
**BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY
April 18-19, 2019**

THURSDAY, April 18, 2019

RESERVED PARKING AT MEMORIAL BELLTOWER

- | | |
|--------------------------|---|
| 9:45 – 10:15 a.m. | Nominating Committee
Room 12, Chancellor’s Conference Room |
| 10:15-11:30 a.m. | Buildings and Property Committee
Winslow Hall Conference Room
Chip Andrews, Chair
Kelly, Murphy, Poole, Washington, Weisiger |
| 1:15 – 3:00 p.m. | Advancement and External Affairs
Chancellor’s Conference Room, 12 Holladay Hall
Stan Kelly, Chair
Andrews, Murphy, Poole, Washington, Weisiger |
| 1:15 – 3:00 p.m. | University Affairs Committee
Winslow Hall Conference Room
Ann Goodnight, Chair
Cabaniss, Errico, Harrell, Prestage, Ward |
| 3:00 – 3:15 p.m. | Break |
| 3:15 – 4:45 p.m. | Audit, Risk Management and Finance Committee
Winslow Hall Conference Room
Tom Cabaniss, Chair
Errico, Goodnight, Harrell, Prestage, Ward |

**BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY
FRIDAY, APRIL 19, 2019
PARK ALUMNI CENTER**

AGENDA

FRIDAY, APRIL 19, 2019

7:30 – 8:00 a.m.

Executive Committee Meeting

TAB 11

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

8:30 - 9:15 a.m.

**Dean's Briefing: Rich Linton, College of Agriculture and Life
Sciences**

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 22, 2019, Meeting of the Full Board
- ✓ — February 22, 2019, Closed Session of Full Board

■ **Chair's Report**

TAB 2

Chair Clark

- ✓ — Centennial Authority Appointment
- ✓ — Endowment Board Appointment

■ **Chancellor's Report**

TAB 3

Randy Woodson

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 2020
- Informational Reports including:
 - Internal Audit Update
 - Legislative, Finance and Budget Update
 - Annual Review of Associated Entities
 - University Debt Update
 - Enterprise Risk Management and Compliance Update
- Closed Session

■ **Buildings and Property Committee**

TAB 5

Chip Andrews, Chair

On the Agenda: Board, Committee Approvals; Informational Reports

- Property Matters
 - Disposition by Easement: The City of Raleigh has requested the conveyance of several easements in connection with their proposed Tryon Road widening project – part C.
 - Disposition by Easement: The City of Raleigh has requested the conveyance of an easement in connection with a proposed drainage improvement project along Sierra Drive and Balboa Road.
 - ✓ — Disposition by Property Exchange of real property between The State of North Carolina and the Board of Trustees of the Endowment Fund for equal sized acreage on Centennial Campus.
 - ✓ — Disposition by Lease to VHB Engineering NC for ±7,200 sf of office space at Partners I on Centennial Campus.
 - ✓ — Disposition by Lease to C2I, LLC for ±22,000 sf of office and high-bay with mezzanine space at Partners I on Centennial Campus.
- Designer Selections
 - Open Ended Service Agreement Designer Selections 2018-19
 - 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 2019-20
- Physical Master Plan Annual Update
- Site Approval
- Plan Approval
 - Memorial Belltower Restoration
 - 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

Stan Kelly, Chair

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

- Informational Reports
 - University Advancement Update
 - Fundraising and Campaign Report
 - University Communications and Marketing Update
- Committee Discussion
 - Naming Opportunity Proposals
- Closed Session

- **University Affairs Committee** **TAB 7**
 - Ann Goodnight, Chair
 - On the Agenda: Board, Committee Approvals; Informational Items and Closed Session
 - ✓ — Consent Agenda
 - Request for Change in Degree Program Title: Ed.D. In Adult and Community College Education TO Ed.D in Community College Leadership
 - Request to Continue Center: Center for Dielectrics and Piezoelectrics (CDP)
 - Request to Discontinue Center: Center for Innovation Management Studies (CIMS)
 - Conferral of Tenure
 - Requested Action
 - Salary Ranges for Senior Academic and Administrative Officers, Tier II
 - Reports
 - Residency for Full Scholarship Undergraduate Students
 - Students Requiring Special Consideration
 - May 2019 Commencement Speaker
 - Annual Human Resources Compliance Report (FY 2017-18)
 - Faculty Senate Report
 - Staff Senate Report
 - Provost Update
 - Closed Session
 - **Nominating Committee** **TAB 8**
 - Ron Prestage, Chair
 - Nomination of a Slate of Officers for 2019-2020
 - **Chair of the Board of Visitors Report** **TAB 9**
 - Judi Grainger, Chair of the Board of Visitors
 - **Student Government Report** **TAB 10**
 - Jess Errico, 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 22, 2019

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 22, 2019.

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
Ven Poole
Susan P. Ward
Dewayne N. Washington
Edward I. Weisiger, Jr.
Jess Errico, *ex officio*

Chair Jimmy Clark called the meeting to order at 9:30 a.m. He reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act and inquired as to whether there were any known conflicts of interest or appearances of conflict with respect to any matters coming before the board at this meeting. Chair Clark called on Assistant Secretary PJ Teal for the roll call.

ROLL CALL

Assistant Secretary PJ Teal called roll and certified that a quorum was present.

MINUTES

Mrs. Ward made the motion, seconded by Mrs. Goodnight, to approve the open and closed session minutes of the November 16, 2018 of the full Board. The motion passed.

CHAIR'S REPORT- JIMMY CLARK

Chair Clark formally welcomed Trustee Ven Poole to his first Board meeting. He reported that Ven graduated from NC State with a Bachelors in Aerospace Engineering and currently serves on the Board of Directors of GFL Environmental, Inc. Ven will be filling the term left empty following the passing of David Nimocks.

Chair Clark then asked Superior Court Judge Paul Ridgeway to give the Oath of Office. In addition to receiving two degrees from NC State, Judge Ridgeway received his Juris Doctorate from Campbell University.

Chair Clark reported that Board of Trustees' Bylaws 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." 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."

He appointed the following 2019 nominating committee:

- Ron Prestage as Chair
- Susan Ward
- Jim Harrell

Chair Clark then updated the Board on the upcoming Founders' Day event that will be held on Friday, March 8 from 6-9 in the Talley Ballroom. At the Founders' Day celebration, the Board will be awarding the 2019 Watauga Medals, one of the university's highest honors. Watauga Medals will be presented to three recipients: Frank Culberson, Chuck Flink, and James A. "Jim" Stewart.

Chair Clark gave an Endowment Board update. He reported that Mary Peloquin-Dodd presented gifts and other additions on behalf of the Chancellor for the Board's acceptance. The Board accepted new gifts and other additions of \$10.826 million received since the last meeting. Of these gifts accepted by the Endowment Fund, \$2.5 million was from matching state funds for professorships.

Chair Clark reported that the Endowment Board heard an informational report on the Endowment Fund's investment performance. The Endowment Fund's investable assets declined slightly from \$349.1 million at June 30, 2018 to \$347.3 million as of December 31, 2018. This decline is due to the fact that 2018 was the worst year for equities since 2008. At December 31, 2018 the Endowment Fund was the largest participant in the NC State Investment Fund. For the six months ending with December 31, 2018 the Fund posted a -1.4 percent return, net of fees, and a 12-month return of three percent. The Fund's performance was comparable to the UNC Investment Fund, which experienced a six-month return of -0.9 percent and a 12-month return of 4 percent. The Board also heard an update on the Investment Fund's asset allocation, and the performance of various asset classes in the portfolio. Despite the recent market disruption, we are long-term investors and have no current plans to change the portfolio in response to recent volatility.

The Endowment Board heard its annual report on the performance of the University's total endowment compared with other National Association of College and University Business Officers survey respondents for fiscal 2018. The University reported a positive return of 11.4 percent for its \$1.3 billion endowment for fiscal 2018. This performance surpassed the NACUBO average of 8.2 percent for all endowments in the NACUBO survey. The University's endowment ranked the 88th largest out of 809 survey responses. The five-year average annual return of 9.1 percent reflects top quartile performance. The per-FTE endowment of \$42,313 at June 30, 2018 ranked NC State 9th among its institutional peers, placing NC State between California Davis and the University of Florida in the rankings.

The Endowment Board also heard a report on endowment spending budgets for fiscal 2020, and the Endowment Fund's portion of the total. For fiscal 2020, our endowments will produce programmatic spending of \$33.9 million (not including WPC and Textiles Foundation), as compared to the current fiscal year of \$24.6 million.

Chair Clark noted that at the September meeting, the Endowment Fund Board approved the annual report.

The Endowment Fund Board heard a report from the Vice Chancellor for University Advancement, on progress of the "Think and Do the Extraordinary" Campaign for NC State. As of December 31, 2018, the University raised \$1.444 billion towards the campaign goal of \$1.6 billion. With the campaign scheduled to end in December 2021, the university is at 90 percent of its target to be raised in gifts and pledges. He discussed highlights of the campaign thus far such as Fitts-Woolard Hall gift, the Memorial Belltower at Henry Square, Caldwell and Goodnight programs. Chair Clark noted that the Endowment Fund Board heard discussions about future plans that will enhance and support giving.

The Endowment Fund Board received an activity update from the Dean of the College of Natural Resources on Hofmann Forest. Efforts to monetize forest assets, in addition to existing timber deed, continue in areas such as solar farming, mitigation bank credits, and leases.

Chair Clark reported that the Endowment Fund Board heard an update from the Associate Vice Chancellor for University Real Estate and Development, on all 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. Chair Clark noted that the Endowment Fund Board heard a discussion about the construction status of recent ground leased projects and plans for future use on Centennial Campus.

Chair Clark stated that John Harris, President of Lincoln Harris, a property development company in Charlotte, discussed development strategies associated with Centennial Campus.

Chair Clark reported that the Board convened to Executive Session to discuss a sensitive real estate transaction.

Chair Clark recognized Lawrence Davenport, whose term will expire on June 30, 2018 for his service and dedication to NC State and Jill Tasaico, who has served as Secretary to the Endowment Fund and is retiring June 1.

CHANCELLOR'S REPORT – RANDY WOODSON

Chancellor Woodson introduced Allison Newhart, the new Vice Chancellor and General Counsel and he noted that she joined NC State from Pennsylvania State University. Chancellor Woodson reported that Greg Raschke is the new Senior Vice Provost and Director of Libraries. He also reported that the new Athletics Director, Boo Corrigan will start on May 1, 2019. He thanked Debbie Yow for transforming NC State athletics and congratulated her on her upcoming retirement in June.

Chancellor Woodson announced that Vice Chancellor for University Advancement Brian Sischo will have his five-year review. He noted that the Trustees will be receiving an email asking for their participation and feedback.

Chancellor Woodson stated that Rodolphe Barrangou, Todd R. Klaenhammer Distinguished Scholar in Probiotics Research and professor of food, bioprocessing and nutrition sciences at NC State, has been elected into the National Academy of Engineering, one of the world's most important and influential scientific societies. He is NC State's 27th member of National Academies and was inducted to the National Academy of Sciences last year. He is a pioneer in the discovery of CRISPR, has earned numerous prestigious honors and is on a path to winning the Nobel Prize.

Chancellor Woodson reported that Sylvia Blankenship, a professor emerita and former associate dean of the College of Agriculture and Life Sciences, was recently elected to the National Academy of Inventors. Professor Blankenship is NC State's 10th member. She created 1-methylcyclopropene (1-MCP) – commercially known as SmartFresh. It extends storage life of fruits and flowers, used today on over 30 crops. He noted that 70 percent of all apples harvested in the US are treated with 1-MCP.

Five of NC State's faculty members recently received NSF CAREER Awards, one of the highest honors bestowed by the NSF on young faculty. The NSF awards offer five-year support for faculty research projects. Recipients are from the Colleges of Sciences, Natural Resources, and Engineering.

Chancellor Woodson stated that two NC State students, Jada Hester and Sara Darwish, were named Women NC Scholars for the 2018-2019 academic year. He noted that Women NC is a local non-profit group that selected 10 students from across North Carolina to participate in the Juanita M. Bryant United Nations Commission on the Status of Women Leadership Training Program.

Chancellor Woodson reported that outstanding alumni Christina Koch is an astronaut for NASA and has spoken at several events on campus in recent years. She will be heading to the International Space Station as part of Expedition 59, which is currently scheduled to launch in early March.

Chancellor Woodson stated that NC State received 19,494 early action applications, a record number of early action applicants a 7 percent increase in early action applications over last year. The applicants admitted in the early notification represent 98 of North Carolina's 100 counties, 48 states and 26 countries. These students represent wide ranges of socioeconomic status with every racial and ethnic group included. Fifty-six percent are women.

For the first time in NC State's history, the total freshman applications are over 30,000. The competition for a spot in the Class of 2023 is going to be the most intense to date. There are a large number of early action admission offers and large number of total applications along with goal to enroll 4,750 freshmen will increase selectivity. Many students were deferred to the March decision date.

Chancellor Woodson reported that The *U.S. News & World Report* ranked the Poole College of Management's Jenkins Professional Online MBA program number 17 in its 2019 Best Online MBA Programs rankings. This is the fifth consecutive year that the Jenkins Professional Online MBA has ranked in the top 20 MBA programs, which shows that the improvements we make at NC State have lasting effects. *U.S. News* also ranked NC State at number 8 in its 2018 Best Online Engineering Programs list recently (Ranked 9 in 2018).

NC State's entrepreneurship efforts are having incredible results. NC State was ranked number 11 for entrepreneurship by The Princeton Review and *Entrepreneur* magazine, making this university the top school in North Carolina for entrepreneurship.

COMMITTEE REPORTS

AUDIT, RISK MANAGEMENT AND FINANCE COMMITTEE – CHAIR TOM CABANISS

Mr. Cabaniss reported that the Committee heard a report from Internal Audit, specifically the status of audit engagements for fiscal 2019 and activities since the last meeting.

Mr. Cabaniss reported that the Committee was updated on budget and legislative priorities from the UNC System. To include various UNC System priorities for the biennium, the Board of Governors is requesting a total budget increase of 3.27 percent and 6.18 percent for fiscal 2020 and 2021 respectively. This amount includes increases for enrollment funding and building reserves.

Mr. Cabaniss noted that the Committee discussed various legislative priorities that are being considered for 2019 to improve financial and operating efficiencies. The Legislature is also working on several technical corrections.

Mr. Cabaniss reported that the Committee heard a brief report on projections for the current fiscal year and on interim financials for the first six months of fiscal 2018. He specified that overall performance for the first six months of fiscal 2019 is consistent with the same time as the prior year. He noted two upcoming accounting changes that will impact future balance sheets. One relates to recording the liability required to retire complex capital assets. The other change, in 2021, requires the University to account for all leases on the balance sheet. Two primary vehicles for investing the University's operating cash and investments were referenced.

Mr. Cabaniss stated that the Committee heard a report for fiscal 2017-2018 on "Financial Reporting for Intercollegiate Athletics." NC State Athletics self-generated 92 percent of all Athletic revenue for Fiscal Year (FY) 17, and is in the 70th percentile of athletics generated revenue compared to other schools in the ACC and in the 38th percentile of the Power Five.

The other 8 percent of revenue is funded from student fees in exchange for student tickets to athletic events. NC State's \$232 Student Fee for Operations continues to be the lowest in the UNC System and has not increased since FY 2013.

NC State's athletic expenses for FY17 were \$86.9 million and are in the bottom quartile of the ACC, \$4.5 million below the conference median and in the 17th percentile of the power five, \$18.7 million below the median. It was noted that in FY 2018, 21 of 23 teams advanced to the NCAA Championships, an all-time best for NC State.

Mr. Cabaniss reported that expenses increased by about \$7 million due to an increase in NCAA reporting changes, which now include bowl expenses, salaries and benefits, scholarship costs, travel

costs and facility debt payments to campus. The Committee was also provided additional financial information including the annual budget for fiscal 2018-2019.

Mr. Cabaniss stated that the Committee heard a report on Information Technology Security. Reports were on data breaches in the education sector and the average industry cost of \$158 per lost or stolen record. NC State has seen a reduction in accounts needing to be disabled because of phishing or data breaches and attributes this to elevating user awareness and two-factor authentication for all University employees. The top five security weaknesses and significant breaches at NC State since 2013 were also discussed.

Mr. Cabaniss reported that data or cyber security breach is one of the University's top ten strategic risks for fiscal year 2019 and is a major risk component of IT efforts. Other topics of discussion were the overlap in federal and state laws, contractual agreements and UNC System Office standards. One of OIT's major accomplishments is the data sensitivity framework, which is used as a model and reference at many other universities.

BUILDINGS AND PROPERTY COMMITTEE - CHAIR CHIP ANDREWS

Mr. Andrews reported that the Buildings and Property Committee reviewed and approved six property matters and two property matters that required full board approval. They are:

Acquisition by lease. North Carolina State University, on behalf of the Division of Academic and Student Affairs, whose existing lease expires on May 10, 2019, requests a short term lease from University Towers Operating Partnership, LP to be used for overflow residential housing for the 2019-2020 academic year. The university plans to lease three Floors (384 student beds and 6 residential advisor beds).

Acquisition by lease. North Carolina State University, on behalf of the National Science Foundation Center for Integrated Pest Management ("CIPM"), whose existing lease expires on October 31, 2019, requests to execute a new strategic office lease on or near Centennial Campus. CIPM fulfills the land-grant mission of the College of Agriculture and Life Sciences by coordinating interdisciplinary teams, cultivating local to global partnerships and training the next generation of Integrated Pest Management practitioners. CIPM develops and advances new IPM strategies, pest analytic tools, and decision support systems.

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

Mr. Andrews reported that the Buildings and Property Committee accepted nine building projects at a combined value of \$2,950,378, which included Daniels Hall fire alarm replacement third, and fourth floors, the Libraries Satellite Shelving Roof Replacement, and the Phytotron Roof Replacement.

The Buildings and Property Committee approved the site selection and design plans for the Academic Success Center in DH Hill Library, DH Hill North Exterior Site Improvements, and the Bureau of Mines Renovation. The Committee approved the Designer Selection for the American with Disabilities Act (ADA) Transition Plan Update 2019. The Committee also approve 10 Designer Selections \$1 million or less and 12 plans and specifications of formal projects costing less than \$2 million.

Mr. Andrews reported that the Committee received updates for Capital Projects and Projects in Planning. The Committee heard an update on University Real Estate and Development and was introduced the Principals from Lincoln Harris, LLC who provided an update on the progress to develop the Innovation District at Centennial Campus.

UNIVERSITY ADVANCEMENT AND EXTERNAL AFFAIRS COMMITTEE – CHAIR STAN KELLY

Mr. Kelly reported that the Committee heard a University Advancement update noting that they have reached \$1.45 billion toward the campaign goal. Mr. Kelly noted that 60 percent of U.S. donors prefer

to give online, 55 percent prefer to be thanked for their donations via email and 32 percent are most inspired to give by social media appeals. He reported that in light of these shifts in donor culture, a strong digital giving strategy is critical to ongoing fundraising success. He also shared information on Alumni Relations efforts with the continued positive awareness of the Think and Do brand and progress on important leadership staff recruitment searches.

Mr. Kelly stated that the Committee heard a campaign and fundraising update, noting that the campaign total to date is at 90 percent of goal, with 67 percent of the campaign time period elapsed. Year-to-date gifts and new commitments stand at over \$135 million, which is a 32 percent increase over last year, and several colleges have seen increases well over 100 percent in their year-to-date totals. He noted that the focus now is on mid-campaign feasibility, accountability and measurement, and he shared that there is also ongoing work toward continued capacity building.

Mr. Kelly reported that the Committee saw a presentation on the Advancement Five Year Roadmap Project, making the case that launching a strategic plan now will allow NC State Advancement to “Leapfrog” to a constituent-centered culture and vision. He noted that anticipated strategic plan impacts will be increased efficiency and effectiveness and an even stronger University reputation with the ability to achieve our full fundraising potential.

Mr. Kelly reported that the Committee was presented an overview of the 2019 NC State Day of Giving, which will take place on Wednesday, March 27. The day of giving is a campaign to harness the momentum of a 24-hour period to raise gifts with an emphasis on utilizing social media, online giving and digital technology to leverage giving at all levels from alumni and friends of the university.

Mr. Kelly stated that the Committee was presented two naming opportunity proposals including 14 naming opportunities for the Bureau of Mines building in the College of Sciences and two naming opportunities from the Division of Academic and Student Affairs for two rooms within the Crafts Center in Frank Thompson Hall.

Mr. Kelly reported that following the presentations, the Committee met in closed session and approved six naming agreements. A motion will be made at the end of this meeting to go into Closed Session to consider all naming opportunities.

UNIVERSITY AFFAIRS COMMITTEE – CHAIR ANN GOODNIGHT

Mrs. Goodnight reported that under the consent agenda the Committee approved the option for four distinguished professorships to be awarded on a time-limited basis, conferral of tenure to four new faculty members, and recommended for full board approval the request to change the undergraduate degree program title Agricultural and Environmental Technology to Biological and Agricultural Engineering Technology. The name change allows the program to pursue accreditation through the Engineering Technology Accreditation Commission of ABET and is strongly supported by current students in the program, the faculty and the department’s Advisory Board.

Mrs. Goodnight made the motion, seconded by Mrs. Ward, to approve the degree program title change. The motion passed.

The Committee recommended revisions to Non-Salary and Deferred Compensation Policy 05.15.03. The policy has been updated to reflect the IRS change which made moving expenses fully taxable to employees. In addition, the university proposes a change to the policy in order to permit payment of a lump-sum relocation allowance that includes an allowance for household moving expenses, house-hunting expenses and temporary housing.

Mrs. Goodnight made the motion, seconded by Mr. Kelly, to approve revisions to Policy 05.15.03 – Non-Salary and Deferred Compensation. The motion passed.

Mrs. Goodnight stated that the Committee heard reports pertaining to intercollegiate athletics and graduation rates and received updates from Student Body President Jess Errico and Provost Arden.

Mrs. Goodnight reported that the Annual Report on Intercollegiate Athletics, required per UNC policy, highlighted the profiles of admitted student-athletes including SAT/ACT scores and high school grade point averages, the student-athlete exceptions to the minimum course requirements set by the Board of Governors, information about the majors chosen by student-athletes, and NC State's scores for the NCAA's Graduation Success Rate and Academic Progress Rate. NC State's student-athletes currently carry an average GPA of 3.004. The most recent Graduation Success Rate was 86 percent, which is an all-time high for NC State.

Mrs. Goodnight stated that the graduation report showed that the university is making progress in undergraduate retention and graduation rates; particularly notable was the improvement in the 4-year graduation rate. In addition, during the past ten years there has been significant growth in the number of degrees awarded: 21 percent growth in bachelor's degrees, 48 percent growth in master's degrees and 26 percent growth in all doctoral degrees.

She reported that Student Body President Jess Errico shared some initiatives underway in Student Government. In partnership with the Career Development Center and thanks to a generous donation from the Bookstore, Student Government piloted a graduation robe closet. Starting with the fall 2018 semester, Pack Promise students were able to borrow caps and gowns at no charge to wear to their commencement ceremonies. Spring elections are underway: Campaigning starts February 22 and voting occurs in early March. In preparation for future fee increase requests and in response to student requests for earlier involvement in the fee process, Student Government partnered with the Division of Academic and Student Affairs to host a Student Fee Town Hall.

Mrs. Goodnight reported that Provost Arden provided the Committee an update on academic programs including notice that the request to discontinue the Bachelor of Science in Biomedical Engineering and consolidate it into the Bachelor of Science in Biomedical and Health Sciences Engineering joint degree program with UNC-Chapel Hill has been approved by the Board of Governors. She noted that the annual reappointment, promotion and tenure process is well underway with 185 faculty members participating. Faculty will be notified about the outcome of the review at the end of April.

Mrs. Goodnight reported on upcoming leadership reviews and searches. Five-year leadership reviews are occurring this academic year for the Office of Institutional Research and Planning and the Dean College of Humanities and Social Sciences. Searches for Dean of the Poole College of Management and Vice Provost for Continuing Education are underway.

The Committee received an AP Credit Update. The UNC Board of Governors approved Policy 700.10.1 on awarding undergraduate credit on the basis of advanced placement scores on July 27, 2018. This requires the university to give course credit for all AP exam scores of 3, 4 or 5, effective in 2019-20. The university accepts AP scores for a total of 39 different subjects, and has been working with departments and colleges to identify courses that will count toward general education, major, or elective credits for students. These requirements will be posted to the Admissions website this spring for incoming students to view.

Mrs. Goodnight noted that the Committee was provided information about professional, non-tenure track faculty at NC State. Professional full-time and part-time faculty make up approximately 37 percent of NC State's total faculty population and tend to specialize in one or more tracks including: clinical, extension, lecturer, practice, research and/or teaching. Discussion focused on national trends which show the increasing numbers of non-tenure track faculty across the academic landscape as well as areas for improvement relative to compensation and promotional standards for these faculty members.

