-date of 5% or greater for salaries that are \$100,000 or greater (or would become \$100,000 or greater with the salary action), including permanent and temporary actions on permanent and temporary positions, and for new positions (permanent and temporary) with annual salaries of \$70,000 or greater.
- Allow Chancellors to act as executives and approve new EHRA positions, salaries, raises, and other HR-related salary actions. The Board of Trustees should have oversight as fiduciaries.

Budget and Finance

Reducing budgetary restrictions will allow Chancellors to exercise their executive function and Boards of Trustees to exercise their fiduciary responsibilities for the benefit of the specific institution. The Board of Governors should set a clear fiscal policy and delegate authority to Boards of Trustees, recognizing that Boards and Chancellors know where funds could best be allocated during challenging financial times. This would provide flexibility for Boards and Chancellors to react to changed conditions or unexpected circumstances, promote efficiency, and ensure the highest and best use of funds. Specifically, we recommend the following actions:

- After providing overarching guidance, delegate annual approval of tuition and fees to the Board of Trustees.
- Increase permissible carry forward of funds to a minimum of 5%.
- Increase Board of Trustees' delegated authority to approve capital improvement projects.

Chancellor Selection

Each Board of Trustees remains uniquely situated to understand the needs and objectives of its institution and the leadership necessary to achieve its mission. As currently devised, the Board of Trustees recommends an unranked slate of 3 candidates for consideration by the President in designating a nominee for the chancellorship. Typically, following completion of the search committee's extensive interview process, the Board of Trustees has a single preferred chancellor candidate. Rather than forward an unranked slate of 3 candidates to the President, the Board of Governors should allow the Board of Trustees to nominate its preferred candidate to the President for consideration. The President and the Board of Governors would retain the authority to return the nominee to the Board of Trustees with instructions for further action.

Waiver Provision

In recognition that each of the UNC System's constituent institutions has different needs, the Board of Governors should allow the Boards of Trustees to request waivers from specific policies, regulations, and guidelines established by the Board of Governors and/or President. If the application of any of the requirements of the policies, regulations, or guidelines to a particular constituent institution in specific circumstances is of limited benefit or is unduly burdensome or another compelling justification, the President should be permitted to waive that requirement as to that specific constituent institution under circumstances that are set out in writing.

Thank you for the opportunity to review the current delegated authorities and responsibilities and provide recommendations.

cc: W. Louis Bisette, Jr., Chairman, UNC Board of Governors
 Margaret Spellings, President, University of North Carolina System
 Andrea Poole, Secretary of the University, University of North Carolina System