Mrs. Goodnight reported that the Committee approved a head coach employment agreement for Football and recommended salary actions for approval by the Board of Governors. They also made

recommendations for awarding of the Holladay Medal. These recommendations will be considered by the full Board in closed session.

FACULTY SENATE REPORT – CHAIR CAROLYN BIRD

Chair Bird reported that TurnItIn had been secured for NC State as a centrally-resourced tool. Various facets of the TurnItIn software were discussed, including how students can use the software as a pre-check for plagiarism in their papers. Senators learned that use of TurnItIn is not compulsory, and it will be up to each faculty member to decide if and how to use the software.

She reported at the fall general faculty meeting that there were discussions on student mental health, food and housing security, and University recreation.

Chair Bird reported that the Paid Parental Leave Working Group (PPLWG) of the Council on the Status of Women at NC State University formulated a proposal for a paid parental leave policy. The discussion allowed the Committee to gain feedback on the policy and faculty-specific considerations.

Chair Bird stated that the Faculty Senate's Governance and Personnel Policy (GovPP) Committee has been exploring how to improve the status of faculty who are not in tenure line faculty positions. Following extensive conversations within the Committee and with University leadership the Committee has formulated a set of preliminary recommendations. The GovPP Committee received feedback from senators and will return to the Faculty Senate with refinements prior to making a recommendation to the Provost.

She reported that the D.H. Hill Library renovation of approximately 40,000 gross square feet scheduled for Spring 2019 includes an Academic Success Center, open study area, and Data and Technology Commons. Discussion covered planned use of space, access to the library during and following construction, and project timeline. Notably, the Hillsborough Street entrance will be re-opened and will remain open following construction.

Chair Bird reported that Faculty Senate heard a campus physical security update. The speakers informed senators about university police hiring standards and on-going fitness reviews; which are more stringent than City of Raleigh requirements.

STAFF SENATE REPORT – CHAIR JASON PAINTER

Chair Painter reported that the Human Resources Committee held a very successful food drive, collecting 7,290 pounds of food (which is equivalent to 6,125 meals). The Computer Loan program is currently serving 129 clients with a healthy waiting list. The Resources and Environment Committee is hosting a monthly event to help reach staff across campus to work towards waste reduction and to teach about the practices currently in place at NC State to practice sustainability and improve the environment. The Diversity committee is hosting coffee chats with panels comprised of underrepresented NC State employees.

Chair Painter reported that the Governance committee completed its revisions of the Staff Senate bylaws and recruited staff members to fill seats that were not represented and/or underrepresented on the Staff Senate. The Public Relations (PR) Committee re-designed the weekly Staff Senate newsletter and is regularly garnering open rates between 50-60 percent. The PR committee also implemented a monthly constituent email that senators send out following the monthly Staff Senate general session. The monthly email has improved communication between senators and their districts and has received immense positive feedback. The External Affairs Committee teamed up with the Pack the Polls initiative to help push out the message to university staff regarding election participation, as well as using Talley as an early voting site. The newly formed Employee Experience and Relations Committee created three Staff Advisory Council models that can be used by any department or unit at NC State for the purpose of including more staff and be better informed of the concerns of staff in their respective divisions.

Chair Painter reported that Staff Senate launched a “shout out” section in the Staff Senate newsletter. Staff Senate asked staff to give a shout out to a staff member who deserved additional praise for going above and beyond the realm of their job. The program was successful with 50 staff recommended for shout outs. He reported that Staff Senate worked with athletics to further honor and recognize these staff members at a wrestling match in December (vs Nebraska) and at a women’s basketball game in January (vs Duke). Staff Senate provided certificates to these staff members at each event while they were recognized.

CLOSED SESSION

With no further business in open session, Mrs. Ward made the motion, seconded by Mr. Washington, at 10:45 a.m. to go into closed session to prevent the premature disclosure of an honorary award; to consult with the University’s attorney in order to preserve the attorney-client privilege to discuss a pending lawsuit. The parties to the lawsuit are Paul Roepnack, plaintiff, versus Chancellor William Randolph Woodson, David Rainer and William Davis defendants. The motion passed.

RECONVENE IN OPEN SESSION

At 11:20 a.m., the board came out of closed session. With no further business in open session, Chair Clark adjourned the meeting at 11:22 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.

The Chancellor's Report

*April 2019***Donation to Wolfpack WORKS Literacy Initiative**

NC State College of Education's Wolfpack WORKS literacy initiative was recently awarded a \$12 million from the NC Department of Public Instruction. The goal is to improve early literacy outcomes across the state and to support K-12 teachers. Currently, only 60% of North Carolina fourth graders are reading at a proficient level and this program aims to increase that to 100%. This program expands upon its previous work of incorporating literacy-specific induction support to first- and second-year K-12 teachers in Anson, Bertie, Caswell, Duplin, Edgecombe, Granville, Greene, Halifax, Kannapolis City, Martin, Nash-Rocky Mount, Northampton, Vance, Warren, Washington and Wilson schools. The new funding allows the program to extend to all third-year K-12 teachers in the same school districts as well, bringing the total number of teachers helped from 170 to more than 240.

Faculty receives Hollaender Award

Randy Jirtle, professor of epigenetics in the Department of Biological Sciences at NC State has received the Hollaender Award from the Environmental Mutagenesis and Genomics Society (EMGS). He was selected for the Hollaender Award based on his discovery that the environment can influence inheritance of phenotypic traits through epigenetic reprogramming, which represents one of the most important scientific advances of the 21st century. Jirtle has coauthored more than 200 scientific publications, holds two U.S. patents, and has been an invited speaker at more than 70 national and international meetings.

Scott Award presented to Faculty Member

Tom Ranney, the JC Raulston Professor with NC State's Department of Horticulture Science received the Scott Medal from Swarthmore College's Scott Arboretum in March. The Scott Medal is a coveted award that recognizes excellent contributions to the science and art of gardening. Since 2004, Ranney and his colleagues with the Mountain Crop Improvement Lab in Mills River have introduced 50 new cultivars of landscape plants with a total estimated retail value of more than \$100 million. Notable cultivars include the Invincibelle Spirit hydrangea, the first ever pink-flowered 'Annabelle' hydrangea. A portion of the proceeds from each Invincibelle Spirit sold is donated to the Breast Cancer Research Foundation. The plant sales have raised more than \$1 million for breast cancer research to date.

Alumnus named Ambassador

NC State College of Engineering alumnus Craig Lewis Cloud has been named the U.S. ambassador to the Republic of Botswana. Cloud earned his B.S. in electrical engineering from NC State in 1986 and credits his engineering degree with helping him adapt and thrive in his career of Foreign Service. During his career, Cloud has served in senior leadership positions in Afghanistan, India, The Kingdom of eSwatini (formerly known as Swaziland) and the Democratic Republic of the Congo. In his new position as ambassador, Cloud's primary role is to implement the United States' foreign policy and development goals in Botswana.

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

**Audit, Risk Management and Finance Committee
3:15 p.m. – 5:00 p.m., April 18, 2019
Winslow Hall Conference Room**

**Members: Thomas E. Cabaniss, Chair, Jess Errico, Ann B. Goodnight, James A. Harrell, III,
Ronald W. Prestage, DVM, Susan P Ward**

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 21, 2019 Minutes | |
| 2. ACTION ITEMS | TAB 4.2 |
| A. Approval of Internal Audit Plan for Fiscal Year 2020
(NC State Policy 01.05.1, Appendix 1, I. a.ii)
Office of Internal Audit
<i>Cecile Hinson, Chief Audit Officer and Director, Internal Audit</i> | |
| 3. INFORMATIONAL REPORTS | TAB 4.3 |
| A. Internal Audit Update
(NC State Pol 01.05.1, Appendix 1, I.a.i-viii)
Office of Internal Audit
<i>Cecile Hinson, Chief Audit Officer and Director, Internal Audit</i> | |
| B. Legislative, Finance and Budget Update
(UNC Pol, Ch. 100.1, App 1 (V) Section 502.B (5-6) and 502.C (1-4)), NC State Pol 01.05.1, Appendix 1, I.b)
Office of External Affairs, Partnerships & Economic Development
<i>Kevin Howell, Vice Chancellor, External Affairs, Partnerships & Economic Development</i>
Office of Finance and Administration
<i>Mary Peloquin-Dodd, Interim Vice Chancellor, Finance and Administration</i>
<i>Barbara Moses, Associate Vice Chancellor, Budget and Resource Management</i> | |
| C. Associated Entities Review
(UNC Pol, Ch. 600.2.1.5,) (NC State Policy 01.05.1, Appendix 1, I.a.ix)
Office of Finance and Administration
<i>Mary Peloquin-Dodd, Interim Vice Chancellor, Finance and Administration</i> | |

✓ Denotes full Board approval required

- | | | |
|----|--|----------------|
| D. | University Debt Update
(NC State Pol 01.05.1, Appendix 1, I.b.)
Finance Division
<i>Lori Johnson, University Controller, Controller's Office</i> | 4.3D |
| E. | Enterprise Risk Management and Compliance Update
(UNC Pol. Ch. 1300.9.11) (NC State Pol 01.05.1, Appendix 1, I.c.i, ii)
Overall Compliance Structure
Office of General Counsel
<i>Allison Newhart, General Counsel</i> | 4.3E |
| 4. | COMMITTEE DISCUSSION | TAB 4.4 |
| 5. | ADDITIONAL INFORMATIONAL MATERIALS | TAB 4.5 |
| A. | NC State Investment Fund Performance Review
(UNC Pol Ch. 600.2.4.II.K) (NC State Pol 01.05.1, Appendix 1, I.b, d.i) | 4.5A |
| B. | NC State Intermediate Term Fund Performance Review
(UNC Pol Ch. 600.2.4.II.K) (NC State Pol 01.05.1, Appendix 1, Ib, d.i) | 4.5B |
| 6. | CLOSED SESSION | TAB 4.6 |

ADJOURN

Meeting of Audit, Risk Management and Finance Committee
North Carolina State University
Board of Trustees
February 21, 2019

Chair Cabaniss opened the meeting at 3:15 p.m. in Winslow Hall Conference Room. Roll was taken and a quorum was present. Committee members present for the meeting were:

Mr. Tom Cabaniss, Chair
Ms. Jess Errico
Ms. Ann Goodnight
Mr. James Harrell
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 15, 2018 meeting were presented for approval, and with no changes, Ms. Goodnight made a motion to accept the minutes and Ms. Ward seconded. The minutes were approved.

The Committee reviewed the mid-year status of audit engagements against the Fiscal Year 2019 Audit Plan as of January 25th, which was provided in the pre-materials. 18 engagements have been closed and 27 are in progress. They also heard a report on activities since the last meeting. Completed engagements include: seven investigations, two follow-up audits, 3 consulting projects, and 2 special assignments. Detailed results of two of the investigations were presented and one was discussed at length by the committee due to the nature of the issues involved and the significance of the corrections required.

Mary Peloquin-Dodd and Kevin Howell discussed the biennium budget priorities for the UNC System. The BOG is requesting a total budget increase of 3.27% and 6.18% for fiscal 2020 and 2021 respectively. This amount includes increases for enrollment funding and building reserves. The Legislature is using the rainy day funds and there is anticipation of the Governor's budget, which is being released next week. There are various legislative priorities that are also being considered for 2019 to improve financial and operating efficiencies, including expanding carryforward authority, reinstating institution authority for certain compensation/classification actions and authority for small capital projects. The Legislature is also working on several technical corrections.

Ms. Peloquin-Dodd gave a brief report on projected revenues and expenses for the current fiscal year, referencing the budget pre-materials. She also reported on interim financials for the first six months of fiscal 2019, indicating that overall performance is consistent with the same time for the prior year. The federal shutdown had minimal impact on campus, however it is taking the federal government longer to catch-up than previous shut downs. There are two upcoming accounting changes that will impact future balance sheets. One relates to recording the liability required to retire capital assets that have regulatory disposal requirements and costs. The other change, in 2021, requires us to account for all leases on the balance sheet. She also pointed out that the pre-materials included the printed University financial report for fiscal year 2018.

Mary provided the required annual report on endowment and investments. NC State had \$161.3 million in the Intermediate Term Fund as of December 31, 2018. The committee also heard information related to University's total endowment compared with other NACUBO survey respondents for fiscal 2018. The University reported a positive return of 11.4% for its \$1.3 billion endowment for fiscal 2018. This performance surpassed the NACUBO average of 8.2% for all endowments in the NACUBO survey. The University's endowment ranked the 88th largest out of 809 survey responses. The five-year average annual return of 9.1% reflects top quartile performance. The per-FTE endowment of \$42,313 at June 30, 2018 ranked NC State 9th among its institutional peers, placing NC State between UC Davis and the University of Florida in the rankings. Reference was also made to the Endowment Fund annual report in the pre-materials.

The Committee heard a report for fiscal 2017-2018, "Financial Reporting for Intercollegiate Athletics", from Julie Phelps. NC State Athletics self-generated 92% of all Athletic revenue for FY17, and is in the 70th percentile of athletics generated revenue compared to other schools in the ACC and in the 38th percentile of the Power Five.

The other 8% of revenue is funded from student fees in exchange for student tickets to athletic events. NC State's \$232 Student Fee for Operations continues to be the lowest in the UNC System and has not increased since FY13. NC State supports 23 sports and 530 unduplicated student athletes.

NC State's athletic expenses for FY17 were \$86.9 million and are in the bottom quartile of the ACC, \$4.5 million below the Conference median and in the 17th percentile of the Power Five, \$18.7 million below the median. Ms. Phelps did note that in FY2018, 21 of 23 teams advanced to the NCAA Championships, an all-time best for NC State.

Expenses increased by about \$7 million due to increase in NCAA reporting changes, which now include bowl expenses, salaries and benefits, scholarship costs, travel costs and facility debt payments to campus. She discussed net revenues and provided the Committee with the attached chart (Attachment A) to better show the impact of accounting changes on revenues related to these reporting changes. The Committee was also provided additional financial information including the annual budget for fiscal 2018-2019.

The committee heard a report on Information Technology Security from Marc Hoit. He reported on data breaches in the education sector and the average industry cost of \$158 per lost or stolen record. NC State has approximately 175,000 phishing attempts every hour, however less accounts are needing to be disabled because of phishing or data breaches and he attributes this to elevating user awareness and two-factor authentication for all University employees. Cyber threats include phishing, smishing, vishing and ransomware, and all are considered fraud. He also discussed the top five security weaknesses and significant breaches at NC State since 2013. There is no evidence of stolen information in any of the breaches.

Data or Cyber Security Breach is one of the University's top ten strategic risks for fiscal year 2019 and is a major risk component of IT efforts. Dr. Hoit also discussed long term planning and that cybersecurity is a major part of the planning. There is overlap in federal and state laws, contractual agreements and UNC System Office standards. One of OIT's major accomplishments is the Data Sensitivity Framework which is used as a model and reference at many other universities.

Dr. Hoit also discussed new initiatives that are underway related to new UNC Policies, endpoint security, two factor authentication for students and raising awareness of cyber security. There was a State IT Audit that was started, but never completed. The university was provided observations for improvements, but no findings were issued.

With no further business, the Committee adjourned at 5:00 p.m.

Submitted by _____

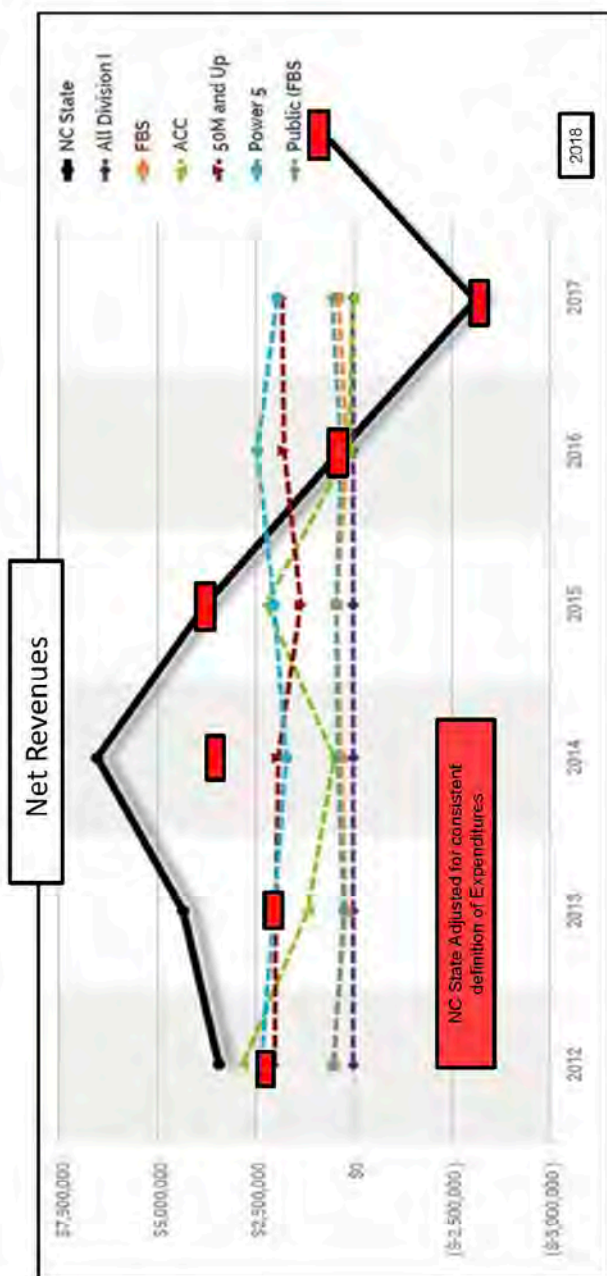
Secretary to the Committee

Approved _____

Chair of the Committee

Attachments

Attachment A



The "peak" in FY 2014 Net Revenue is caused by a material difference in expenditure recognition between the NCAA and NC State Athletics. We record both principal payments on debt and capital costs as expenditures, and in FY 2014, the NCAA did not. As a result, the FY 2014 Net Revenue "surplus" of \$6.5M is higher by \$4.3M in this Graph than in NC State reports. The appearance of a steep decline in FY 2015, 2016, and 2017 is caused by a change in NCAA reporting to include debt principal payments in expenses, the effects of other cash-basis practices in our internal reporting, and a planned \$1.8M expenditure of Athletic Department reserves to fund a transition in the Men's Basketball coaching staff along with coaching changes in four other sports.



NC STATE

Internal Audit Division
AUDIT PLAN
FISCAL YEAR 2020

NCSU Internal Audit Division Fiscal Year 2020 Audit Plan

Audits	
Title	Description
Administration and Compliance Over Salary Supplements	<ul style="list-style-type: none"> • Administration of supplemental salary • University-wide compliance to requirements
College of Humanities and Social Sciences - Institute for Nonprofits - Business Processes	<ul style="list-style-type: none"> • Financial business processes, governance, and internal controls • Efficiency and effectiveness • Compliance with federal, state, and university requirements
Office of Finance and Administration – Facilities – Informal Construction Contracts Award Process	<ul style="list-style-type: none"> • Compliance with the bid rules for informal construction contracts • Evaluate trends in award decisions
Poole College of Management - Financial Business Processes	<ul style="list-style-type: none"> • Financial business processes, governance, and internal controls • Efficiency and effectiveness • Compliance with federal, state, and university requirements • Includes follow-up work on issues found in fiscal year 2019 audit engagements <ul style="list-style-type: none"> ○ Audit of Expenditures from Special Academic Program Resources ○ Non-Salary Year End Transfer of Expenses
Wilson College of Textiles - Nonwovens Institute - Business Processes	<ul style="list-style-type: none"> • Financial business processes, governance, and internal controls • Efficiency and effectiveness • Compliance with federal, state, and university requirements
Information Technology Audits	
Title	Description
Office of Finance and Administration - Facilities - Energy Management Systems - Cyber Security for University Power and Water Systems	<ul style="list-style-type: none"> • Effectiveness of information technology security and controls • Comprehensiveness of policies and procedures

**NCSU Internal Audit Division
Fiscal Year 2020 Audit Plan (Continued)**

Fiscal Year 2019 Engagements Anticipated to be in Progress on July 1, 2019
College of Agriculture and Life Sciences - Prestage Department of Poultry Science
Title IX Governance Processes
Office of Finance and Administration - Environmental Health and Public Safety - Security Applications and Technologies- Physical Access Services
Investigations
The Audit Plan includes estimated time for initial analysis of allegations reported through the Internal Audit Division Hotline, Ethics Point Hotline, the Office of the State Auditor Hotline, or other internal and external sources and subsequent investigation.
Prior Years' Follow-up Anticipated to be in Progress on July 1, 2019
Campus Enterprises - NC State Dining - Vendor Processes Fraud Risk Assessment
Campus Enterprises - NC State Stores - Vendor Processes Fraud Risk Assessment
College of Agriculture and Life Sciences - Prestage Department of Poultry Science - Feed Mill Education Unit Investigation [Phase 2]
User Controls Over Ultra-Sensitive Data

**NCSU Internal Audit Division
Fiscal Year 2020 Audit Plan (Continued)**

Planned Follow-up	
Audit of Expenditures from Special Academic Program Resources	
College of Agriculture and Life Sciences - Cooperative Extension Services - Business Process Governance	
College of Engineering - Materials Science and Engineering - Purchasing Investigation	
College of Engineering - Materials Science and Engineering - Vendor Management Investigation	
College of Engineering - Materials Science and Engineering - Investigation of a Faculty Member's Research Administration Activities	
College of Sciences - General Information Technology Controls	
Non-Salary Year End Transfer of Expenses	
Advisory Services	
Title	Description
Health Insurance Portability and Accountability Act (HIPAA) Security Implementation Project	<ul style="list-style-type: none"> • Office of Information Technology – Security and Compliance • Implementation of recommendations from HIPAA Security Assessment
Research Administration Systems Replacement – ERA (Enterprise Research Administration)	<ul style="list-style-type: none"> • Office of Research and Innovation and the Office of Finance and Administration • Replacement of multiple legacy systems used for enterprise research administration activities
Minor Consulting Services	<ul style="list-style-type: none"> • Requested consultative audit input on projects, new initiatives, or proper handling of problems encountered

**NCSU Internal Audit Division
Fiscal Year 2020 Audit Plan (Continued)**

Special Assignments	
Title	Description
University Information Technology (IT) Governance Committees	<ul style="list-style-type: none">• Long term, collaborative, independent engagement with IT stakeholders• Proactively identify risk• Advise decision-makers
College Information Technology Maturity Assessment	<ul style="list-style-type: none">• College IT operations• Assessment against the Control Objectives for Information and Related Technology (COBIT) maturity model• Risk assessment for future IT general controls audits
Continuous Risk Assessment	
The Audit Plan includes estimated time for each auditor's participation in weekly strategic conversations with university leaders, weekly internal risk meetings, and ad hoc risk assessment activities.	

NCSU Internal Audit Division

Continuous Risk Assessment and Audit Planning Process

Audit Risk Universe

Current best practices relating to development of the audit universe advise a risk-based internal audit function to consider 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 that mission: governing, doing, and supporting. Risks to these mission-critical activities, and the ways in which those risks are mitigated, are the focus of our continuous Risk Assessment (RA) Process that leads to the development of our Audit Risk Inventory and Annual Audit Plan (see Audit Risk Universe, page 7).

Continuous Risk Assessment Process

Each IAD auditor incorporates risk assessment into all daily activities so that they remain alert to risk indicators, identify new risks for our risk inventory, and maintain situational awareness. Every week, each auditor holds strategic conversations with university leaders to discuss opportunities, challenges, and risks. This facilitates developing a holistic view of the university enterprise and allows for identification of areas of high risk to strategic goals, tactical goals, and related objectives.

The RA process is the core of our approach to engagements and is an objective tool in the development of our risk-based Audit Plans. We use this process to track risk exposures and opportunities for improvement to areas such as:

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

Audit Plan Development

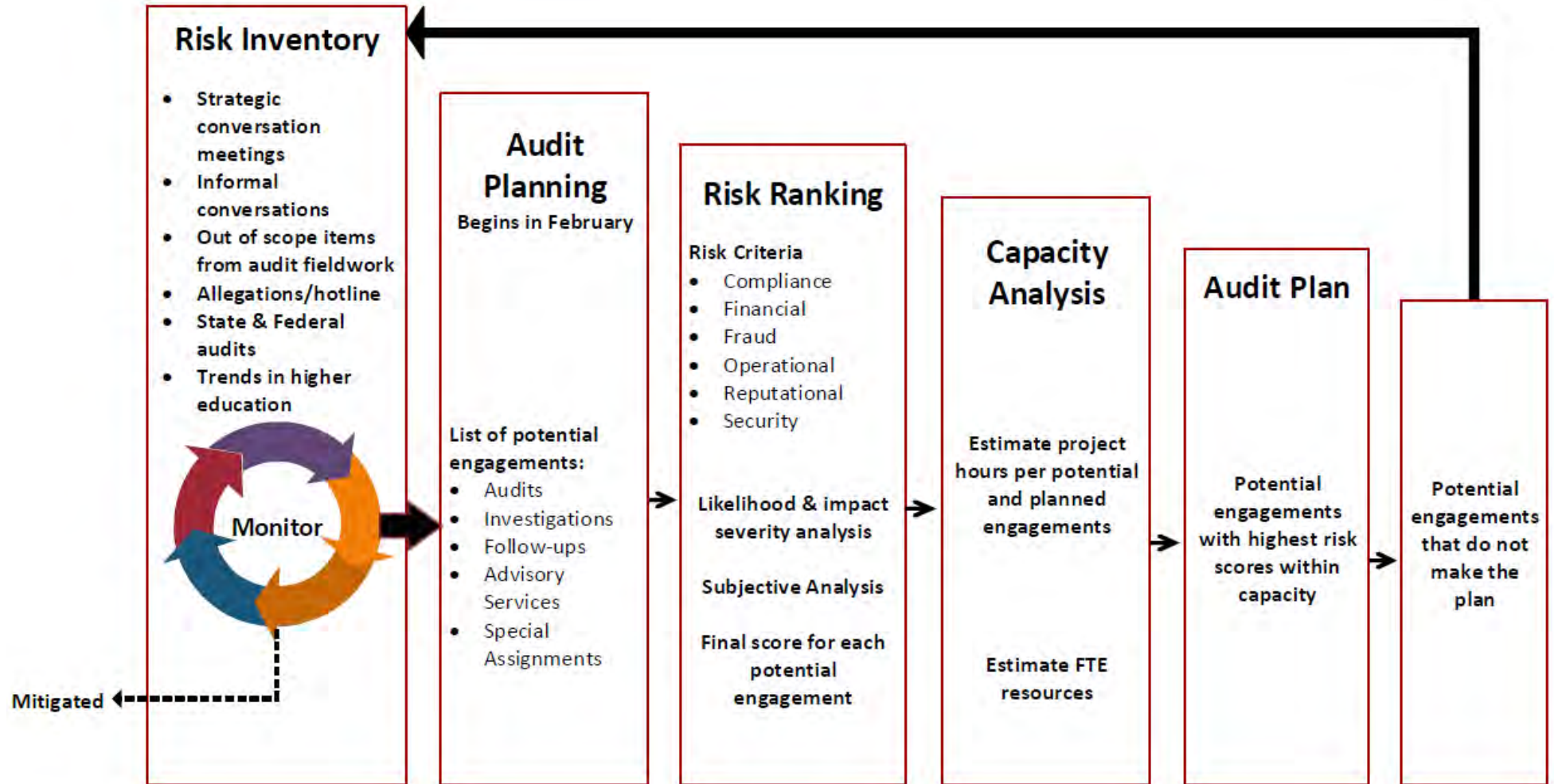
All objective and subjective information and data gathered through our continuous RA process is analyzed when received and at weekly RA staff meetings. This on-going analysis process allows IAD to determine areas that may need immediate attention, areas that are potential near-term or future audits, 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 Audit, Risk Management, and Finance Committee of the 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 6).

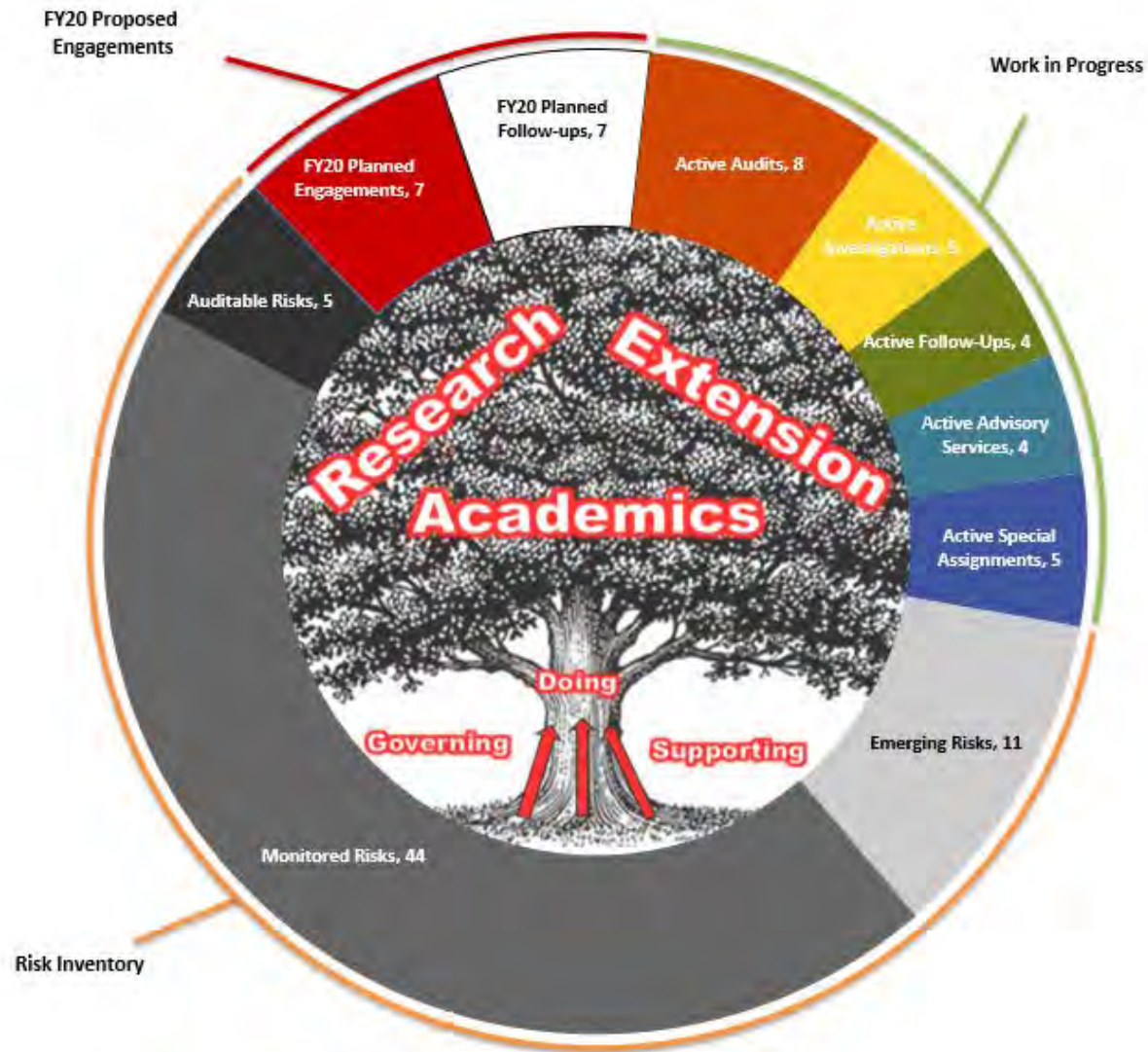
NCSU Internal Audit Division

Continuous Risk Assessment and Audit Planning Process

Risk Inventory and Audit Plan Development



NCSU Internal Audit Division
Continuous Risk Assessment and Audit Planning Process
Audit Risk Universe



NCSU Internal Audit Division Staff Background

Chief Audit Officer and 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 began her career at NC State in August 1994 and worked in various departments across campus, including Telecommunications, NCSU Libraries, and Internal Audit until 2007. 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 has a Bachelor of Science in Accounting from East Carolina University. She is a CISA and a CFE.

Audit Manager

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 CFE.

Staff

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 CFE.

NCSU Internal Audit Division Staff Background (Continued)

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. M'Shiela is a CFE.

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 CFE. She is also trilingual: speaking English, Spanish, and French.

Seth Miller, CISA, Net+

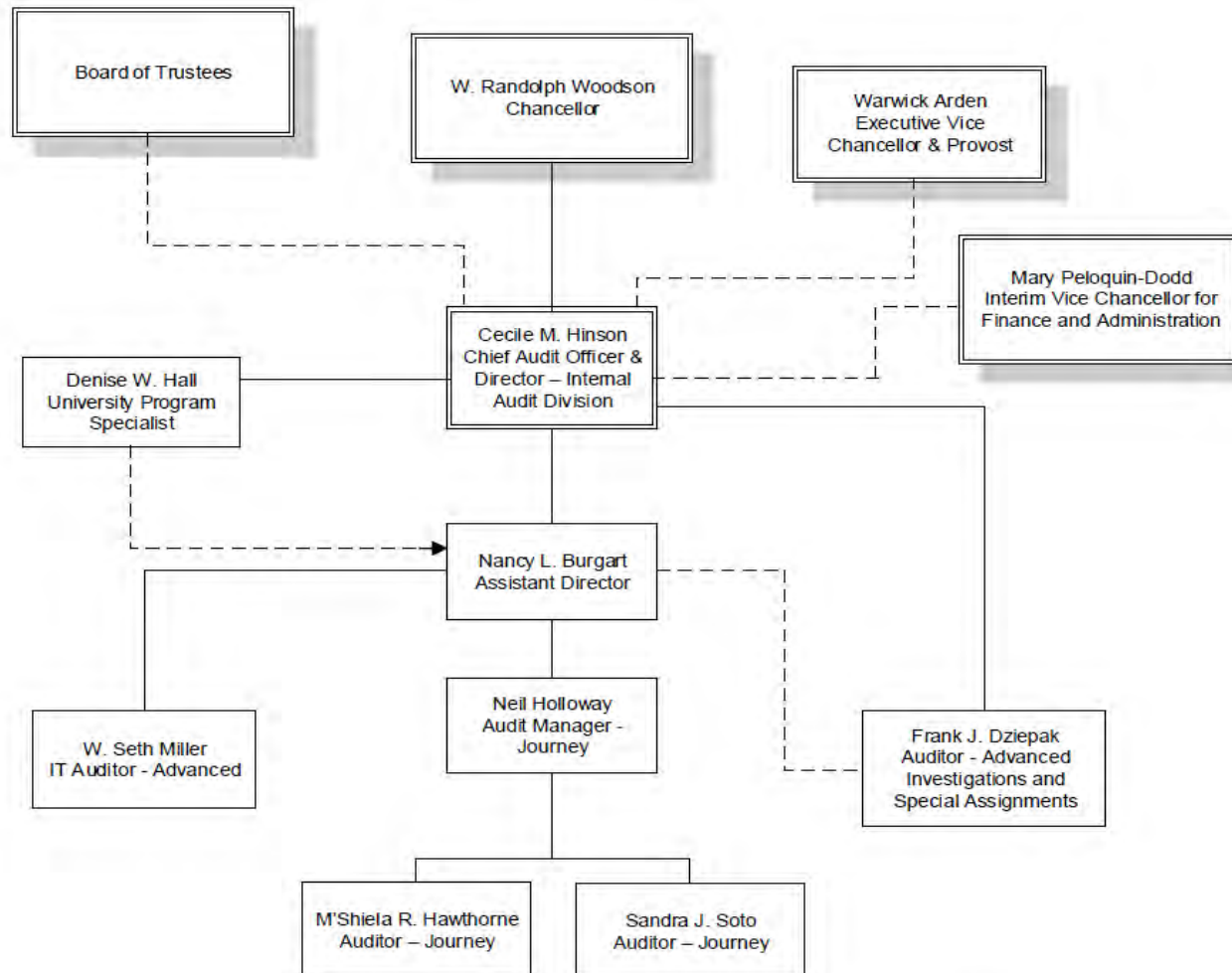
Seth joined the Internal Audit Division in August 2018 with over 7 years of compliance, audit, and security experience. Seth previously worked for RTI International and SAS. Seth has a Bachelor of Science Degree in Business Administration with a concentration in Marketing from Appalachian State University. Seth holds both CISA and Network Plus (Net+) certifications.

Denise W. Hall

Denise joined the Internal Audit Division as a University Program Specialist in September 2012. Prior, she worked for the NC State Office of General Counsel. Denise is a Certified Paralegal and a graduate of the NC State Equal Opportunity Institute.

NCSU Internal Audit Division Organizational Chart

NCSU Internal Audit Division Organization Chart
March 8, 2019



Last Updated 3/8/2019

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

	June 30, 2018			
	Total Net Assets June 30, 2018 In 000's	Unqualified Audit Opinion	Management Letter	Signed Operating Agreement
INVESTMENT ENTITY:				
NC State Investment Fund, Inc.	\$ 1,193,020	Yes	No	Yes
FUNDRAISING ENTITIES:				
The North Carolina Agricultural Foundation, Inc.	171,351	Yes	No	Yes
NC State Engineering Foundation, Inc.	141,722	Yes	No	Yes
North Carolina State University Foundation, Inc.	436,359	Yes	No	Yes
NC State Executive Education, LLC (a, b, c)	(44)	N/A	N/A	Yes
North Carolina Tobacco Foundation, Inc.	10,877	Yes	No	Yes
NC State Natural Resources Foundation, Inc.	38,363	Yes	No	Yes
North Carolina Veterinary Medical Foundation, Inc.	83,840	Yes	No	Yes
North Carolina State University College of Sciences Foundation, Inc.	25,358	Yes	No	Yes
NC State University Alumni Association, Inc.	42,580	Yes	No	Yes
NCSU Student Aid Association, Inc.	80,725	Yes	Yes	Yes
North Carolina Textile Foundation, Inc.	48,202	Yes	No	Yes
SOCIAL CLUB ENTITIES:				
North Carolina State University Club (d)	7,430	Yes	No	Yes
The NC State Alumni Club, Inc.(d)	171	Yes	No	Yes
OTHER ENTITIES:				
NC State University Partnership Corporation	172	Yes	No	Yes
Leaders in Innovation and Nonwovens Commercialization, LLC (a, e)	1,582	N/A	N/A	Yes
NC State University Centennial Development, LLC (a, e)	16,905	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)	28	N/A	N/A	Yes
NC State CC Holdings I, LLC (a, e)	52	N/A	N/A	Yes
Wolfpack Investor Network, LLC (a, e)	118	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, 2017

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

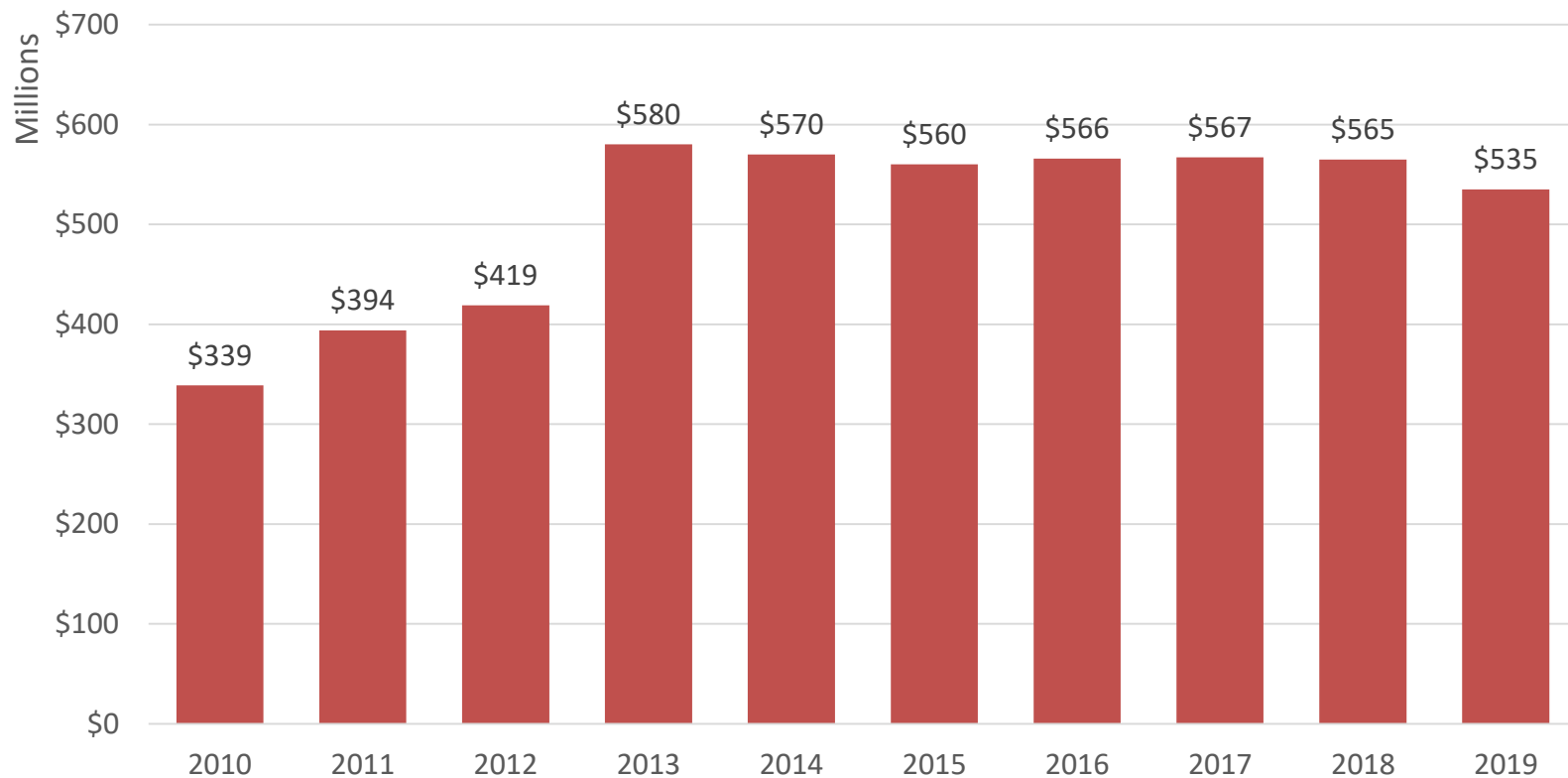
N/A - Not applicable

University Debt Update

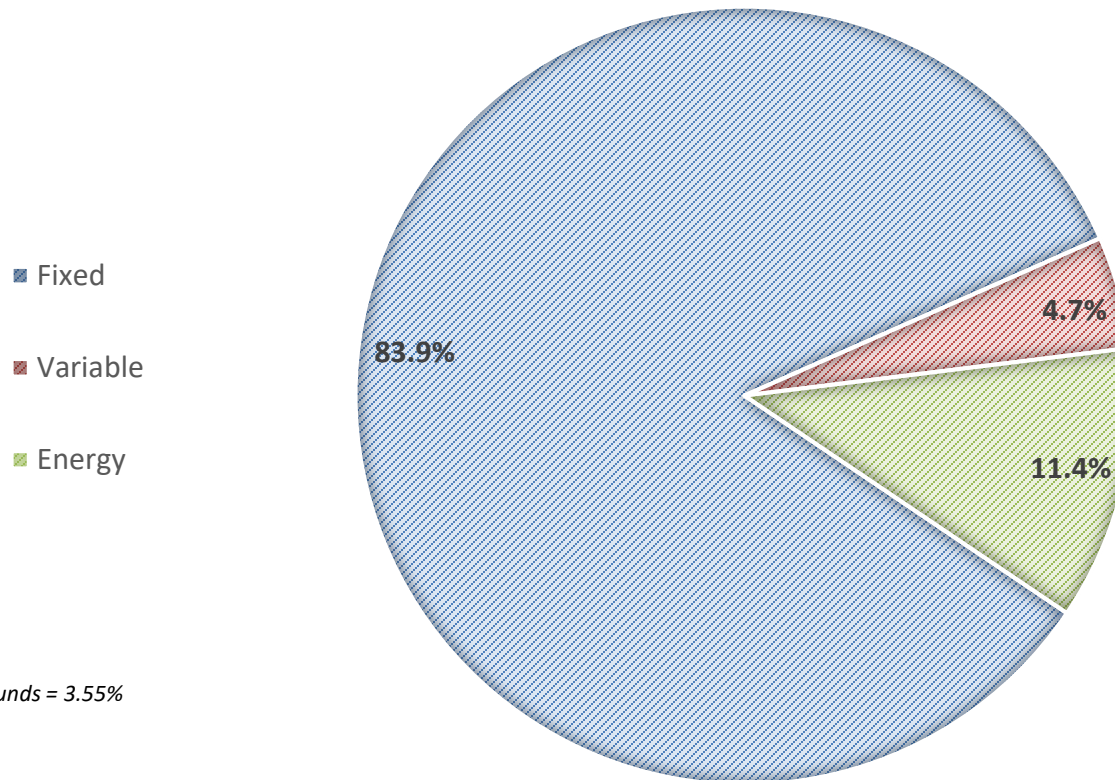
North Carolina State University
Audit, Risk Management and Finance Committee
April 18, 2019

Lori Johnson
University Controller

Debt Outstanding 10 year history

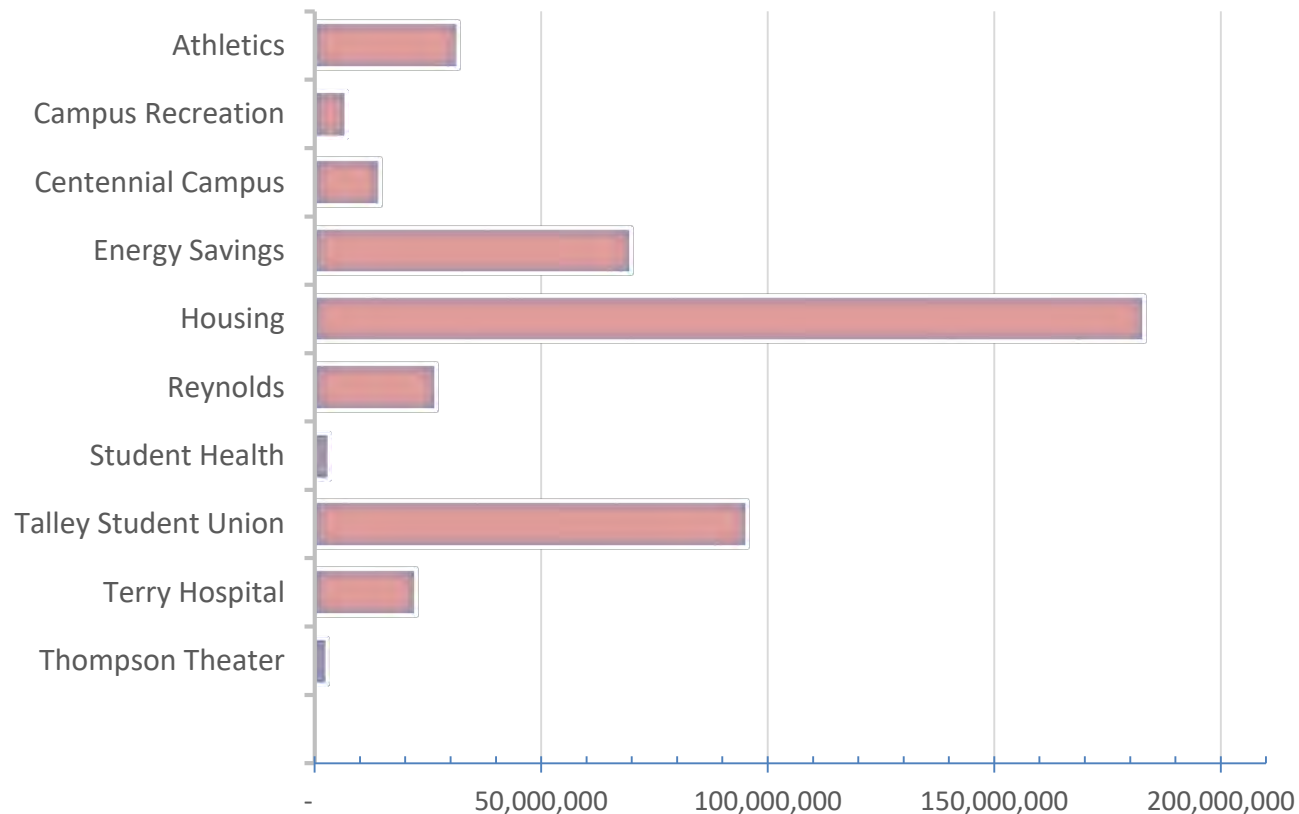


Debt Outstanding by Type June 30, 2019



FY2018 Cost of Funds = 3.55%

Debt Outstanding by Purpose June 30, 2019



Upcoming Borrowing

(Estimates as of March, 2019)

Project	Cost (millions)	Debt (millions)	Date	Source of Repayment
Carmichael Renovation	\$45	\$39	2020 or 2021	Student Fees
Engineering Oval	\$154	\$15* \$17	2020 or 2021	Gifts Energy Savings
Plant Sciences	\$160	\$16*	2020 or 2021	Gifts

Commercial Paper is used during the design and construction phase to reduce borrowing costs. It is anticipated that we will borrow permanently in 2020 or 2021 for these projects depending on pledge receipts and construction cash needs.

* Amount dependent on timing and amount of pledge receipts

2018-2019 Portfolio Changes

- Refunded
 - Refunded 2003B and 2015 - variable rate
 - Terminated two swaps - \$5.7 million
 - New 2018 Bonds - fixed rate (2.36%)
- Matured / Called
 - 2008B called two years early - \$153k savings
 - 2012 matured 10/1/2018

NC State Investment Fund, Inc.

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

Inception Date: April 1, 1999

December 31, 2018

MARKET COMMENTARY

Global markets experienced heightened volatility in the fourth quarter of 2018, resulting in significant losses for nearly all equity indices. Fears of slowing economic growth and downward forecast adjustments from major corporations led market participants to revise their investment expectations. Trade tensions remained top of mind, as the 90-day tariff truce by the U.S. and China provided only temporary reprieve. Investors sought safe haven assets such as U.S. Treasury bonds which produced some of the strongest returns during the quarter. The Federal Reserve once again raised its target Fed Funds rate in December following strong fundamental economic data reports (<4% unemployment), but struck a more dovish tone late in the quarter in an attempt to ease investor angst.

Domestic equities, as measured by the S&P 500 Index, were down significantly during the quarter, losing -13.5%. Small cap stocks, as measured by the Russell 2000 Index, fared even worse, posting a loss of -20.2% during the quarter. For the one-year period ended December 31, 2018, large-, mid-, and small-cap stocks all had negative performance, returning -4.8%, -9.1%, and -11.0%, respectively.

International equities, as measured by the MSCI EAFE Index returned -12.5% for the quarter. Over the last year, the index lost nearly 13.8% in value as concerns over an effective Brexit resolution, slowing economic momentum, and the direction of central bank policies injected significant uncertainty across markets.

Emerging markets, as measured by the MSCI Emerging Markets Index, were also negative, but to a lesser degree, losing -7.4% for the quarter. In addition to headwinds mentioned previously, emerging markets also experienced multiple political regime transitions during the period as well as a significant drop in crude oil prices, a major driver of many emerging market economies.

The fourth quarter of 2018 also saw a drop in 10-year Treasury yields as investors shifted from riskier assets to the perceived protection of fixed income. High yield corporate debt, as measured by the Bloomberg Barclays High Yield Corporate Index, was one of the few fixed income indices to post a loss for the period, losing -4.5%. The Treasury yield curve continued to flatten, with portions inverting during the quarter. While longevity between curve inversion and recessions has varied historically, no recession has occurred without first having an inverted yield curve.

Looking ahead, volatility appears to be here to stay. The U.S. and China's 90-day tariff truce is due to expire March 1, 2019, the U.S. government had its longest shut-down in history and central banks across the globe are beginning to dial back by easing monetary policies that emanated from the Great Financial Crisis. Recent pullbacks could prove to have been attractive buying opportunities. However, in volatile times like this, it is important to maintain a long-term focus while keeping abreast of growing downside risks.

PERFORMANCE

December 31, 2018						
Market Value	\$1,001,824,200			Participants		
Performance	QTD	FYTD	1 Year	3 Year	5 Year	10 Year
NCSIF	-3.9%	-1.4%	3.0%	6.7%	7.1%	7.8%
Policy Index (1)	-8.5%	-5.7%	-4.9%	4.5%	4.2%	7.6%
Global Index (2)	-8.5%	-5.8%	-6.5%	5.4%	3.9%	7.9%
BNY E&F Univ (3)	-6.2%	-4.1%	-3.0%	6.2%	4.8%	8.4%
UNCIF	-3.4%	-0.9%	4.0%	6.9%	7.2%	7.6%
NCSIF Private Assets	0.8%	2.0%	10.0%	9.6%	12.4%	9.3%
BlackRock LPP	-9.8%	-6.7%	-6.5%	5.9%	4.4%	

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

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

Note 3: BNY Mellon Endowment & Foundation Universe Median Return—
137 portfolios are represented for the one-year period ended December 31, 2018

FUND PERFORMANCE

The NCSIF (Fund) is a large, diversified investment pool with a long-term perspective. At December 31, 2018 the Fund had \$1.0 Billion invested with several managers in a wide variety of asset classes. The largest manager for the Fund, UNCMC, managed 87.1% of the Fund's assets. The UNC Investment Fund (UNCIF) produced a three-month return of -3.4%, and a 12-month return of 4.0% for the period ended December 31, 2018. The NCSIF employs eight additional private equity managers, who oversee 2.0% of the portfolio. This portion of the Fund produced a three-month and 12-month return of 0.8% and 10.0%, respectively, for the period ended December 31, 2018. The Fund's Liquid Policy Portfolio (LPP), managed by Blackrock, was another 9.5% of the portfolio. This investment returned -9.8% for the three months and -6.5% for the 12 months ended December 31, 2018. 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	6.7%	6.9%	4.5%	6.6%
Annualized Volatility	4.7%	4.6%	6.0%	10.6%
Annual Sharpe Ratio (1)	1.45	1.49	0.75	0.62
Correlation to Global Index	0.89	0.86	0.96	0.99
Max Drawdown	-4.4%	-4.7%	-8.4%	-14.2%

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 2019

NC State Investment Fund, Inc.

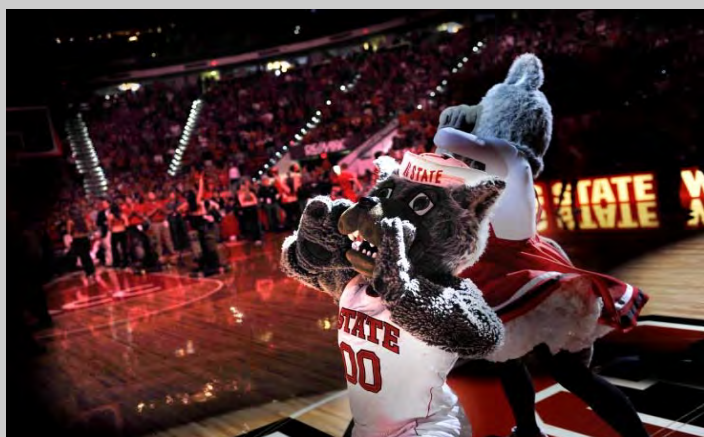
NC State University, Campus Box 7207, Raleigh, NC 27695-7207

Inception Date: April 1, 1999

December 31, 2018

INVESTMENT STRATEGY

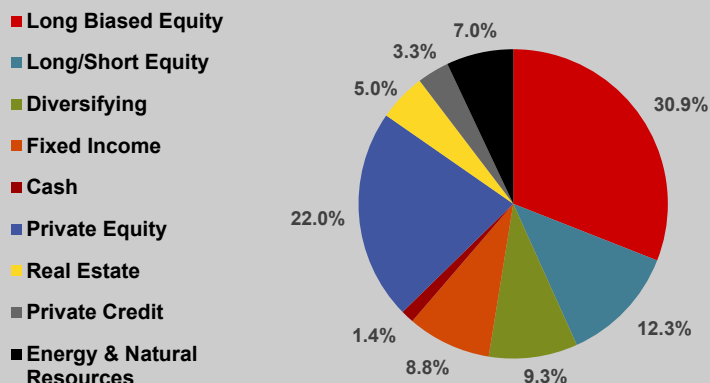
The Fund is managed as a broadly diversified portfolio with exposure to seven primary asset classes and many sub-strategies within each asset class. The Fund seeks to diversify exposure to the sub-strategies through the use of multiple investment managers that utilize a variety of investment approaches. 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.



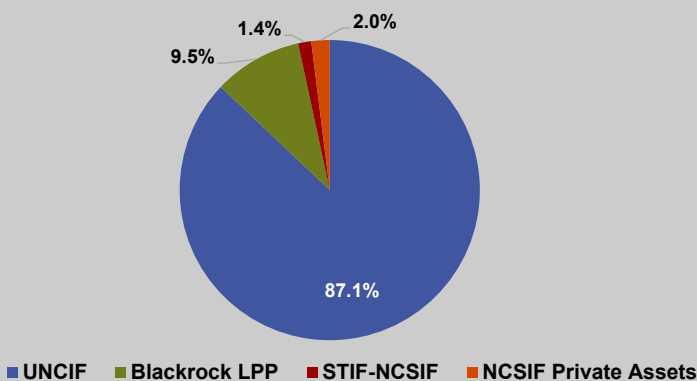
UNC MANAGEMENT CO.

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 the UNCIF's Executive Committee. The Operations Team performs all administrative, legal, compliance, accounting, and performance reporting duties.

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 seven private equity managers which includes an allocation for cash to fund capital calls. The transition of assets to UNCMC was completed December 2009.

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Second Quarter Fiscal Year 2019

NC State Intermediate Term Fund

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

Inception Date: July 3, 2014

December 31, 2018

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.

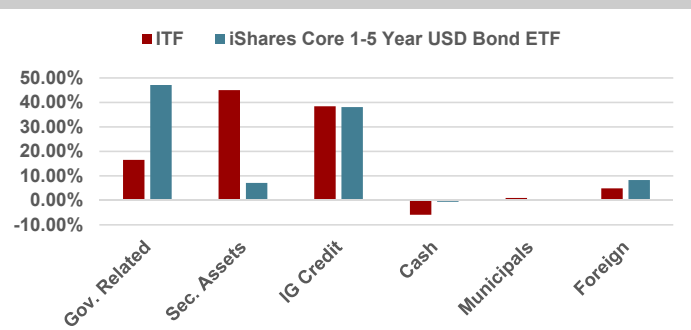
The decision to invest funds takes into account various factors including duration, credit, concentration, and manager risk, along with total return, suitability, and the experiences, quality and capability of external managers.

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 and 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.

Second Quarter Fiscal Year 2019

PERFORMANCE

Market Value	\$183,790,405			
Performance	QTD	FYTD	1 Year	3 Year
ITF Fund	0.8%	1.4%	1.0%	1.8%
<i>Barclays 1-3 yr Treasury</i>	1.3%	1.5%	1.6%	0.9%
<i>Barclays Universal 1-5 yr</i>	1.1%	1.5%	1.2%	2.0%
<i>DoubleLine</i>	1.7%	1.9%	1.8%	
<i>PIMCO Income</i>	0.7%	1.3%	0.6%	
<i>Vanguard Short Term</i>	0.7%	1.3%	1.0%	2.0%

STATISTICS	Fund	Index (1)
Volatility	1.1%	1.3%
Sharpe Ratio	-1.0	-0.7
SEC Yield	3.7%	3.3%
Effective Duration	2.9	2.7
FYTD Net Interest & Dividends**	\$3,339,599	N/A
Net Interest & Dividends Since Inception**	\$20,932,907	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

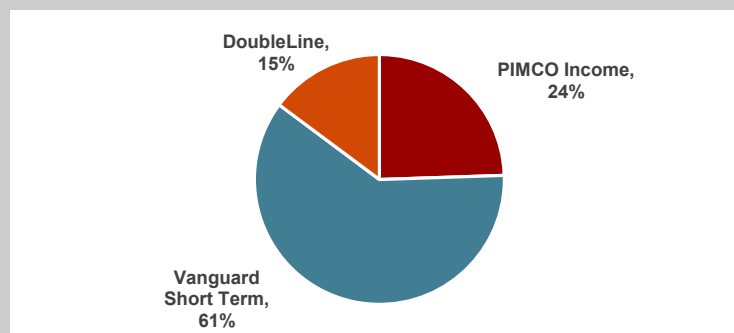
MANAGERS

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



Whiting Award and Others for NC State Alumnus

Poet and NC State alumnus Tyree Daye was one of 10 recipients for the 2019 Whiting Award, one of the largest and most prestigious awards offered for emerging writers in the United States. The Whiting Foundation awards \$50,000 to writers of fiction, nonfiction, poetry and drama based on early accomplishment and the promise of early accomplishment. Daye earned his Master of Fine Arts in Creative Writing from NC State in 2017, just two short years ago, and published his poetry collection *River Hymns* shortly thereafter. He has also won the 2019 Palm Beach Poetry Festival Langston Hughes Fellowship, received the 2019 Kate Tufts Poetry Award, is the 2018-2019 Diana and Simon Raab Writer-In-Residence at the Interdisciplinary Humanities Center, and is a Cave Canem fellow. His second collection of poetry, *Cardinal*, is forthcoming from Copper Canyon Press.

CVM Students Compete in 2019 Animal Health Hackathon at Cornell

College of Veterinary Medicine students and faculty advisers participated in Cornell University's annual Animal Health Hackathon. Trey Cook, a second-year CVM student, and his team of engineering and marketing students from different universities won first place in the Market Ready Solution category for their product FarmSpeak. This app is designed to overcome language barriers between farmers and the non-English speaking laborers and veterinarians who work with them. Laborers complete forms with pictures and easily translatable words and phrases, which are then scanned and translated into a downloadable booklet of information for the farmer to share with veterinarians. The idea not only allows for effective dissemination of information between parties, but also serves to empower workers. The inaugural NC State Animal Health Hackathon is tentatively scheduled for September 27-29, 2019 at the CVM.

Smithfield Foundation Donates \$200,000 to Soldier to Agriculture Program

The Smithfield Foundation, which is the philanthropic arm of Smithfield Foods, Inc., announced a \$200,000 donation to NC State's Soldier to Agriculture Program (STAP) in early March. This program provides career-introductions and hands-on training to help veterans make the transition from military service to agricultural careers, North Carolina's top industry. The donation will provide a full year of funding for the partnership between STAP and the Fort Bragg military base career center, which will allow for the construction of larger facilities and upgraded classrooms to recruit veterans and house agricultural courses and studies.

Textile Protection and Comfort Center Turns 25

This year marks the 25th year of NC State's Textile Protection and Comfort Center (TPACC). TPACC allows students and faculty and staff researchers to take a holistic approach to researching and testing fabric or completed garments, which sets it apart from other research centers. It has gained national attention for its advanced technology like PyroMan and the Man-in-Stimulant Test (MIST) facility. Over the years, TPACC has produced innovative protective clothing and gear for fire fighters, soldiers, and first responders as well as athletic wear and bedsheets for consumers.

**BUILDINGS AND PROPERTY COMMITTEE
NORTH CAROLINA STATE UNIVERSITY
April 18, 2019**

**BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY**

**Buildings and Property Committee
Time: 10:15 – 11:30 a.m., April 18, 2019
Winslow Hall Conference Room 101
Robert “Chip” Andrews, Chair
Members: Kelly, Murphy, Poole, Washington, 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 21, 2019 meeting minutes

5.1.A

2. PROPERTY MATTERS

TAB 2

Jessie Askew & Lisa Van Roekel, Real Estate & Development

- Disposition by easement. The City of Raleigh has requested the conveyance of several easements in connection with their proposed Tryon Road Widening Project – Part C. The proposed project improvement will affect State owned lands located on the eastern side of Lake Wheeler Road in Raleigh, NC., being a part of the NC State University Lake Wheeler Research Field Labs. The disposition of the easement areas will be for new right of way, permanent slope easements, permanent drainage easements, electrical utility easements, and temporary construction easements. The conveyance areas will contain +/- 9,831 sf. ~ .2257 ac.

5.2.A.1

- Disposition by easement. The City of Raleigh has requested the conveyance of an easement in connection with a proposed drainage improvement project along Sierra Drive and Balboa Road. The proposed project will necessitate the removal of a 42” exiting pipe to be replaced by a box culvert system. The improvement will affect State owned lands located northeast of Balboa Road in Raleigh, NC, being a part of the NC State University Centennial Campus. The disposition of the easement

5.2.A.2

✓ Requires full board approval

¹ Materials will be distributed to committee members at the meeting

BUILDINGS AND PROPERTY COMMITTEE
NORTH CAROLINA STATE UNIVERSITY
April 18, 2019

area will be for a permanent drainage easement. The conveyance area will contain +/- 8,022 sf. ~ .1842 ac.

- √ Disposition by Property Exchange. Exchange of real property between the State of North Carolina on behalf of North Carolina State University and the Board of Trustees of the Endowment Fund of North Carolina State University for equal sized acreage on Centennial Campus. The acreage received by the Endowment will supplement the property exchange approved by the BPC/BOT in September 2017 and will be used to further public/private partnership opportunities related to the new development on north Centennial Campus consistent with the master land-use plan. Final quantity, description and exact location of the exchange will be determined by survey and is expected to be approximately +/- 9.2 acres. 5.2.A.3
- √ Disposition by Lease to VHB Engineering NC, P.C. (or affiliated subsidiary) for +/- 7,200 SF of office space at Partners I on Centennial Campus. This space lease is an expansion of VHB's current 18,000 SF space in Venture I on Centennial Campus. Disposition is recommended for partnership with the University and contribution to the Innovation Ecosystem on Centennial Campus. 5.2.A.4
- √ Disposition by Lease to C2I, LLC, (an affiliated non-profit entity controlled by the North Carolina State University Partnership Corp to further the educational and charitable purposes of the University), for +/- 22,000 SF of office and high-bay with mezzanine space at Partners I on Centennial Campus. Disposition is recommended to facilitate operation of a high-density co-working and incubation space and to accommodate growth of the NCSU Entrepreneurship Garage, consistent with the University's mission. 5.2.A.5

3. PROPERTY MATTERS (Received after Full Board Mailing) TAB 3

4. DESIGNER SELECTIONS TAB 4

Douglas Morton, Associate Vice Chancellor, Facilities

- Structural Repairs Mann Hall ¹(5.4.A.1)
- Elevator Additions-Tucker and Owen Residence Hall ¹(5.4.A.2)
- Approval of Designer Selections \$1 million or Less 5.4.A.3

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 5.5.A

✓ Requires full board approval

¹ Materials will be distributed to committee members at the meeting

**BUILDINGS AND PROPERTY COMMITTEE
NORTH CAROLINA STATE UNIVERSITY
April 18, 2019**

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 21, 2019 meeting.

- | | | |
|-----------|--|--|
| 6. | PARKING AND TRANSPORTATION
<i>David Rainer, Associate Vice Chancellor, Environmental Health & Public Safety</i> | TAB 6 |
| ✓ | Proposed Revision to Policy 07.60.1 Parking and Transportation Ordinances 2019-2020 | 5.6.A |
|
 | | |
| 7. | PHYSICAL MASTER PLAN
<i>Lisa Johnson, University Architect</i> <ul style="list-style-type: none">• Annual Update | TAB 7

1(5.7.A) |
|
 | | |
| 8. | SITE AND PLAN REVIEW / APPROVAL
<i>Lisa Johnson, University Architect</i>
Site/Plan Review Approval <ul style="list-style-type: none">• Memorial Belltower Restoration• Approval of Plans and Specifications of Formal Projects less than \$2 million | TAB 8

5.8.A.1
5.8.A.2 |
|
 | | |
| 9. | INFORMATIONAL REPORTS <ul style="list-style-type: none">• Capital Projects Update (<i>Douglas Morton</i>)• Status of Projects in Planning (<i>Lisa Johnson</i>) | TAB 9
5.9.A.1
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 21, 2019

Minutes

Meeting No. 18-19:3

Location: Winslow Hall Conference Room

Time: 10:15 – 11:30 a.m.

Committee Members Present:

Mr. Chip Andrews, Chair
Mr. Stan Kelly
Mr. Wendell Murphy
Mr. Ven Poole
Mr. Dewayne Washington
Mr. Ed Weisiger, Jr.

Other Board of Trustees Members Present

Mr. John Cabaniss
Mr. Jimmy Clark
Mrs. Ann Goodnight
Mr. Jim Harrell, III
Ms. Susan Ward
Ms. Jess Errico

Present from the University:

Chancellor, Randy Woodson
Ms. Mary Peloquin-Dodd, Interim, Vice Chancellor, Finance and Administration
Ms. P. J. Teal, Secretary of the University and Assistant to the Chancellor
Dr. Michael Mullen, Vice Chancellor and Dean, Academic Student Affairs
Mr. Kevin Howell, Vice Chancellor, External Affairs, Partnerships & Economic Development
Mr. Mark Hoit, Vice Chancellor for IT & CIO, Office of Information Technology
Ms. Allison Newhart, Vice Chancellor & General Counsel, Office of General Counsel
Mr. Doug 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
Ms. Catherine Phillips, Director of Operations, Analysis & Planning, Office of Finance and

Administration

Mr. Harlan Stafford, Director, University Real Estate & Development

Ms. Lisa Van Roekel, Property Specialist, University Real Estate & Development

Ms. Jessie Askew, University Program Specialist, University Real Estate & Development

Ms. Melissa Young, Interim, Executive Assistant, to the Associate Vice Chancellor, Facilities Division

Mr. Johnno Harris, III, President, Lincoln Harris, Charlotte

Mr. David Connor, Senior Vice President, Lincoln Harris, Raleigh

Ms. Amy Watkins, Vice President, Lincoln Harris, Raleigh

CALL TO ORDER

Chair Andrews called the meeting to order at 10:15 a.m.

ROLL CALL

Chair Andrews called the roll. Mr. Dewayne Washington was absent.

STATE GOVERNMENT ETHICS ACT

Chair Andrews 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. .

MINUTES

Chair Andrews asked whether there were any corrections to the November 15, 2018 meeting minutes. Mr. Ed Weisiger noted his request to abstain from voting on the property matters in addition to recusing himself was not included in the November minutes. Chair Andrews declared the minutes not approved as drafted.

PROPERTY MATTERS

Chair Andrews asked Mr. Stafford to present three property matters that require committee approval. Mr. Stafford introduced Ms. Askew and Ms. Van Roekel to present the property matters.

- Acquisition by easement. The State of North Carolina on behalf of NC State University is requesting an easement from Small & Small, LLC for the installation of telecom services to the G. Milton Small Office Building located at 105 Brooks Ave. in Raleigh, NC. The NC State University's Poole College of Management is leasing this location for approximately seven (7) years to house their department. The proposed easement area will total +/- (10 ft. x 75 ft.) = 750 sf. ~ .0172 ac.
- Disposition by easement. The United States Department of Agriculture Services has a ground lease with the State of North Carolina located at 3908 Inwood Rd. in Raleigh, NC. They have requested an upgrade to their cable services, due to this location serving as the State Climate Office Weather Station and reporting site for the Air Quality / Climate

Change Research Program. The request for the upgrade has been made through Spectrum Enterprise, Inc. The proposed easement area will be +/- (10 ft. x 750 ft.) = 7,500 sf. ~ .1722 ac.

- Disposition by easement. The Public Service Company of North Carolina has requested the conveyance of an easement to relocate a gas regulatory station and meter adjacent to the Monteith Engineering Research Center 2410 Campus Shore Dr. in Raleigh, NC, located on Centennial Campus. The proposed relocation is in connection with the Centennial Campus Thermals Relocation Project. The proposed easement area will be +/- (10 ft. x 32.50 ft.) = 325 sf ~ .0075 ac.
- Disposition by easement. The City of Raleigh has requested an Easement for the installation of a bus shelter along the southern existing right of way of Hillsborough St., adjacent to Scott Hall in Raleigh, NC. The conveyance will involve 217.87 sf. as a Permanent Transit Easement and 105.79 sf. as a Temporary Construction Easement. The proposed easement area will total +/- 323.66 sf. ~ .00743 ac.
- Acquisition by license. The State of North Carolina on behalf of NC State University is requesting a perpetual license from Norfolk Southern Railway Company to install, maintain, and operate storm water facilities under, along and across the railroad right of way at or near Dan Allen Drive, in Raleigh, Wake County, North Carolina. The proposed project is part of a joint utility project with the City of Raleigh and Landmark Properties, Inc. for installation of storm and sanitary sewer lines along Dan Allen Drive.

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

FULL BOARD APPROVAL

Chair Andrews asked Ms. Van Roekel to present two property matters that require full board committee approval. A motion to approve these items will be needed.

- ✓ Acquisition by lease. North Carolina State University, on behalf of the Division of Academic and Student Affairs, whose existing lease expires on May 10, 2019, requests a short term lease from University Towers Operating Partnership, LP to be used for overflow residential housing for the 2019-2020 academic year. The university plans to lease 3 Floors (384 student beds and 6 residential advisor beds).
- ✓ Acquisition by lease. North Carolina State University, on behalf of the NSF Center for Integrated Pest Management ("CIPM"), whose existing lease expires on October 31, 2019, requests to execute

a new strategic office lease on or near Centennial Campus. CIPM fulfills the land-grant mission of the College of Agriculture and Life Sciences by coordinating interdisciplinary teams, cultivating local to global partnerships and training the next generation of IPM practitioners. CIPM develops and advances new IPM strategies, pest analytic tools, and decision support systems.

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

DESIGNER SELECTIONS

Chair Andrews called for a motion and a second to recommend approval of the designer selections as outlined by Mr. Morton. Mr. Weisiger made the motion, which Mr. Kelly seconded. Chair 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. Mr. Morton requested acceptance of nine completed projects listed with a combined value of \$2,950,378, which included the Daniels Roof Replacement, and the Carter-Finley South End Video Board Replacement.

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

SITE AND PLAN APPROVAL

Chair Andrews asked Ms. Johnson to present the site and plan approval for the Academic Success Center at DH Hill Library, DH Hill North Exterior Site Improvements, and the Bureau of Mines renovation. A motion will be needed for all.

Chair Andrews called for a motion and a second to recommend the plan approval for the Academics Success Center at DH Hill as outlined by Ms. Johnson. Mr. Weisiger made the motion, which Mr. Murphy seconded. Chair Andrews asked if there was any further discussion on the motion. Mr. Weisiger and Dr. Mullen had a conversation about the use of the center. He called for a vote. The motion passed.

Chair Andrews asked Ms. Johnson to present the plan review and approval for DH Hill North Exterior Site Improvements. A motion will be needed.

Chair Andrews called for a motion and a second to recommend the site and plan approval for the DH Hill North Exterior Site Improvements as outlined by Ms. Johnson. Mr. Kelly made the motion, which Mr. Murphy seconded. Chair Andrews asked if there was any further discussion on the motion. There being none, he called for a vote. Motion passed.

Chair Andrews asked Ms. Johnson to present the plan review and approval for the Bureau of Mines Renovation. A motion will be needed.

Chair Andrews called for a motion and a second to recommend plan approval for the Bureau Of Mines Renovation as outlined by Ms. Johnson. Mr. Murphy made the motion, which Mr. Weisiger seconded. Chair Andrews asked if there was any further discussion on the motion. There being none, he called for a vote. The motion passed.

APPROVAL OF PLANS AND SPECS OF FORMAL PROJECTS LESS THAN \$2 MILLION

Plans and Specifications of Formal Projects less than \$2 million. Ms. Johnson requested acceptance of 12 projects listed with a combined value of \$4.9 million, which included Lake Wheeler Creamery, and Price Music Hall HVAC Renovations.

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. Mr. Weisiger made the motion, which Mr. Kelly seconded. Chair Andrews asked if there was any further discussion on the motion. There being none, he called for a vote. The motion passed.

INFORMATIONAL REPORTS

Chair Andrews recognized Mr. Morton to present the update for Capital Projects. Mr. Morton noted the update is to provide committee members information on projects in design, construction and those recently completed. Mr. Morton discussed the North and Central Electrical Distribution – Phase 1, and had examples of existing electrical damaged lines.

Chair Andrews recognized Ms. Johnson to provide an update on Projects in Planning. Ms. Johnson presented the update.

There being no additional business, the meeting adjourned at 11:30 a.m.

Respectfully submitted,

D. G. Morton
Secretary to the Committee

cc: Mary Peloquin-Dodd, Interim, Vice Chancellor, Finance & Administration
P.J. Teal, Assistant Secretary of the Trustees

Approved: _____
Committee Chair Date

Form-PO 2
Original and one copy to
to State Property Office

STATE OF NORTH CAROLINA
Department of Administration
***DISPOSITION OF REAL PROPERTY**

Institution or Agency: State of North Carolina

Date: April 18, 2019

The Department of Administration is requested, as provided by GS 146-28 to dispose of the real property herein described by ~~(sale)~~, ~~(lease)~~, ~~(rental)~~, or (other specify): Easement

The disposition is recommended for the following reasons:

Disposition by easement. The City of Raleigh has requested the conveyance of several easements in connection with their proposed Tryon Rd. Widening Project – Part C. The proposed project improvement will affect State owned lands located on the eastern side of Lake Wheeler Rd. in Raleigh, NC., being a part of the NC State University Lake Wheeler Research Field Labs. The disposition of the easement areas will be for new right of way, permanent slope easements, permanent drainage easements, electrical utility easements, and temporary construction easements. The conveyance areas will contain +/- 9,831 sf. ~ .2257 ac.

Description of Property:

The proposed easement areas will affect the Turf Grass Research Fields, located on the east side of Lake Wheeler Rd. The total easement area will comprise +/- 9,831 sf. ~ .2257 acres.

Term: Perpetual

Estimated value: \$14,774.64 (Benefit)

Where deed is filed, if known: Wake County Register of Deeds.

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

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

Funds from the disposal of this property are recommended for the following use. N/A

Action recommending this transaction was taken by the Building and Property Committee of the Board of Trustees at its meeting held on _____, 2019.

Signature _____
Chancellor

**DISPOSITION
OF REAL PROPERTY**

EASEMENT

GRANTOR The State of North Carolina

GRANTEE City of Raleigh

LOCATION NCSU Lake Wheeler Research Field Labs, Lake Wheeler Rd., Raleigh, NC

SIZE +/- 9,831 sf. ~ .2257 ac. of real property.

RATE Benefit

TERM Perpetual Easement

USE Disposition by easement. The City of Raleigh has requested the conveyance of several easements in connection with their proposed Tryon Rd. Widening Project – Part C. The proposed project improvement will affect State owned lands located on the eastern side of Lake Wheeler Rd. in Raleigh, NC., being a part of the NC State University Lake Wheeler Research Field Labs. The disposition of the easement areas will be for new right of way, permanent slope easements, permanent drainage easements, electrical utility easements, and temporary construction easements. The conveyance areas will contain +/- 9,831 sf. ~ .2257 ac.

TRANSMITTAL OF REQUEST FOR ACQUISITION/DISPOSITION OF REAL PROPERTY

Form

Number: PO-2

Preparation

Date: April 18, 2019

Request: Disposition by easement. The City of Raleigh has requested the conveyance of several easements in connection with their proposed Tryon Rd. Widening Project - Part C. The proposed project improvement will affect State owned lands located on the eastern side of Lake Wheeler Rd. in Raleigh, NC., being a part of the NC State University Lake Wheeler Research Field Labs. The disposition of the easement areas will be for new right of way, permanent slope easements, permanent drainage easements, electrical utility easements, and temporary construction easements. The conveyance areas will contain +/- 9,831 sf. ~ .2257 ac.

Institution NORTH CAROLINA STATE UNIVERSITY

RECOMMENDED BY CHANCELLOR, NCSU

(Chancellor's Signature)

RECOMMENDED BY COMMITTEE ON
BUILDINGS AND PROPERTY

(Chairman's Signature)

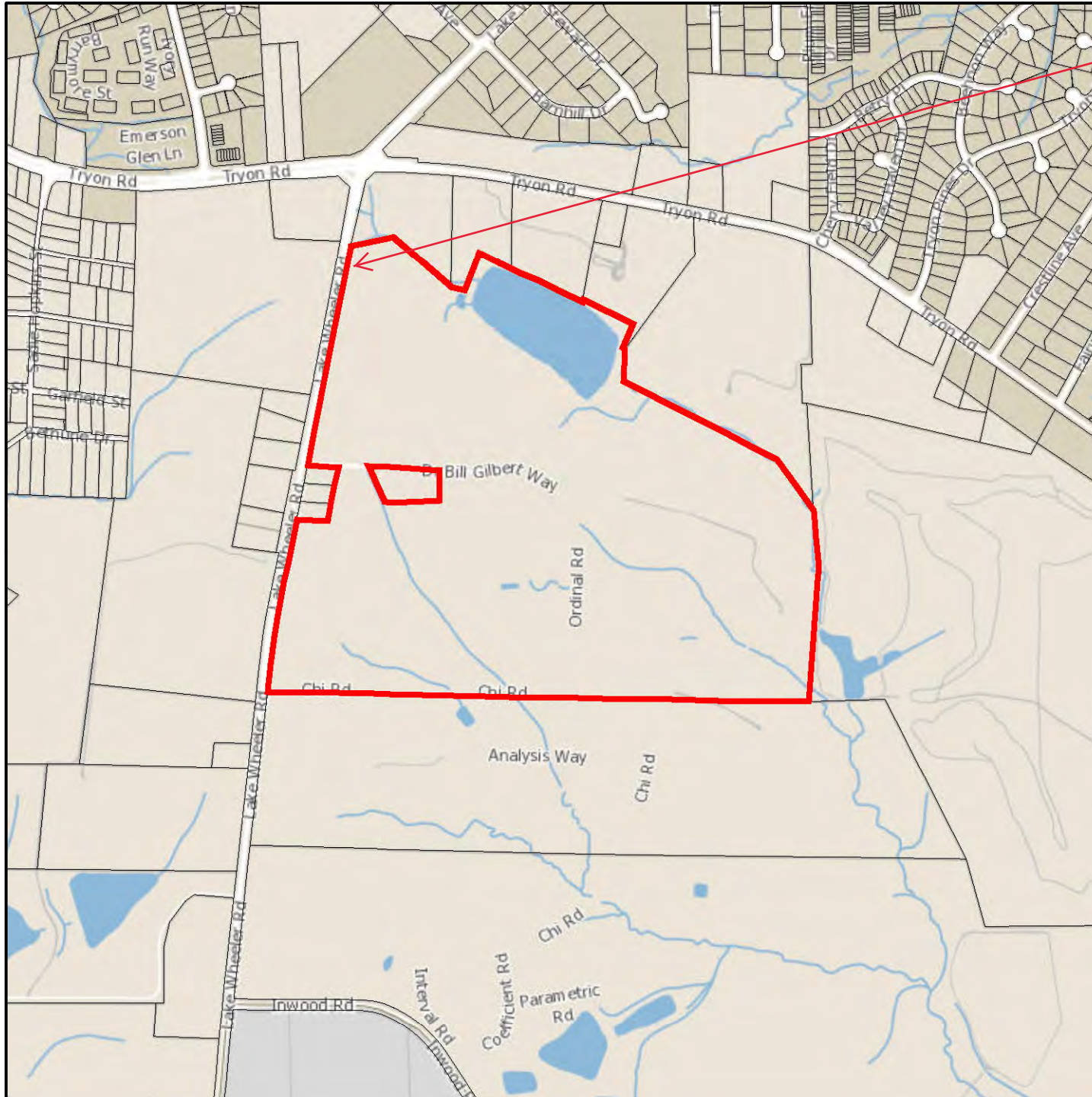
RECOMMENDED BY BOARD OF TRUSTEES,
NCSU

(Chairman's Signature)

RECOMMENDED BY BOARD OF GOVERNORS

(Secretary's Signature)

Vicinity Map - Lake Wheeler Rd.



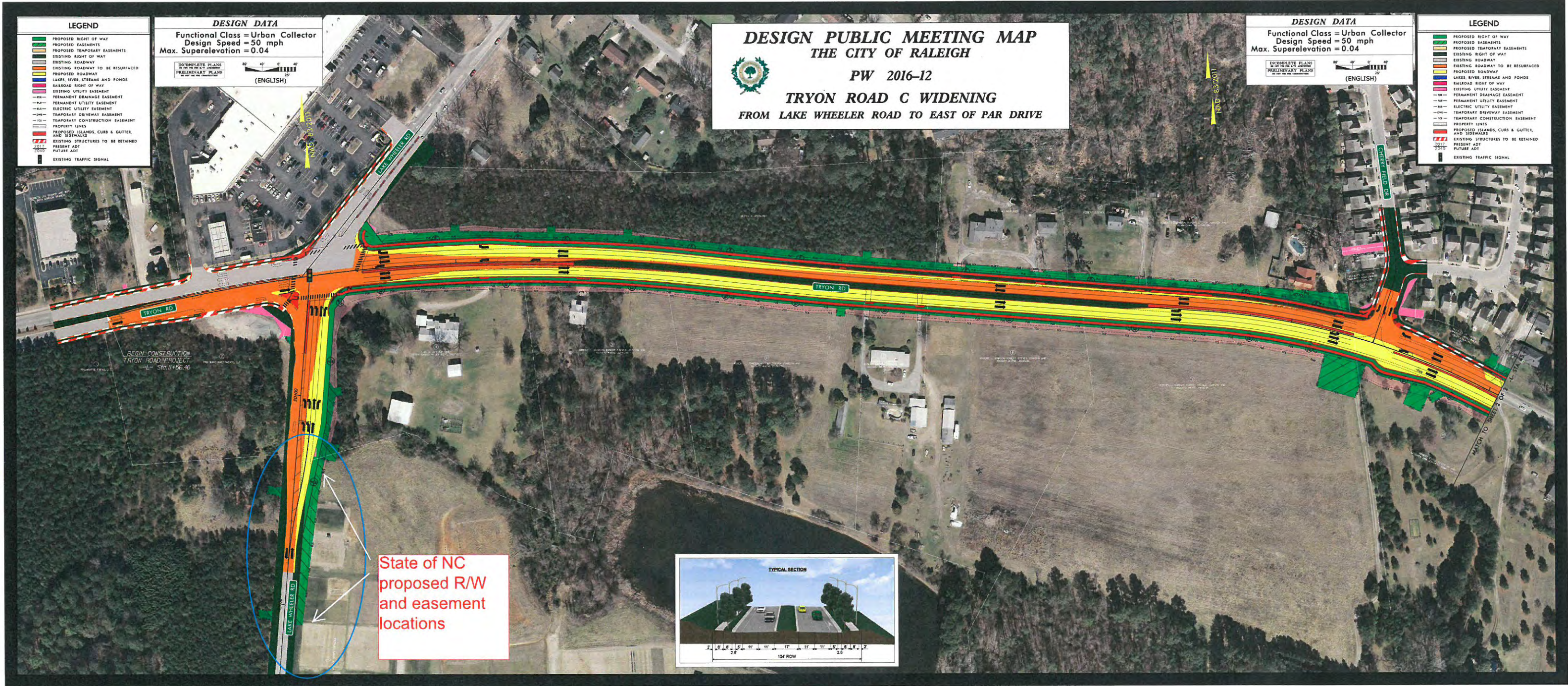
PIN: 0792631632
 PIN Ext: 000
 Real Estate ID: 0162543
 Map Name: 0792 04
 Owner: NORTH CAROLINA STATE OF
 Mail Address 1: STATE PROPERTY OFFICE
 Mail Address 2: 116 W JONES ST
 Mail Address 3: RALEIGH NC 27603-1300
 Deed Book: 001439
 Deed Page: 00671
 Deed Acres: 129.12
 Deed Date: 2/10/1961
 Building Value: \$1,380,185
 Land Value: \$8,452,800
 Total Value: \$9,832,985
 Biling Class: Exempt
 Description: STATE PROPERTY
 Heated Area: 26875
 Site Address: 3025 LAKE WHEELER RD
 Street Name: LAKE WHEELER RD
 City:
 Planning Jurisdiction: RA
 Township: Swift Creek
 Year Built: 1977
 Sale Price: \$0
 Sale Date:
 Use Type: PREFAB
 Design Style: Conventional
 Land Class: EXEMPT



0 425 850 1,700 ft
 1 inch = 800 feet

Disclaimer

*iMaps makes every effort to produce and publish the most current and accurate information possible. However, the maps are produced for information purposes, and are **NOT** surveys. No warranties, expressed or implied, are provided for the data therein, its use, or its interpretation.*





LEGEND

DWE

PROPOSED DRIVEWAY EASEMENT

R-W

PROPOSED RIGHT OF WAY

EUE

PROPOSED ELECTRIC UTILITY EASEMENT

PDE

PROPOSED PERMANENT DRAINAGE EASEMENT

PSE

PROPOSED PERMANENT SLOPE EASEMENT

PUE

PROPOSED PERMANENT UTILITY EASEMENT

TCE

PROPOSED TEMP CONSTRUCTION EASEMENT

EXISTING PROPERTY LINE

EXISTING RIGHT OF WAY

E

EXISTING EASEMENT AS LABELED

EXISTING PROPERTY CORNER AS LABELED

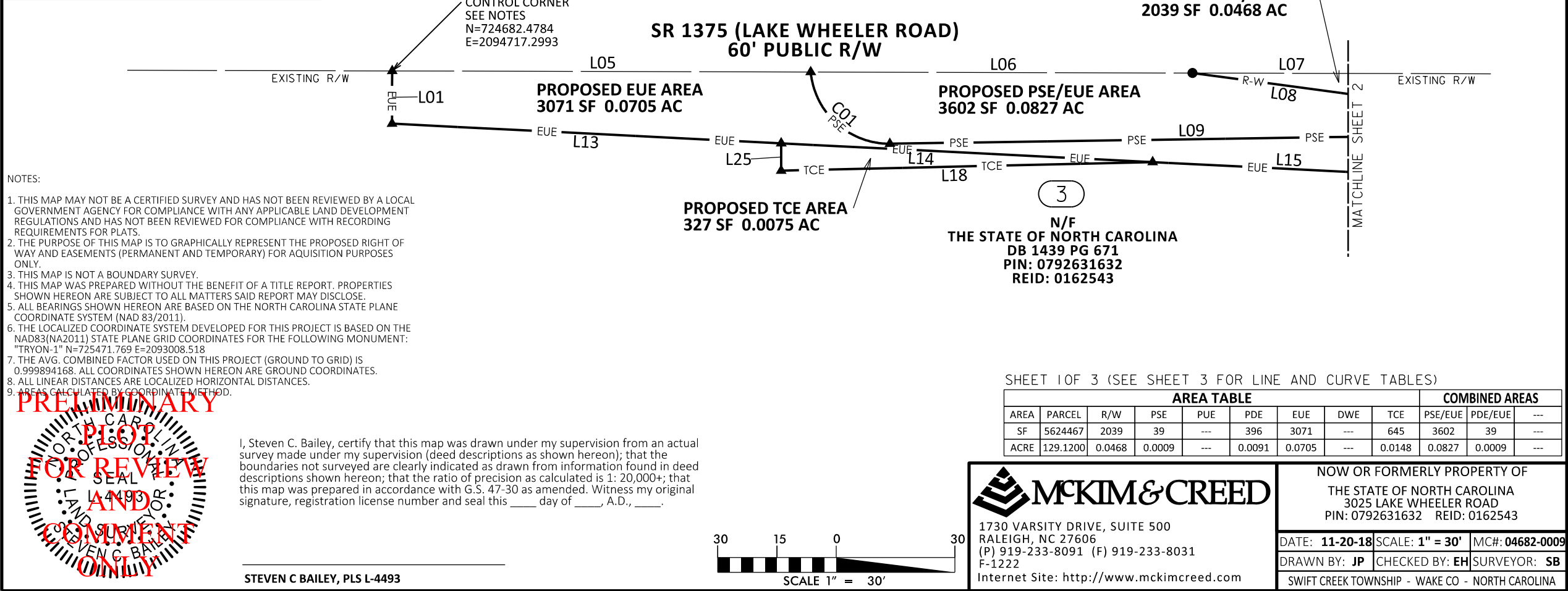
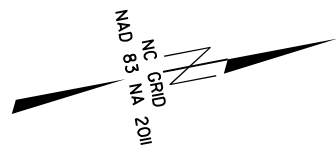
NEW #5 REBAR SET

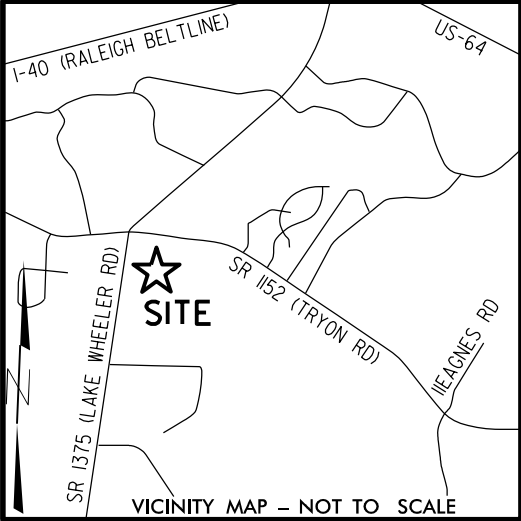
NEW 60d NAIL SET

CALCULATED POINT

MATCHLINE

EXHIBIT 1 - REAL ESTATE ACQUISITION MAP
TRYON ROAD - PART C WIDENING PROJECT

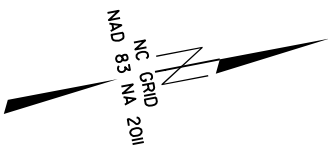




LEGEND

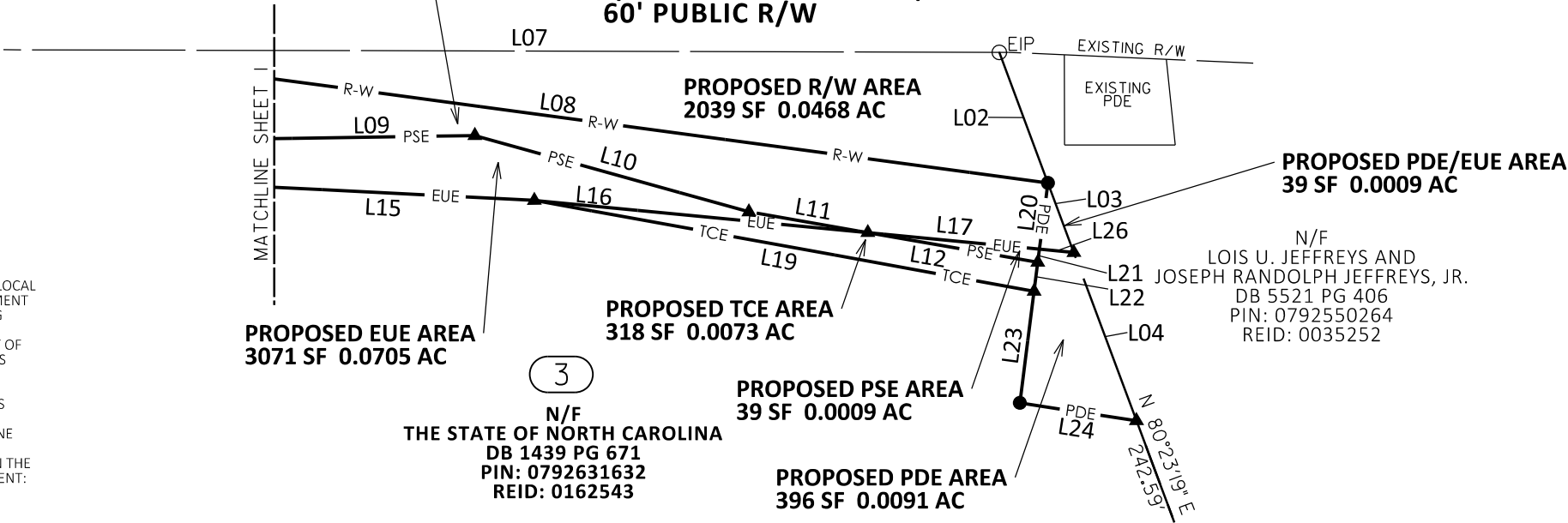
— DWE —	PROPOSED DRIVEWAY EASEMENT
— R-W —	PROPOSED RIGHT OF WAY
— EUE —	PROPOSED ELECTRIC UTILITY EASEMENT
— PDE —	PROPOSED PERMANENT DRAINAGE EASEMENT
— PSE —	PROPOSED PERMANENT SLOPE EASEMENT
— PUE —	PROPOSED PERMANENT UTILITY EASEMENT
— TCE —	PROPOSED TEMP CONSTRUCTION EASEMENT
— —	EXISTING PROPERTY LINE
— —	EXISTING RIGHT OF WAY
— —	EXISTING EASEMENT AS LABELED
●	EXISTING PROPERTY CORNER AS LABELED
●	NEW #5 REBAR SET
●	NEW 60d NAIL SET
X	CALCULATED POINT
---	MATCHLINE

**EXHIBIT 1 - REAL ESTATE ACQUISITION MAP
TRYON ROAD - PART C WIDENING PROJECT**

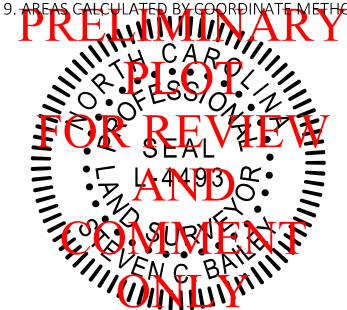


**PROPOSED PSE/EUE AREA
3602 SF 0.0827 AC**

**SR 1375 (LAKE WHEELER ROAD)
60' PUBLIC R/W**



- NOTES:
1. THIS MAP MAY NOT BE A CERTIFIED SURVEY AND HAS NOT BEEN REVIEWED BY A LOCAL GOVERNMENT AGENCY FOR COMPLIANCE WITH ANY APPLICABLE LAND DEVELOPMENT REGULATIONS AND HAS NOT BEEN REVIEWED FOR COMPLIANCE WITH RECORDING REQUIREMENTS FOR PLATS.
 2. THE PURPOSE OF THIS MAP IS TO GRAPHICALLY REPRESENT THE PROPOSED RIGHT OF WAY AND EASEMENTS (PERMANENT AND TEMPORARY) FOR AQUISITION PURPOSES ONLY.
 3. THIS MAP IS NOT A BOUNDARY SURVEY.
 4. THIS MAP WAS PREPARED WITHOUT THE BENEFIT OF A TITLE REPORT. PROPERTIES SHOWN HEREON ARE SUBJECT TO ALL MATTERS SAID REPORT MAY DISCLOSE.
 5. ALL BEARINGS SHOWN HEREON ARE BASED ON THE NORTH CAROLINA STATE PLANE COORDINATE SYSTEM (NAD 83/2011).
 6. THE LOCALIZED COORDINATE SYSTEM DEVELOPED FOR THIS PROJECT IS BASED ON THE NAD83(NA2011) STATE PLANE GRID COORDINATES FOR THE FOLLOWING MONUMENT: "TRYON-1" N=725471.769 E=2093008.518
 7. THE AVG. COMBINED FACTOR USED ON THIS PROJECT (GROUND TO GRID) IS 0.999894168. ALL COORDINATES SHOWN HEREON ARE GROUND COORDINATES.
 8. ALL LINEAR DISTANCES ARE LOCALIZED HORIZONTAL DISTANCES.
 9. AREAS CALCULATED BY COORDINATE METHOD.



I, Steven C. Bailey, certify that this map was drawn under my supervision from an actual survey made under my supervision (deed descriptions as shown hereon); that the boundaries not surveyed are clearly indicated as drawn from information found in deed descriptions shown hereon; that the ratio of precision as calculated is 1: 20,000+; that this map was prepared in accordance with G.S. 47-30 as amended. Witness my original signature, registration license number and seal this ____ day of ____, A.D., ____.

STEVEN C BAILEY, PLS L-4493



SHEET 2 OF 3 (SEE SHEET 3 FOR LINE AND CURVE TABLES)

AREA TABLE									COMBINED AREAS		
AREA	PARCEL	R/W	PSE	PUE	PDE	EUE	DWE	TCE	PSE/EUE	PDE/EUE	---
SF	5624467	2039	39	---	396	3071	---	645	3602	39	---
ACRE	129.1200	0.0468	0.0009	---	0.0091	0.0705	---	0.0148	0.0827	0.0009	---

MCKIM & CREED

1730 VARSITY DRIVE, SUITE 500
RALEIGH, NC 27606
(P) 919-233-8091 (F) 919-233-8031
F-1222
Internet Site: <http://www.mckimcreed.com>

NOW OR FORMERLY PROPERTY OF		
THE STATE OF NORTH CAROLINA 3025 LAKE WHEELER ROAD PIN: 0792631632 REID: 0162543		
DATE: 11-20-18	SCALE: 1" = 30'	MC#: 04682-0009
DRAWN BY: JP	CHECKED BY: EH	SURVEYOR: SB
SWIFT CREEK TOWNSHIP - WAKE CO - NORTH CAROLINA		

Form-PO 2
Original and one copy to
to State Property Office

STATE OF NORTH CAROLINA
Department of Administration
***DISPOSITION OF REAL PROPERTY**

Institution or Agency: State of North Carolina

Date: April 18, 2019

The Department of Administration is requested, as provided by GS 146-28 to dispose of the real property herein described by ~~(sale)~~, ~~(lease)~~, ~~(rental)~~, or (other specify): Easement

The disposition is recommended for the following reasons:

Disposition by easement. The City of Raleigh has requested the conveyance of an easement in connection with a proposed drainage improvement project along Sierra Dr. and Balboa Rd. The proposed project will necessitate the removal of a 42" exiting pipe to be replaced by a box culvert system. The improvement will affect State owned lands located northeast of Balboa Rd. in Raleigh, NC, being a part of the NC State University Centennial Campus. The disposition of the easement area will be for a permanent drainage easement. The conveyance area will contain +/- 8,022 sf. ~ .1842 ac.

Description of Property:

The proposed easement area will be located south of I-40, adjacent to Balboa Rd. The total easement area will comprise +/- 8,022 sf. ~ .1842 acres.

Term: Perpetual

Estimated value: \$11,970.42 (Benefit)

Where deed is filed, if known: Wake County Register of Deeds.

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

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

Funds from the disposal of this property are recommended for the following use. N/A

Action recommending this transaction was taken by the Building and Property Committee of the Board of Trustees at its meeting held on _____, 2019.

Signature _____
Chancellor

**DISPOSITION
OF REAL PROPERTY**

EASEMENT

GRANTOR The State of North Carolina

GRANTEE City of Raleigh

LOCATION NCSU Centennial Campus Balboa Rd., Raleigh, NC

SIZE +/- 8,022 sf. ~ .1842 ac. of real property.

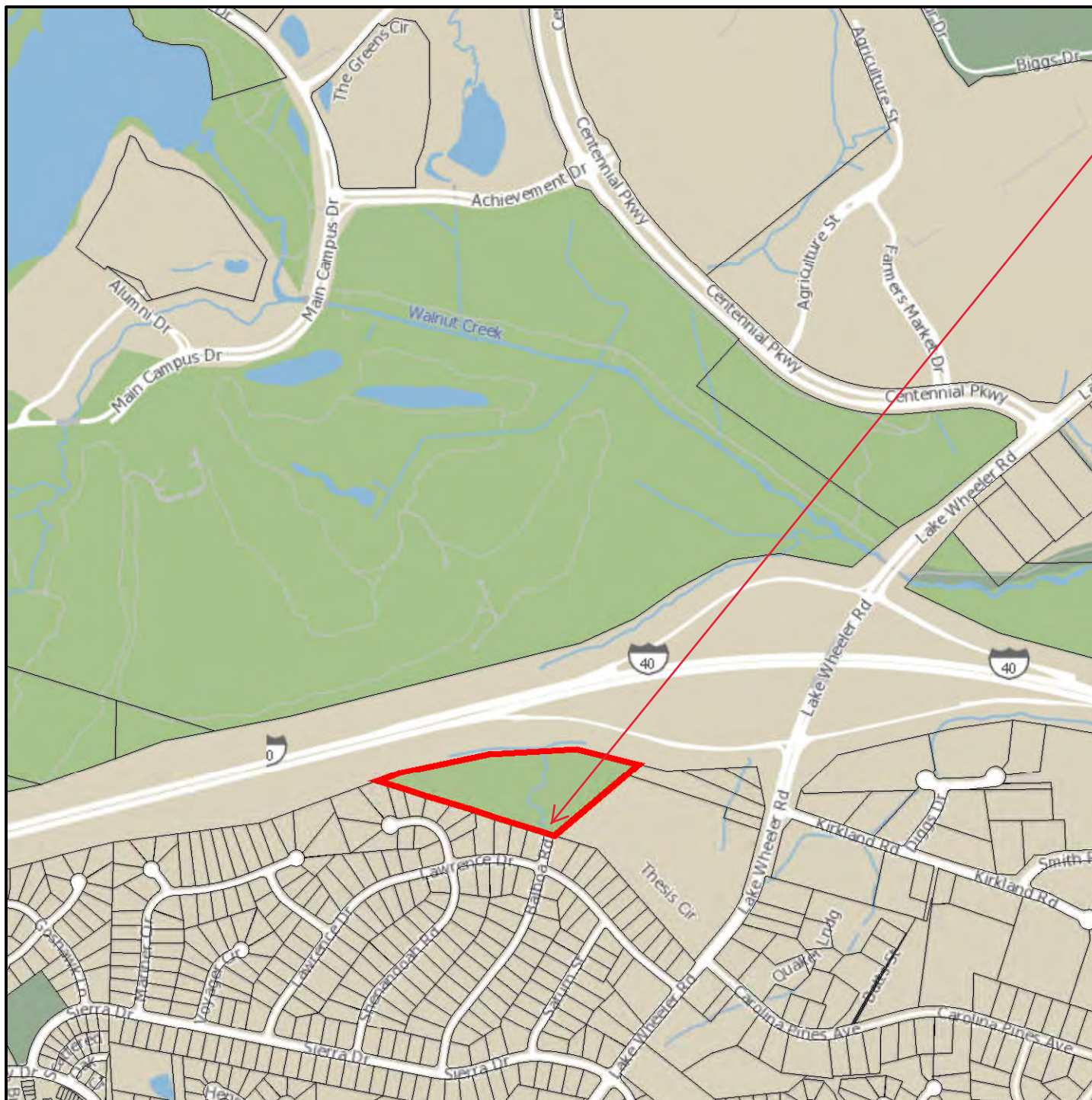
RATE Benefit

TERM Perpetual Easement

Disposition by easement. The City of Raleigh has requested the conveyance of an easement in connection with a proposed drainage improvement project along Sierra Dr. and Balboa Rd. The proposed project will necessitate the removal of a 42" exiting pipe to be replaced by a box culvert system. The improvement will affect State owned lands located northeast of Balboa Rd. in Raleigh, NC, being a part of the NC State University Centennial Campus. The disposition of the easement area will be for a permanent drainage easement. The conveyance area will contain +/- 8,022 sf. ~ .1842 ac.

(Secretary's Signature)

Vicinity Map - Balboa Rd.



PIN: 0793707101
 PIN Ext: 000
 Real Estate ID: 0278463
 Map Name: 0793 20
 Owner: NORTH CAROLINA STATE OF
 Mail Address 1: STATE PROPERTY OFFICE
 Mail Address 2: 116 W JONES ST
 Mail Address 3: RALEIGH NC 27603-1300
 Deed Book: 004812
 Deed Page: 00007
 Deed Acres: 8.33
 Deed Date: 11/16/1990
 Building Value: \$0
 Land Value: \$541,450
 Total Value: \$541,450
 Biling Class: Exempt
 Description: STATE HOSPITAL-DOROTHEA DIX
 HOSPITAL
 Heated Area:
 Site Address: 0 BALBOA RD
 Street Name: BALBOA RD
 City: RALEIGH
 Planning Jurisdiction: RA
 Township: Swift Creek
 Year Built:
 Sale Price: \$0
 Sale Date:
 Use Type:
 Design Style:



0 425 850 1,700 ft
 1 inch = 800 feet

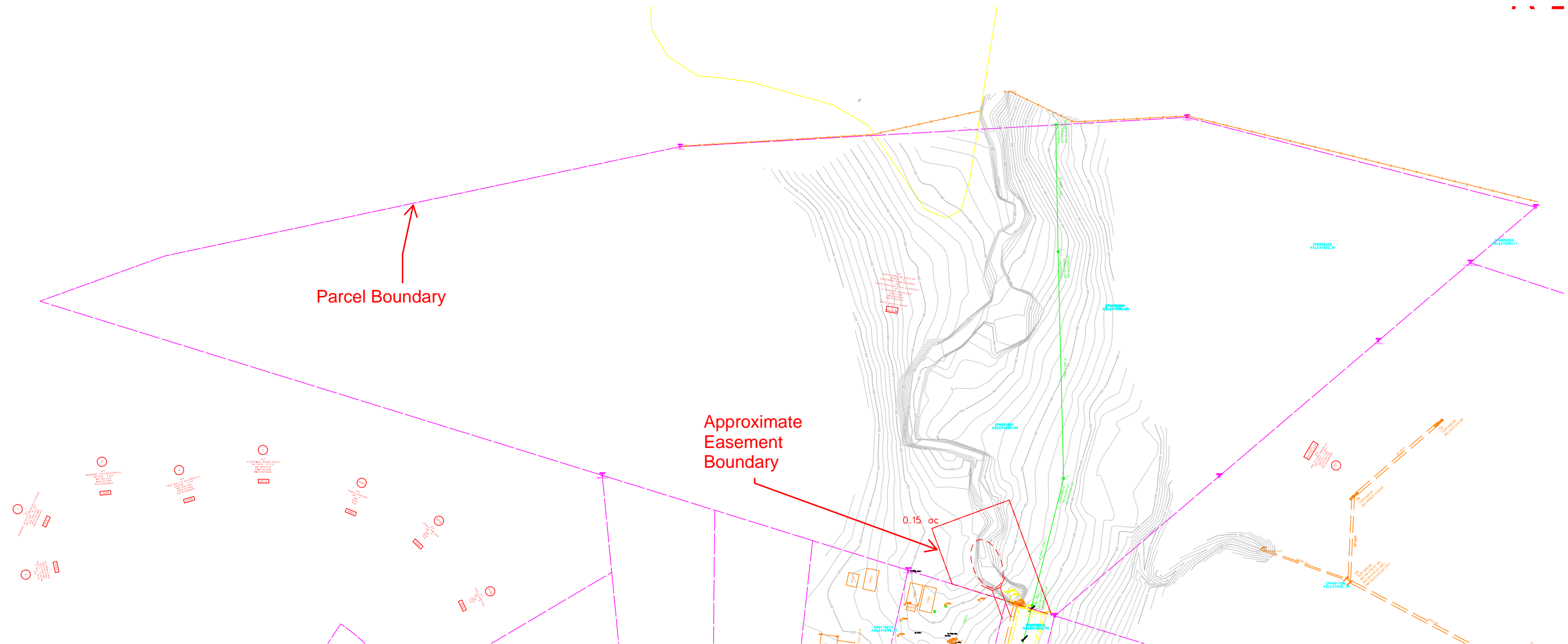
Disclaimer

iMaps makes every effort to produce and publish the most current and accurate information possible. However, the maps are produced for information purposes, and are NOT surveys. No warranties, expressed or implied, are provided for the data therein, its use, or its interpretation.



SITE ACCESSIBILITY





Scale 1" = 100'

Form-PO 2
Original and one copy to
to State Property Office

STATE OF NORTH CAROLINA
Department of Administration
***DISPOSITION OF REAL PROPERTY**

Institution or Agency: North Carolina State University

Date: April 18, 2019

The Department of Administration is requested, as provided by GS 146-28 to dispose of the real property herein described by ~~(sale), (lease), (rental), or (land exchange)~~:

The disposition is recommended for the following reasons:

This proposed exchanged of real property between the State of North Carolina on behalf of North Carolina State University and the Board of Trustees of the Endowment Fund of North Carolina State University for equal sized acreage on Centennial Campus is for the benefit of the University. The acreage conveyed to the Endowment will supplement the previously approved property exchange and will be used to further public/private partnership opportunities related to the new development on north Centennial Campus consistent with the master land-use plan.

Description of Property:

The new parcels, located on Centennial Campus near the intersection of Blair Drive and Initiative Way and near the intersection of Main Campus Drive and Oval Drive, are to be exchanged for an equal amount of Endowment owned acreage in multiple locations on Centennial Campus. Final quantity, description and exact location will be determined by survey and is expected to be approximately +/- 9.2 acres.

Term: Permanent Conveyance

Estimated value: Equal Value

Where deed is filed, if known: N/A

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

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

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

Action recommending this transaction was taken by the Board of Trustees at its meeting held on _____, 2019.

Signature _____
Chancellor

*The term "real property" includes timber rights, mineral rights, etc. (GS 146-64)

**DISPOSITION
OF REAL PROPERTY**

PROPERTY EXCHANGE

GRANTOR State of North Carolina on behalf of North Carolina State University

GRANTEE Board of Trustees of the Endowment Fund of North Carolina State University

LOCATION Centennial Campus

SIZE +/- 9.2 acres

RATE Equal Value

TERM Permanent Conveyance

USE The acreage received by the Endowment will supplement the previously approved property exchange and will be used to further public/private partnership opportunities related to the new development on north Centennial Campus.

TRANSMITTAL OF REQUEST FOR ACQUISITION/DISPOSITION OF REAL PROPERTY

Form

Number: PO-2

Preparation

Date: April 18, 2019

Request: Exchange of real property between the State of North Carolina on behalf of North Carolina State University and the Board of Trustees of the Endowment Fund of North Carolina State University for equal sized acreage on Centennial Campus.

Institution NORTH CAROLINA STATE UNIVERSITY

.....

RECOMMENDED BY CHANCELLOR, NCSU

(Chancellor's Signature)

.....

RECOMMENDED BY COMMITTEE ON
BUILDINGS AND PROPERTY

(Chairman's Signature)

.....

RECOMMENDED BY BOARD OF TRUSTEES,
NCSU

(Chairman's Signature)

.....

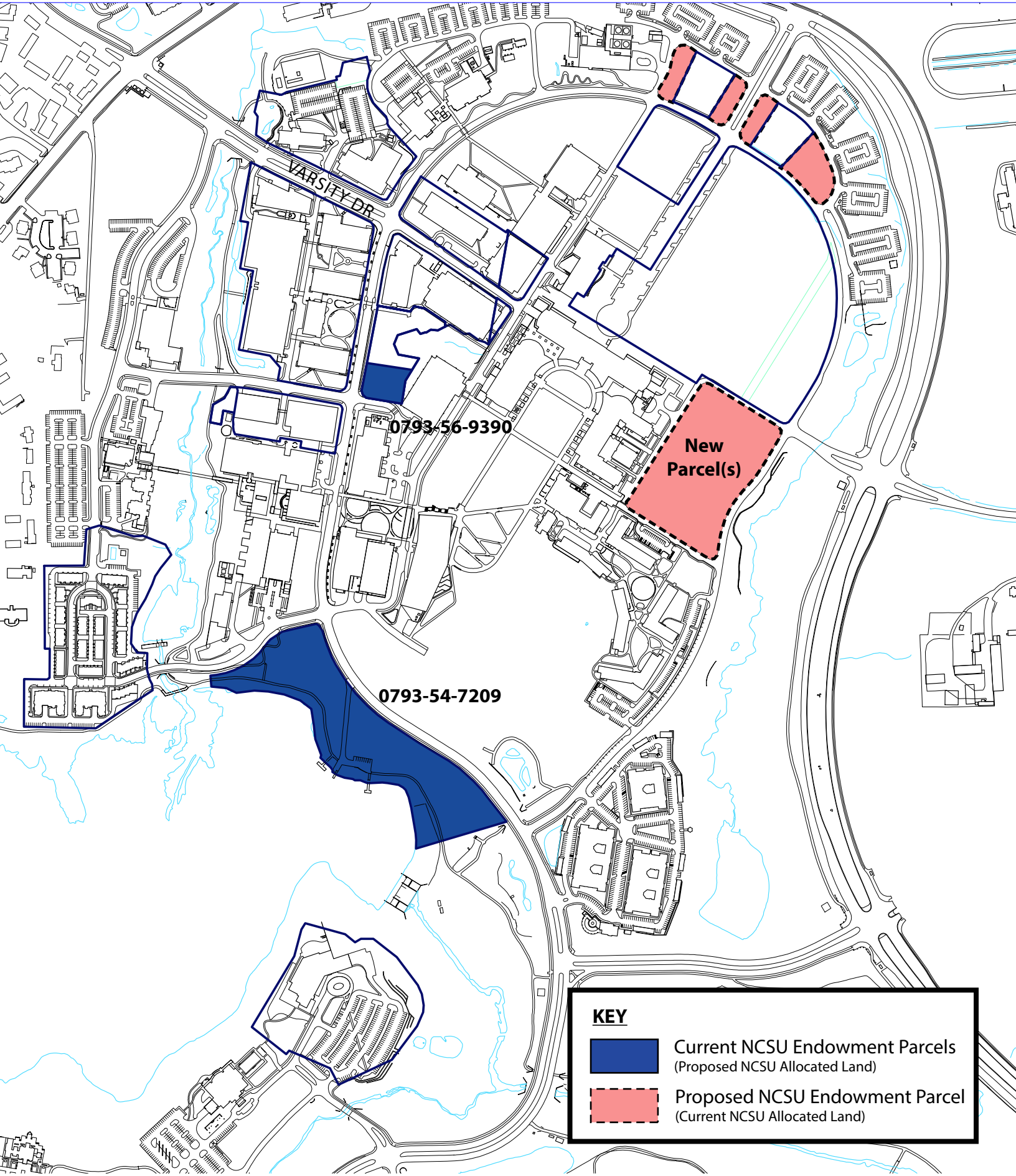
RECOMMENDED BY BOARD OF GOVERNORS

(Secretary's Signature)

.....

Centennial Campus
Endowment Land Exchange

5.2.A.3



PROGRAMMATIC VISION:

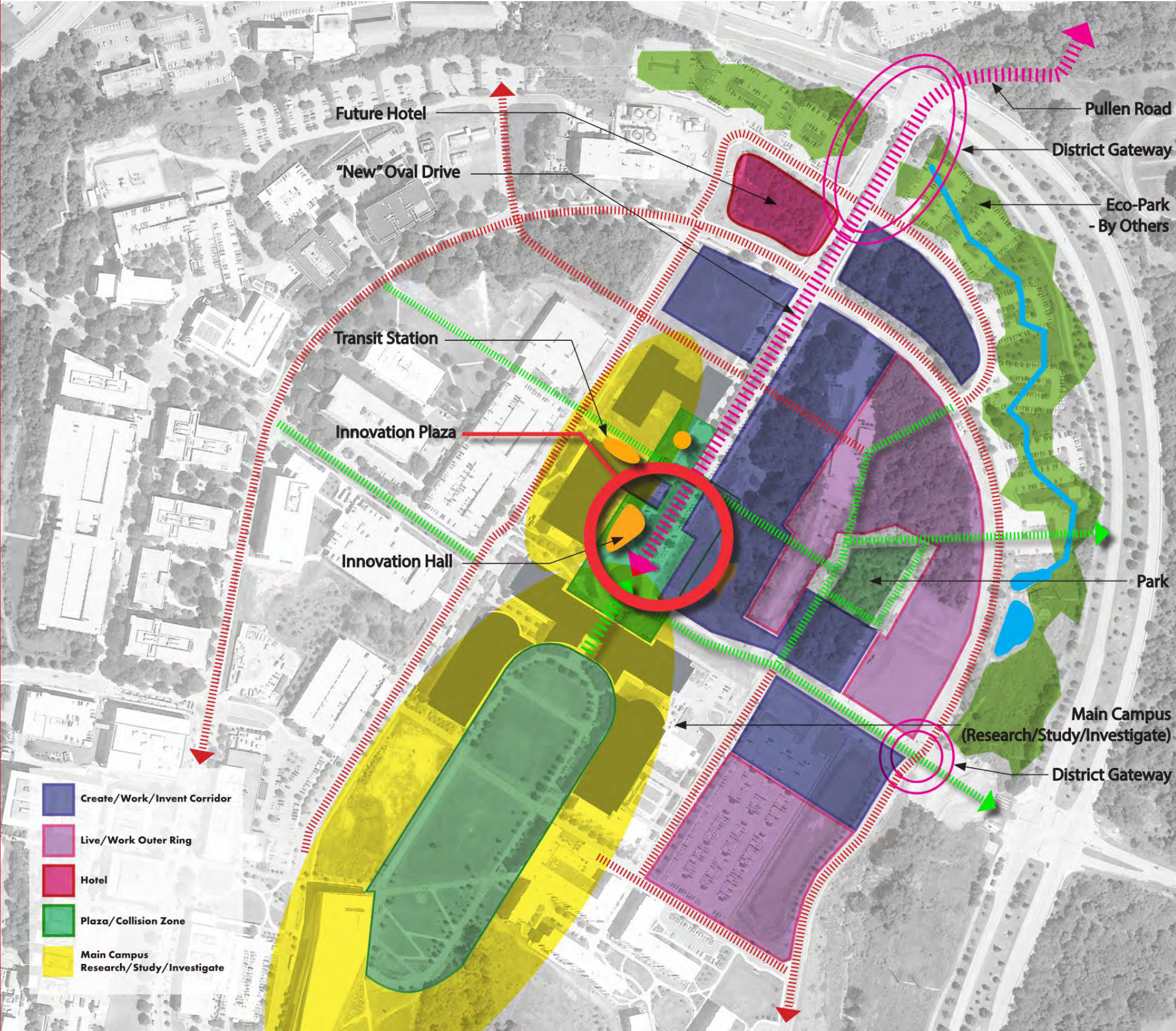
32+
ACRES

3M+
SQUARE FEET

5+
PHASES

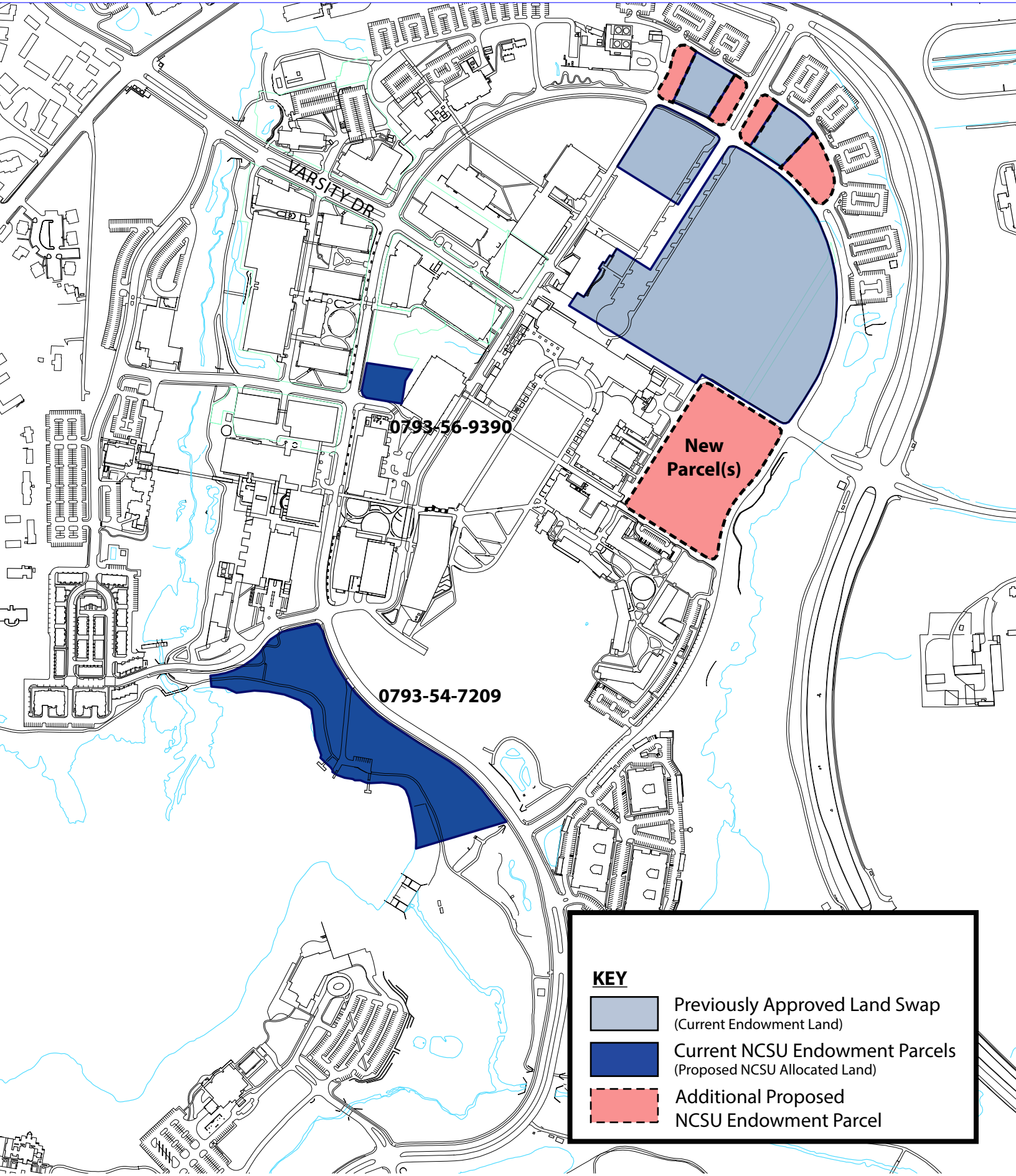
1
REGIONAL DESTINATION

- Office
- Meeting Space
- Residential
- Fitness
- Lab
- Co-Working
- Restaurant
- Pop-Up Retail



Centennial Campus
Endowment Land Exchange

5.2.A.3



**STATE OF NORTH CAROLINA
DEPARTMENT OF ADMINISTRATION
DISPOSITION OF REAL PROPERTY**

Institution or Agency: **North Carolina State University**

Date: April 18, 2019

The Department of Administration is requested, as provided by GS §146-28 et seq., to dispose of the real property herein described by *purchase, lease, rental, or other (specify)*. **Lease**

This disposition is recommended for the following reasons:

Disposition by Lease to VHB Engineering NC, P.C. (or affiliated subsidiary) for +/- 7,200 rsf of office space at Partners I on Centennial Campus. This space lease is an expansion of VHB's current 18,000 sf space in Venture I on Centennial Campus. Disposition is recommended for continued partnership with the University and contribution to the Innovation Ecosystem on Centennial Campus.

Description of Property: *(Attach additional pages if needed.)*

+/- 7,200 total rentable square feet of office space on Centennial Campus at Partners I, 1017 Main Campus Drive, Raleigh, NC

Estimated value: **Initial year's total annual rent is +/- \$230,400 (escalating annually by 2.75%)**

Where deed is filed, if known: **N/A**

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

N/A

Rental income, if applicable, and suggested terms:

**Five (5) to Ten (10) year term beginning in September, 2019
\$+/-32.00/RSF/Yr, Full Service Rental Rate, escalating annually by 2.75%
\$30.00/RSF in Tenant Improvement Allowance**

Funds from the disposal of this property are recommended for the following use:

Centennial Campus Trust Fund for the furtherance of campus development

(Complete if Agency has a Governing Board.)

Action recommending the above request was taken by the **Board of Trustees** and is recorded in the meeting minutes thereof on _____ *(date)*.

Signature: _____

Title:

Chancellor

Centennial Campus

5.2.A.4

Partners I

1017 Main Campus Drive, Raleigh, NC



**DISPOSITION
OF REAL PROPERTY**

DISPOSITION OF REAL PROPERTY BY LEASE

LESSOR	The State of North Carolina, North Carolina State University
LESSEE	VHB Engineering NC, P.C. (or affiliated subsidiary)
LOCATION	Centennial Campus; Partners I Building, 1017 Main Campus Drive, Raleigh, NC
SIZE	± 7,200 rentable square feet
RATE	+/-32.00/rsf (approximately \$230,400/yr) with 2.75% annual increases \$30.00/rsf in Tenant Improvement Allowance
TERM	Five (5) to ten (10) year term
USE	Disposition is recommended for continued partnership with the University and contribution to the Innovation Ecosystem on Centennial Campus.

TRANSMITTAL OF REQUEST FOR ACQUISITION/DISPOSITION OF REAL PROPERTY

Form
Number: PO-2

Preparation
Date: April 18, 2019

Request: Approval for disposition by lease of real property between North Carolina State University and VHB Engineering NC, P.C. (or affiliated subsidiary) for +/- 7,200 rentable square feet on Centennial Campus at Partners I Building, 1017 Main Campus Drive, Raleigh, NC.

Institution: NORTH CAROLINA STATE UNIVERSITY

RECOMMENDED BY CHANCELLOR, NCSU

 (Chancellor's Signature)

RECOMMENDED BY COMMITTEE ON
 BUILDINGS AND PROPERTY

 (Chairman's Signature)

RECOMMENDED BY BOARD OF TRUSTEES,
 NCSU

 (Chairman's Signature)

RECOMMENDED BY BOARD OF GOVERNORS

 (Secretary's Signature)

STATE OF NORTH CAROLINA
DEPARTMENT OF ADMINISTRATION

DISPOSITION OF REAL PROPERTY

Institution or Agency: North Carolina State University

Date: April 18, 2019

The Department of Administration is requested, as provided by GS §146-28 et seq., to dispose of the real property herein described by *purchase, lease, rental, or other (specify)*. Lease

This disposition is recommended for the following reasons:

Disposition by Lease to C2I, LLC (an affiliated non-profit entity controlled by the NC State University Partnership Corp to further the educational and charitable purposes of the University), for +/- 22,000 rsf of office and high-bay with mezzanine space at Partners I on Centennial Campus. Disposition is recommended to facilitate operation of a high-density co-working and incubation space and to accommodate growth of the NCSU Entrepreneurship Garage on Centennial Campus, consistent with the University's mission.

Description of Property: *(Attach additional pages if needed.)*

+/- 22,000 total rentable square feet consisting of office and high-bay space on Centennial Campus at Partners I, 1017 Main Campus Drive, Raleigh, NC

Estimated value: **Annual rent is equal to the total annual net income derived from revenue-share with the private space manager through public/private partnership within the Premises, estimated to be approximately +/- \$250,000 in the first year.**

Where deed is filed, if known: N/A

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

N/A

Rental income, if applicable, and suggested terms:

**Three (3) year initial lease term with seven (7) options to renew (with mutual approval) for twelve (12) months each
Approximately \$500,000 in Tenant Improvement Allowance**

Funds from the disposal of this property are recommended for the following use:

To facilitate a public/private partnership for the development of additional innovation and entrepreneurship space on Centennial Campus.

(Complete if Agency has a Governing Board.)

Action recommending the above request was taken by the Board of Trustees and is recorded in the meeting minutes thereof on _____ (date).

Signature: _____
Title: **Chancellor**

Centennial Campus

5.2.A.5

Partners I

1017 Main Campus Drive, Raleigh, NC



**DISPOSITION
OF REAL PROPERTY**

DISPOSITION OF REAL PROPERTY BY LEASE

LESSOR	The State of North Carolina, North Carolina State University
LESSEE	C2I, LLC
LOCATION	Centennial Campus; Partners I Building, 1017 Main Campus Drive, Raleigh, NC
SIZE	± 22,000 rentable square feet
RATE	Annual rent is equal to the total annual net income derived from the Premises, which is estimated to be approximately +/- \$250,000 in the first year. \$500,000 in Tenant Improvement Allowance
TERM	Three (3) year term with seven (7) options to renew for twelve (12) months each
USE	Disposition is recommended to facilitate operation of a high-density co-working and incubation space through public/private partnership and to accommodate growth of the NCSU Entrepreneurship Garage on Centennial Campus, consistent with the University's mission.

TRANSMITTAL OF REQUEST FOR ACQUISITION/DISPOSITION OF REAL PROPERTY

Form
Number: PO-2

Preparation
Date: April 18, 2019

Request: Approval for disposition by lease of real property between North Carolina State University and C2I, LLC for +/- 22,000 rentable square feet on Centennial Campus at Partners I Building, 1017 Main Campus Drive, Raleigh, NC.

Institution: NORTH CAROLINA STATE UNIVERSITY

RECOMMENDED BY CHANCELLOR, NCSU

 (Chancellor's Signature)

**RECOMMENDED BY COMMITTEE ON
 BUILDINGS AND PROPERTY**

 (Chairman's Signature)

**RECOMMENDED BY BOARD OF TRUSTEES,
 NCSU**

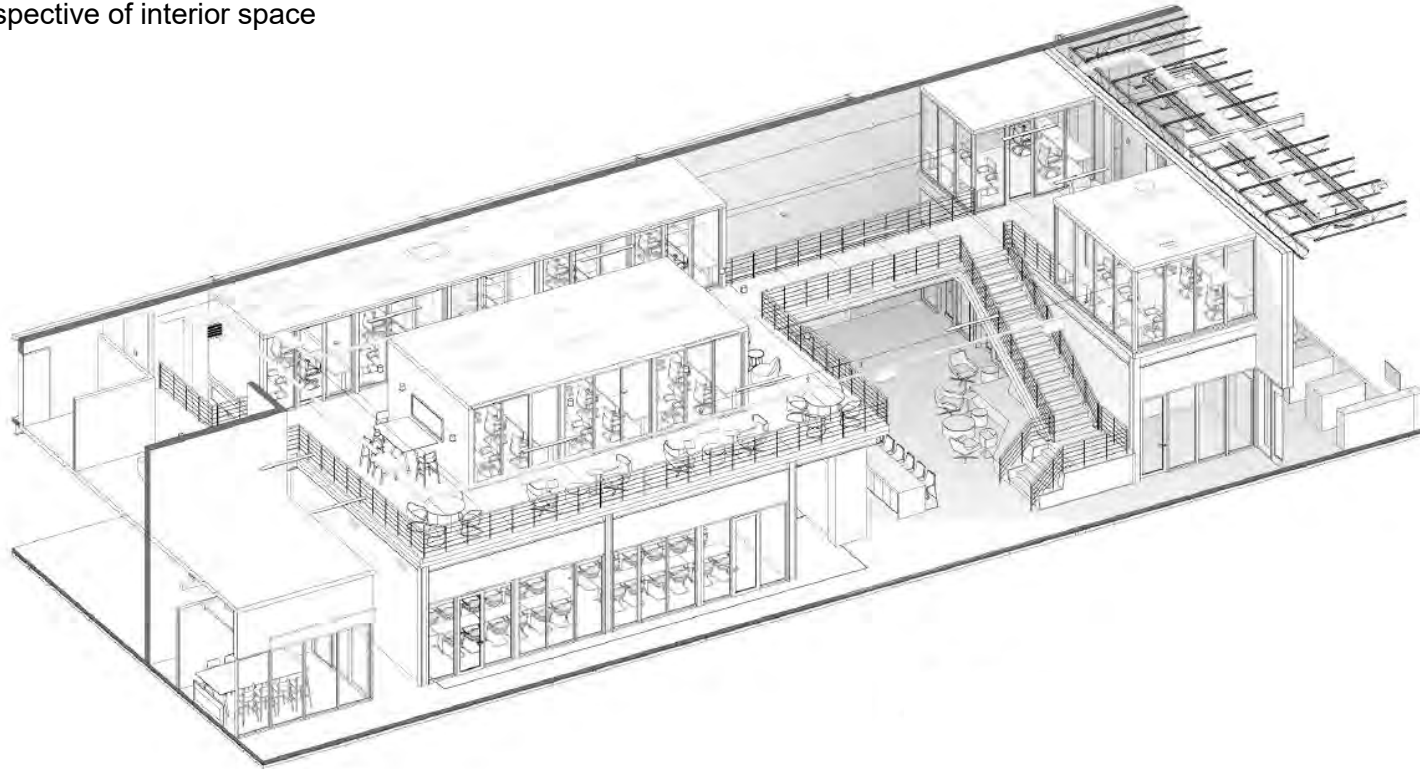
 (Chairman's Signature)

RECOMMENDED BY BOARD OF GOVERNORS

 (Secretary's Signature)



Perspective of interior space





First floor gathering space



Mezzanine with HQ-Raleigh offices

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 21, 2019.

<u>Project:</u>	<u>Fee:</u>
Central Electrical Distribution Phase 1- Existing Transformer Designer: Utility Technology Engineers Consultants Funds Source: F&A	\$13,833
Poe Hall High-rise Conditions Assessment Designer: Carolina Specialty Engineers Funds Source: Appropriated	\$18,750
Serving Area Renovation- Fountain Dining Hall Designer: McGahey Design Funds Source: Dining Receipts	\$30,550
Bathroom Renovations- Patterson Hall Designer: IBI Group of NC, PC Funds Source: Trust Funds	\$23,000
Renovations to COT- Restrooms 2429 & 2430 Designer: 310 Architecture + Interiors, PA Funds Source: Trust Funds	\$13,200
Weisiger- Brown Athletic Facility Chiller Replacement Designer: Stanford White Funds Source: Athletics Receipts	\$15,000
Renovations to SAS 1216 & 1107 Designer: Davis Kane Architects, PA Funds Source: Appropriated	\$31,000
Weisiger- Brown Wrestling Addition Study Designer: Davis Kane Architects, PA Funds Source: Athletics Receipts	\$20,000
Interior Signage Standards Refresh Designer: 310 Architecture + Interiors, PA Funds Source: Appropriated	\$15,000
American with Disabilities Act (ADA) Transition Plan Update Designer: Institute for Human Centered Design (IHCD) Funds Source: Trust Funds	\$125,000

**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
41224/370	201220017	Centennial Campus	CCUP Cogeneration and Building Addition	\$21,000,000	01/11/19
N/A	201820008	512 Brickhaven	AHS Test Kitchen- 512 Brickhaven, Room 101	\$294,245	1/10/2019
N/A	201720061	College of Textiles	Sprinkler System Back Flow Preventer	\$165,461	12/21/2018
41524/339	201620012	Wendell H. Murphy Center	Murphy Center Broadcast Studio-Phase 1	\$1,625,000	2/5/2019
41824/325	201820134	Founders Drive	Widen Founders Drive to Extend Bus Lane	\$152,628	1/22/2019
41524/341	201611033	Scott Hall	Scott Hall HVAC Upgrades	\$1,015,000	2/25/2019
N/A	201824163	Wendell H. Murphy Center	4th Floor Conf. Rm. Renovation- Murphy Center	\$113,101	3/8/2019
41424/314	201520004	COT, MRC & CFL	CC Thermal Utilities and Infrastructure	\$11,000,000	3/20/2019
41624/321	201824153	CVM Vet School	Major Cooling Tower Repairs	\$267,478	3/12/2019
N/A	201720115	Nelson Hall	Classroom Renovation Room 2403	\$329,480	1/4/2019
N/A	201824101	Carter Finley	Roof Replacement SE/SW Concourse	\$174,999	3/15/2019
			TOTAL	\$36,137,391	

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

Definitions have been renumbered to accommodate additions and deletions.

Remove parenthesis (“ ”) from around all permit types throughout the document.

- 1.1.7 Added e-bikes and electric scooters to definition (“Bike Share”)
- 1.1.12 Removed punishment language from definition (“Chronic Offender”)
- 1.1.13 Removed definition “Client”
- 1.1.17 Added definition “e-Bike”
- 1.1.18 Added definition “e-Skateboard”
- 1.1.19 Added definition “e-Scooter”
- 1.1.20 Removed definition “Dismount Zone” and added definition “e-Citation”
- 1.1.21 Condensed definition (“Employees”)
- 1.1.24 Condensed definition (“Food Truck”)
- 1.1.25 Removed definition “Intersections” and added definition “Greenway”
- 1.1.26 Condensed definition (“LPR”)
- 1.1.29 Added definition “Market Rate”
- 1.1.30 Removed the word “Scooter” and further defined.
- 1.1.31 Condensed definition (“No Parking Area”)
- 1.1.32 Added definition “Non-University”
- 1.1.33 Rewritten for clarity
- 1.1.36 Removed definition “Pay As You Go”
- 1.1.37 Removed definition “Pay By Phone”
- 1.1.37 Rewritten for clarity (“Parking Pay Station”)
- 1.1.38 Rewritten for clarity (“Parking Permit”)
- 1.1.40 Removed “Pay By Space Lot” portion of definition
- 1.1.41 Removed “attendant” portion of definition (“Pay Lot”)
- 1.1.43 Removed definition “Reserved Parking Facility”
- 1.1.43 Removed superfluous language (“Pedestrian Safety Zone”)
- 1.1.44 Condensed definition (“Personal Assistive Mobility Device”)
- 1.1.45 Condensed definition (“Registered Vehicle”)
- 1.1.48 Rewritten for clarity (“Retired Employees”)

- 1.1.52 Moved "Traffic Signal" definition to correct alphabetized space – 1.1.58
- 1.1.56 Removed superfluous language ("Student")
- 1.1.58 Removed definition "Transfer Students"
- 1.1.63 Removed definition "Unregistered Vehicle"
- 1.1.65 Rewritten for clarity ("Vehicle")
- 1.1.66 Condensed definition ("Vehicle Registration")
- 1.1.67 Removed definition "Violations"
- 1.1.67 Added language for clarity ("Visitor")
- 2.1.2 Added language for clarity
- 2.1.3 Added language for clarity, included link to parking map and hard copy of map in Attachment 1
- 2.2.1 Added language for clarity
- 2.2.2 Removed redundant language
- 2.2.4 Added language to align policy with process
- 2.2.5.b Removed superfluous language
- 2.2.7.b Rewritten for clarity
- 2.2.8 Added language for clarity
- 2.2.9 Rewritten for clarity
- 2.2.11 Added language for clarity
- 2.2.10 Added language for clarity
- 2.2.13 Removed "Employee Parking Permits" table describing general locations of parking permits. Added link to parking map under 2.1.3 and included hard copy of parking map in Attachment 1
- 2.3.2.d Removed superfluous language
- 2.3.2.e 1. Added CB zone 2. Added language for clarification
- 2.3.2.f Added language for clarity
- 2.3.2.g Added language for clarity
- 2.3.2.h Added language for clarity
- 2.3.2.i Added language for clarity
- 2.3.2.j Added language regarding Transportation rights
- 2.3.3 Added separate row for "CB" permit and removed "RS" permit from table
- 2.3.4 Removed "RS" permit from WolfRidge and added "CB" permit to table
- 2.4.1.a Removed language about short term temporary permits for loading/unloading.
- 2.4.1.a New "a" has additional language for clarity.
- 2.4.1.d Added language about requirements for university equipment parked on property.

- 2.4.2 Language improved to clarify requirements for electric vehicle charging stations
- 2.4.3 Language improved to clarify visitor parking options
- 2.4.4.b Removed “Sales” before representatives
- 2.4.4.c Language improved and condensed
- 2.4.5 Added language showing “RD” permit requires Greek Life approval and “SL” permit requires DASA approval
- 2.4.6 Corrected Triangle Transit to GoTriangle and added language for clarity under a.2.i. and a.3.
- 2.4.7 Added language for clarity
- 2.4.9.a Added language stating DASA approves student leader permits
- 2.4.12 Added language requiring non-university apartment shuttles to provide proof of insurance.
- 2.5. Updated title and removed asterisk at bottom of table. Updated parking fees for FY 19/20 and FY 20/21, added DDE (Dan Allen Deck Employee), SHU (Apartment Shuttle), C4 (Non-University Employee), LN (Lexis Nexis) and CB (Centennial BioMedical Deck) permits to table
- 2.10.1 Added vanity plate to language
- 3.1.1 Added language for clarification
- 3.1.2 Removed language requiring permit be affixed to motorcycle or moped
- 3.1.3 Removed scooter language and added clarity to definition
- 3.1.4 Added language covering personally owned scooters requiring bike permits and parking at bike racks
- 3.1.5 Added language covering battery operated vehicles.
- 3.2.3 Added language for clarity
- 3.2.8 Added language regarding operation of bikes in buildings
- 3.3 Added e-skateboard language throughout
- 3.4.3 Removed “Authorized Operators”
- 3.4.3 Removed language requiring front license plate on low speed vehicles
- 3.4.6 Rewritten to include general statute regarding low speed vehicles.
- 3.4.8 Removed, now covered in 3.4.6
- 3.4.9 Removed, now covered in 3.4.6
- 3.5 Replaced “bicycle path” with “greenway”
- 3.6 Rewritten for clarity
- 4.1.5.a and 4.1.5.b – L permit language is separated into student and employee for clarity
- 4.2.1 Rewritten for clarity
- 4.2.2 Added heading and first row to table for clarity. Put U and UD permits on separate lines to distinguish valid zones for each.
- 4.2.2 Notes: 2) – Added language for clarification on areas where CD and DD permits are valid

- 4.2.3 Added CB permit
- 4.2.3 Notes: - Added language to clarify where and when permits are valid
- 4.4.2 Removed d., unnecessary language
- 4.5.2 Added language for clarification
- 4.5.3 Daily rates apply to vehicles parked continuously for 7 hours not 5 hours. Changed “guest online” to “parking” and added language for clarity.
- 4.5.4 Rewritten for clarity
- 4.7 Added “warnings are excluded” to clarify policy.
- 5.1 Increase in violation 31: Boot Removal Fee and added “*” clarification regarding vehicle towing
- 5.1.1 Added fines for the following: bike impound, moped impound, scooter impound and apartment shuttle violation
- 5.2 Clarified language
- 5.2.3 Removed unnecessary language
- 5.3.1 Added language for clarification
- 5.3.2 Added language for clarification
- 5.3.3 Removed language for clarification
- 5.3.4 This language was added to 5.3.2.
- 5.6.2 Removed outdated language
- 5.7.2.d Removed unnecessary language

5.6.A

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: ~~February 27~~January 24~~March 14~~, 20198.

Additional References: North Carolina General Statute 116-44.4, 20-219.11, 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, e-bikes and electric scooters for a period of time for a fee. Bike share can be a "docked" or "dockless" system.

1.1.8 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.

5.6.A

1.1.10 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.

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

1.1.12 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 prohibit such individuals from parking on campus.~~

~~1.1.13 Client: One for whom professional services are rendered.~~

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

1.1.145 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.

1.1.156 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.

1.1.167 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.

1.1.17 e-Bike: Pedal assist bicycle that cannot provide power when traveling over 15 mph.

1.1.18 e-Skateboard: A skateboard with an electric motor for propulsion and a remote control.

1.1.19 e-Scooter: A tandem two-wheeled motorized vehicle that is designed to be operated by a single person and capable of a max speed of 15 mph.

~~1.1.2018 Dismount Zone: Areas where cyclists, skateboarders, and non-motorized scooter drivers must dismount their vehicle. All motorized vehicles are prohibited in this zone.~~
e-Citation: An electronic parking citation which is delivered via an electronic method (typically email).

~~1.1.2149 Employees: Any individual employed by the University and who receives a salary or a non-salaried visiting faculty. Students, even those employed by the University, are not considered 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.~~

1.1.220 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.

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

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

~~1.1.253 Intersections: A road junction where two or more roads either meet or cross at grade (at the same level).~~
Greenway: Greenway trails are paved and are designed to accommodate a variety of users, including

5.6.A

bicyclists, walkers, hikers, joggers and those confined to wheelchairs. e-Scooters, motorcycles and mopeds are not allowed on the Greenway.

1.1.2~~64~~ LPR:- A technology known as License Plate Recognition which is used ~~to identify vehicles~~ for ~~enforcement and~~ parking management purposes.

1.1.2~~75~~ Loading Zone: A time limited space designated by signs and proclaimed for use for loading and unloading materials and supplies.

1.1.2~~86~~ 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

1.1.29 Market Rate: Parking rate based on an annual sampling of comparable private parking rates in downtown Raleigh.

1.1.3~~0297~~ Motorcycle/Moped/~~Scooter~~: Any motorized two or three wheeled vehicle capable of carrying a rider and capable of speeds greater than 15 mph.

1.1.3~~1028~~ 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.~~

1.1.32 Non-University: Any permit eligible company or individual not considered part of NC State University through enrollment or earned pay status, this includes University corporate partners.

1.1.3~~3429~~ Non-University Apartment Shuttles: Bus shuttle service, for off campus apartment residents, between residential areas and campus.

1.1.3~~429~~ Operator: A person in actual physical control of a vehicle, which is in motion, stopped, or standing.

1.1.3~~534~~ Park: The standing of a vehicle, whether occupied or not, other than while actually engaged in the loading or unloading of passengers.

1.1.3~~642~~ Parking Area: Any place or area specifically set aside, marked or assigned by Transportation for the parking of vehicles, either permanently or temporarily.

1.1.3~~753~~ Parking Pay Station: Any mechanical device activated by credit/debit card, coupon, or pay app which enables an individual to purchase parking in a designated paid hourly parking location-specific parking space in incremental time limited units.

1.1.3~~864~~ Parking Permit: A physical or virtual parking credential that defines and grants access to parking in designated area(s) ~~and during~~ designated times. All permits require registration of a vehicle (with the exception of physical hang tags). Transportation reserves the right to limit the number of vehicles registered to each permit.

1.1.3~~975~~ 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.~~

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5.6.A

- 1.1.~~4038~~ 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.~~41398~~ 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.~~42039~~ 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.~~4310~~ Pedestrian Safety Zone: Areas where cyclists, skateboarders, and ~~non-motorized e~~-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.~~4424~~ 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.~~
- 1.1.4~~532~~ Registered Vehicle: A vehicle registered with Transportation, ~~and~~ authorized to park ~~in a designated parking zone~~ on campus.
- ~~1.1.43 Reserved Parking Facility: A designated lot or deck, or part of a lot or deck, reserved for users who have purchased parking privileges specifically for that facility.~~
- 1.1.4~~64~~ Reserved Space: Any parking space, designated for a specific user or use.
- 1.1.4~~75~~ Restitution: Compensation due to Transportation for the value of a product/service received without benefit of having made previous payment for the same.
- 1.1.4~~86~~ Retired Employees: Individuals who ~~have separated 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. (no longer receive a salary from NCSU and are declared retired from the University by the State of North Carolina. (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.)~~
- 1.1.4~~97~~ 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.~~5048~~ 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.~~5149~~ 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.
- 1.1.5~~20~~ State: When unmodified, means the State of North Carolina.

5.6.A

1.1.534 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.

~~1.1.52 Traffic Signal: A road signal that cycles a red, green, or amber warning light to direct traffic to stop, proceed, or proceed with caution.~~

1.1.5423 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.

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

1.1.5645 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 SHRPA or EHRPA guidelines, ~~and are taking one class per semester.~~

1.1.5756 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.

~~1.1.5862 Traffic Signal: A road signal that cycles a red, green, or amber warning light to direct traffic to stop, proceed, or proceed with caution.~~

1.1.597 Traffic Way: Any way, area, or region where vehicles or bicycles are permitted to be operated or parked.

~~1.1.58 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.~~

1.1.60579 Transportation: The North Carolina State University department 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.

1.1.615860 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.

1.1.625964 University: Unless otherwise provided, North Carolina State University at Raleigh.

1.1.6392 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.

~~1.1.63 Unregistered Vehicle: Any vehicle on campus not registered with Transportation.~~

1.1.6444 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.

5.6.A

1.1.6~~525~~ 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.~~

1.1.6~~36~~ Vehicle Registration: The registration of vehicle(s) ~~parked on campus as required by 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.~~

~~1.1.67 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.~~

1.1.6~~748~~ Visitor: Individuals not identified by this section as an employee, student, non-university/corporate partner or temporary employee.

1.1.6~~859~~ 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 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.

5.6.A

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 assigned parking privileges for that vehicle
- b. By the person registered with the University for 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. REGISTRATION AND ISSUANCE OF VIRTUAL OR PHYSICAL PARKING PERMITS

2.1 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 campus 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.

5.6.A

2.1.2 All eligible individuals may request parking through Transportation. Campus Visitors may obtain a visitor parking permit from Transportation, park at pay lot or pay by space.

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. Employees, students and visitors have designated parking areas on campus which can be found online at the Transportation website: **Parking Map** (See Attachment 1)

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2.1.4 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.

2.1.5 All vehicles parked on campus, must be registered with transportation. Unregistered vehicles are subject to immobilization for identification purposes.

2.2 Employee Parking Permits

2.2.1 Employee Vehicle Registration – Employees who purchase a vehicle permit may register up to five ~~personal vehicles~~cars. Motorcycle permits may add up to two motorcycles and one motorcycle per parking permission. Only one (1) vehicle, or one (1) ~~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 permit 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.

2.2.2 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 student ~~the following~~ permits: “CC”, “DD”, “F”, “GV”, “R”, “RF”, “RC”, “RE”, “RV”, “RW”, “SV”, “UD”, “UV” and “W”.

2.2.3 Employee parking assignments are based on availability.

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

2.2.5 Permit Returns

- a. Employees approved for medical leave or scholarly leave, may request to stop payment and suspend their parking privilege until they return to the University. 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 -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.~~

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2.2.6 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.

2.2.7 Retired University Employees

- a. Retired NCSU employees may request an "R" permit if they wish to visit the University. Verification of retirement is required at the initial application and annually to renew the permit.
- b. Retiree parking privileges are assigned based on availability. Permits are valid in any non-reserved permitted employee parking space areas. Permits are not valid in residential student parking areas.
- c. A retired employee who returns to work in either a part-time or full-time capacity must notify Transportation and exchange the "R" permit for the appropriate employee permit type.
- 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.

2.2.8 Permanent Twelve and Nine-Month Employees: Benefits eligible permanent employees are eligible to have their monthly parking permit fee deducted from their paycheck. If an individual leaves University employment prior to the expiration of their parking permit, they are responsible for notifying 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. Departments may not pay for an employee's parking permit. Employees are not eligible for visitor parking permits.

2.2.9 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. Payroll deduction is not permitted, payment must ~~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. Temporary employees are not eligible for parking within access to gated employee parking areas. Departments may not issue temporary employees departmental or visitor permits. Parking assignments ~~are shall be decided by Transportation~~ based upon space availability. Temporary eEmployees ~~These individuals~~ are not eligible to be placed on a permit wait list.

2.2.10 Employees of Government and Military Agencies: These individuals are eligible for parking under the guidelines for University employees. They are not eligible for payroll deduction. Students who are active in the military shall receive a parking permit based upon their permit eligibility. Students may not receive faculty / staff designated permits.

2.2.11 Employees of Non-University/Corporate Partners: These employees are eligible for parking under the covenant of their leases with the University. They are not eligible for payroll deduction. Parking fees will be charged at market rates based on an annual sampling of comparable private parking rates in downtown Raleigh.

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

2.2.13 Contract Employees: Contract Employees are assigned parking based on availability and are not eligible to be placed on a permit wait list. Departments may not issue contract employees departmental or visitor permits.

2.2.13 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
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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
G	Jeter Bays, Case Center 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, Greek Village, E.S. King Village, Wolf Village, Western Manor, McKimmon Center Staff and Jordan Visitor Center Staff areas.
CD	Coliseum Parking Deck, Greek Village*, E.S. King Village, Western Manor.
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

2.3 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.

2.3.2 Eligibility:

- a. Students are only eligible to receive parking per Section 2.3.3.
- a-b. Students are not eligible to use visitor permits.
- b-c. All students are eligible to request- parking -based on space availability. All students are eligible for bicycle and motorcycle parking permits.
- e-d. Resident students are eligible for permits per Section 2.3.3. ~~First year resident students are only eligible for Storage Lot parking. First year commuters are only eligible for Varsity Lot parking.~~
- d-e. Eligible commuting students may purchase parking for:
 1. Zones "CC", CB, "CD", "DD", "F", "V and", and "W" and "CVM". Overnight parking is prohibited in these areas.
 2. Commuter students may request an Permit "L" permit if parking is needed between 7 a.m. and 9 a.m. and/or after 3 p.m., Monday through Friday, as specified in section 2.3.2.
- e-f. Student permits are only sold on a semester and summer session basis, with the exception of RH.
- f-g. Student permits may be returned for a prorated refund through the respective semester/session drop/add date.
- h. Student residents of privately owned proximate student housing facilities located on Centennial Campus and along Hillsborough Street between Rosemary and Cox Streets are not eligible for University parking.
- i. ~~Additionally,~~ sStudents who reside in University Towers, Valentine Commons, Stanhope and the College Inn are not eligible for University parking.

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g-j. Transportation reserves the right to revoke parking privileges if a student is found ineligible for parking even after a permit is issued.

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

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

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2.3.43 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 Resident Students	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, CB , CC, DD, CD, W
Avent Ferry	RF
Wolf Village	RV
Commuting Students	Applicable Parking Permits
Commuting Students (Including Graduate Students)	"CC", CB , "CD", "DD", "F", "L", F , "W" and V

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2.4 Other Permits

2.4.1 Permits for Departments

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~~a. Departments may obtain Short Term Temporary permits for unloading/loading materials and supplies at designated loading areas or zones.~~

~~b-a. Service, Academic and Administrative departments may purchase UD (Universal Departmental) permits for employee use while conducting University-related business. Not to be used while parked at principal work location. No individual may use this permit in lieu of purchasing an employee or student permit. The UD permit is only to be used when conducting University business and not for personal parking.~~

~~e-b. Service departments may purchase SV permits for State-Licensed vehicles used to provide service as defined in Section 1.1.47 of this Ordinance.~~

~~c. Departments may purchase Loading/Unloading permits to facilitate short term departmental loading and/or unloading needs. "B" zone 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.~~

~~d. All university equipment parked on property shall have a license plate, UE (University Equipment) sticker, provided by transportation and/or CAM's number displayed on equipment.~~

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2.4.2 Permits and Fees for Electric Vehicle Charging Stations: Vehicles parked in EV (Electric Vehicle)

~~Charging Stations are required to may 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. This permit will allow vehicles to charge with no additional use fee.~~

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~~a. Permitted vehicles that do not have an EV access permit, but who have specifically registered their EV with the Transportation Department will receive an hourly use fee.~~

~~b. All visitors using an EV station must pay the visitor hourly rate for use of the stations.~~

~~c. All users except EV permit holders are responsible for appropriate usage fees while parked at the charging location between the hours of 5 p.m. and 7 a.m. weekdays and during weekends. Use of the charger spaces is limited to four (4) consecutive hours per day and the vehicle must be actively charging while parked.~~

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~~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.~~

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2.4.3 Visitor Parking and Permit

~~a. Visitors must purchase a Daily Visitor parking permit or use an hourly pay lot.~~

~~b-a. Campus departments, employees or students who sponsor events on campus, or invite visitors, are responsible for arranging parking with Transportation and notifying their visitors. Visitors may use pay lot/pay by plate or a department provided valid issued visitor permit to park on campus. Free parking may be found at Carter Finley Park and Ride with Wolfline transportation to campus.~~

~~e-b. Students and employees are not eligible to use visitor permits.~~

2.4.4 Permits for Service Providers and Cartage

a. 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.

b. ~~Sales R~~epresentatives, vendors and service providers must purchase a parking permit or pay to park in visitor parking.

c. Public utility companies performing repairs or surveys of utility infrastructures are not required to purchase a parking permit, but must notify Transportation in advance of any work done and must have a visible company logo on their vehicle. Vehicles parked in no parking areas are subject to citations

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~~and fines, 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 not pull up on curbs, sidewalks, landscape areas or other no parking areas, or block traffic while performing their duties. The utility company must contact Transportation and provide notice of work, location, number of vehicles and duration of work in advance of work beginning.~~

2.4.5 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	Transportation
AH (Accessibility)	Transportation
R (Retirees only)	Transportation/Verification from Payroll
RD	Transportation/University Housing/ <u>Greek Life</u>
SL	Transportation/ <u>DASA</u>

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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~~GoTriangle 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:

~~2-i.~~ All members must live at least one-quarter mile from a Wolfline route and reside within a reasonable vehicular route between each member's home to campus.

~~2-ii.~~ Each member of a carpool must register their own separate vehicle with Transportation.

~~2-iii.~~ One parking privilege shall be issued to the carpool.

~~2-iv.~~ 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.

~~3.~~ Transportation reserves the right to limit carpool assignments and to not grant or to revoke carpool permits that do not meet the guidelines or intent of the program.

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2.4.7 Accessibility Parking

Any employee (including employees of non-university/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. Temporary parking up to 2 weeks will be provided, if more than 2 weeks, a student must have a state issued placard.

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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. Individuals who falsify or use another individual's state issue handicapped placard for their personal use to park on campus are subject to citation and loss of parking privileges.

2.4.8 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.

2.4.9 Student Leader Permits

- a. ~~The following student leader positions are eligible to purchase a Student Leader permit: Student Body President, Student Senate President and Graduate Student President—Division of Academic and Student Affairs vets and approves student requests for student leader permits.~~
- 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.
- 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.

2.4.10 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.

2.4.11 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 any student resident permit, 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 for each vehicle and provide proof of insurance by August 1.~~ Providers of these services are required to follow the policies and procedures for the registration and operation of shuttle vehicles. The minimum bodily injury coverage is \$1.5 million per incident for less than 15 passengers and \$5 million per incident for 15 passengers or more. Violation of this section may result in fines and restrictions for ~~parking on~~servicing campus.

2.5 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 <u>Non-University</u> Permits <u>July 1 – June 30</u>

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Permit	Description	Annual FeeFY 19/20	FY 20/21
		Annual Fee	Annual Fee
A4	Holladay Hall Reserved Lot	\$1,188224	\$1,248
AS	Assigned Space Individual	\$1,356392	\$1,428
AS	Assigned Space Department	\$1,5002,000	\$2040
B	North Campus - Employee	\$504519	\$528
CE	Employee	\$369378	\$387
CDE	Coliseum Deck-Employee	\$369\$450	\$480
DDE	Dan Allen Deck Employee	\$450	\$480
EV	Electric Vehicle Charging Decal	\$120	\$120
L1E/L2E	Off Peak (Per Semester)	\$7576	\$80
LZ	Loading Zone (Departments Only)	\$4042	\$45
M	Motorcycle	\$50	\$50
R	Retired	\$7585	\$100
SHU	Apartment Shuttle	\$250	\$250
SP	Service Provider (off campus)	\$540750	\$768
SV	Service Vehicle	\$5540	\$560
T	Trustee	\$65	\$65
UV	University Vehicle	\$504519	\$528
U/UD	Universal (faculty and staff)/Universal Department	\$504519	\$528
C4	Non-University Employee	Negotiated Market Rate	Negotiated Market Rate
LN	Lexis Nexis	\$1,550	\$1,600
Student Permits August 16-August 15			
Permit	Description	Semester FeeFY 19/20	FY 20/21
		Semester Fee	Semester Fee
AH	Handicapped Parking Permit	\$252260	\$264
CC	Centennial Decks - Commuter	\$200205	\$210
CB	Centennial BioMedical (CVM) Deck - Commuter	\$205	\$210
CD	Coliseum Deck - Commuter	\$200205	\$210
DD	Dan Allen Deck - Commuter	\$200205	\$210
EV	Electric Vehicle Charging Decal (Academic Year)	\$120	\$120
F	Fringe - Commuter	\$150180	\$185
GV	Greek Village - Commuter/Resident	\$150\$185	\$220
L	Off Peak Student (Per Semester) - Commuter	\$7577	\$80
M	Motorcycle - Commuter/Resident	\$50	\$50
RF	Avent Ferry - Resident	\$150185	\$220
RC	Wolf Ridge - Resident	\$200210	\$220
RD	Resident Director	\$225232	\$240
RE	East Campus-Resident	\$200210	\$220
RH	ES King or Western Manor Resident (Academic YearAnnual Fee)	\$300370	\$440
RS	Resident Storage - Resident	\$150185	\$220

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RV	Wolf Village - Resident	\$150 185	<u>\$220</u>
RW	West Campus-Resident	\$200 210	<u>\$220</u>
SL	Student Leader	\$200 205	<u>\$210</u>
V	Varsity Lot - Commuter	\$75 100	<u>\$105</u>
W	West Deck - Commuter	\$200 205	<u>\$210</u>
GL	Greek Life Auxiliary Decal (Academic Year)	\$10	<u>\$10</u>
SCP	Student Carpool Permit	Shared cost of permit	<u>Shared cost of permit</u>
S1 or S2	Summer Session 1 or 2 Permit - Resident or Commuter	\$50	<u>\$50</u>
SS	Full Summer Permit - Resident or Commuter	\$75	<u>\$75</u>

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

2.6 Temporary Parking Privileges

2.6.1 Authorized parkers 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.

- A temporary vehicle must be registered prior to parking on campus and must be parked in the assigned parking area.
- Registration of a temporary vehicle or any changes in vehicles, must be completed online through the customer's account.

2.7 Affixing/Displaying the Permit (Automobiles)

2.7.1 Where physical permits are required, the following guidelines must be used to display the permit:

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

2.8 Permit Replacement

2.8.1 Replacement

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

2.8.2 Charges for Replacement of Physical Permits

- 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.
- A lost or stolen permit report must be filed with Transportation prior to replacement.
- If a lost/stolen permit is found, it must be returned to Transportation.

2.9 Unlawful transfer or Use on Unauthorized Vehicle

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2.9.1 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.

2.9.2 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.

2.9.3 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.

2.10 Forging, Counterfeiting or Altering of Permits

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

2.10.2 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.

2.11 Presenting False Information

2.11.1 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.

2.11.2 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 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.

2.11.3 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. LOW SPEED AND TWO OR THREE WHEELED VEHICLES

3.1 Motorcycles/~~Scooters~~/Mopeds/Scooters

3.1.1 Motorcycles/~~scooters/~~ and mopeds must ~~have display~~ a valid motorcycle parking ~~credential permit~~, -from Transportation, to park on campus and must park in designated motorcycle parking spaces. -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.~~

3.1.~~32~~ Motorcycle permits may not be used as part of a carpool.

3.1.~~243~~ Motorcycles/~~scooters/~~ and mopeds are prohibited from operating or parking on sidewalks, plazas ~~and~~, in pedestrian safety zones and at bike racks. Motorcycles and mopeds may not be parked or stored in a campus building.

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3.1.43 Personally owned scooters/e-scooters require bike permits and should be parked at bike racks.

3.1.54 Battery operated vehicles, including scooters and bikes, may not be operated, charged, stored or parked in-side a campus building.

3.2 Bicycles

3.2.1 For the purpose of this Ordinance, bicycles shall be deemed vehicles and cyclists shall be subject to the provisions of this Ordinance.

3.2.2 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.

3.2.3 Registration of Bicycles

- a. Registration of Bicycles: All bicycles, which are operated, parked, or stored, on the campus by any employee, student, or non-university/corporate partner must be registered annually with Transportation.
- b. 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.

3.2.4 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, notice shall be sent within 15 working days after impounding to the registered owner.
- c. In the case of any impounded unregistered bicycle, 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 claimed within ninety (90) days after notice, shall be delivered to the NC State University Surplus Property Office for sale in accordance with NC State University procedures.

3.2.5 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.

3.2.6 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.

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3.2.7 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.

3.2.8 Operation of a bicycle in buildings: Cyclists may not ride bicycles in buildings.

3.3 Skateboards/~~e-Skateboards~~/Roller Skates/In-line Skates

3.3.1 Skateboards, ~~e-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.

3.3.2 The use of skateboards, ~~e-skateboards~~, roller skates or inline skates on all of NC State University shall be ~~tolerated~~allowed 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.

3.3.3 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.

3.3.4 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.

3.3.5 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.

3.3.6 Persons who violate this section 3.3 are subject to fines/citations.

3.3.7 Violation of section 3.3 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, ~~e-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)

3.4.1 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

3.4.2 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.

~~3.4.3 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.~~

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3.4.34 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.~~

3.4.45 Approved and Prohibited Areas – Low speed vehicles, 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.

3.4.56 Parking – Low speed vehicles, gators, 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.

~~3.4.67 Specifications – Low speed vehicles, gators, mules and golf carts must be equipped with headlamps, horn, reflex reflectors and parking brakes. Low speed vehicles must comply with G.S. 20-121.1.1 to drive on University streets. Operators shall operate low speed vehicles, gators, mules and golf carts in compliance with all applicable laws and University traffic and parking rules.~~

~~3.4.8 Operators of low speed vehicles, gators, mules and golf carts must possess a valid operator's or driver's license.~~

3.4.9 Safety and Protection

- ~~a. General – Low speed vehicles, 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 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.~~
- ~~– Operator and Passenger Safety – Operators and passengers must keep their head, legs, and arms inside the cab area of the vehicle, gator, 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

3.5.1 Use - An electric personal assistive mobility device may be operated on the public highways, sidewalks and ~~bicycle paths~~greenways. A person operating an electric personal assistive mobility device on a sidewalk, roadway, or ~~bicycle path~~greenway 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.~~

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3.6 Impoundment

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3.6.1 Bicycles ~~and~~, scooters ~~of any kind, mopeds, motorcycles and other alternative modes of transportation~~ are to be stored in an appropriate manner at bicycle racks ~~or other designated spaces~~. Motorcycles and mopeds are to be stored in designated motorcycle 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 space/area is between the hours of 7 a.m. and 5 p.m. Monday through Friday. ~~"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 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 a.m. to 5 p.m. Monday through Friday, even if the gate is raised or malfunctioning.

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.

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

4.1.5b "L employee" permits may park in B, C and "CC," "CD," "DD," "F," "V" and "W" and Hillsborough E and W designated areas between the hours of 7a.m. and 9a.m. and/or after 3 p.m. weekdays.

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

4.1.79 ~~Multiple citations may be issued in time limited spaces or areas~~ Vehicle may receive citations daily until violation(s) are corrected.

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

4.2 Permit Enforcement Areas

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4.2.1 A valid parking credential ~~current University Parking Permit, physical or virtual,~~ is required to park in permit designated areas on the campus during enforcement times, ~~except in pay lots or pay by plate areas.~~ 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 ~~P~~permit ~~T~~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
Valid Permit Zone Area(s) for Each Permit Type																
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
UD	X	X	X	X	X	X				X		X			X	X

Notes:

- 1) "L1E" and "L2E" employee permits are valid in the "B", "C", "CD", "DD", "W", "V" and "F" zones between 7 a.m. to 9 a.m. and/or 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. CD and DD permits are valid in Coliseum Deck, Partners Way Deck and West Deck after 3 p.m., and in the CVM North Lot at any time.

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

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

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RH									X				
RS										X			
RV											X		
RW												X	
V												X	
W													X
GL					X								

Notes:

- 1) 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.
—CB student permits are valid in CC and CD areas 7 a.m. to 9 .am. and after 3 p.m.
- 2) 2) "CC", "CD", "DD" and "W" permits are valid in may cross park after 3 p.m. in Coliseum Deck, CBC Deck, Partners Way Deck and West Deck after 3 p.m., and in the CVM North Lot at any time.
- 3) 3) A GL permit must accompany a valid commuter deck permit (CB, CC, CD, DD or W) in Greek Village parking areas.

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.

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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 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; or
- ~~d. be stored in a manner which is not incident to the bona fide use and operation of the vehicle; or~~
- e-d. 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-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. Parking permits, including visitor permits, are not valid in pay lots.

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 thereafter. Daily rates apply to vehicles parked continuously in a lot or space for ~~75~~ hours or longer. Customers are responsible for entering the correct vehicle license plate number in pay-by-plate lots. There are no refunds for unused time. ~~Guest Online Parking~~ permits, including visitor 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 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. However, if the driver

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can provide proof of payment for time parked, the invoice may be waived. Paid or unpaid 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 third (3rd) 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 as long as three (3) violations (warnings are excluded) have been received in the immediate preceding six-month period. Violations include citations and Pay Lot Invoices, paid or unpaid.

4.8 Prohibited Use of Streets and Transportation Facilities

4.8.1 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 fee will be assessed for any labor and/or materials provided by Transportation.
- c. A fee will be assessed for cleaning and maintenance if the facility is not returned to its original condition.

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.
- ~~a.~~ Inoperable/disabled vehicles left standing in driveways, driving lanes, -blocking vehicles or other no parking areas are subject to being towed and fined.

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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.

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Violation Code	Violation Description	Amount of Fine
01	Permit Not Displayed, Unregistered Vehicle or Expired Permit	\$40
02	Concurrent Parking	\$40
03	Permit Improperly Displayed.	\$10
04	Vehicle Parked Against Traffic Flow or Rear of Vehicle not facing towards drive lane.	\$10
05	Parking Outside Authorized Permit Area	\$40
06	Encroachment of Two or More Spaces	\$20
07	Unauthorized Parking in any Reserved Space, Lot or Area	\$50
08	Overtime Parking in a Time-Limited Space	\$20
09	Unauthorized parking in an UE, UV or SV space	\$50
10	Failure To Pay in a Payment Required Space or Pay Lot Invoice	\$40
11	Parking in a No Parking Area or Damages to Facilities/Equipment	\$100, Plus repair costs
12	Parking in a fire lane, blocking vehicular/pedestrian flow	\$100
14	Parking in an Accessibility Space, Blocking an Accessible Aisle, Path or Curb cut	\$250
15	Displaying an Unauthorized Permit, Altering a Parking Permit or Forging a Parking Permit	\$250, plus permit restitution fees and loss of parking privileges**
16	Overnight Parking in a Commuter Deck or Paylot	\$40
20	Warning for Violation 01	No Fine
21	Warning for Violation 02	No Fine
22	Warning for Violation 03	No Fine
23	Warning for Violation 04	No Fine
24	Warning, with directive to correct	No Fine
25	Warning for Low Speed Vehicle Parking Incorrectly	No Fine
30	Pay Lot Invoice Fee	\$15

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31	Boot Removal Fee	1 st Boot \$50, 2 nd Boot \$150 and Subsequent Boots \$250 1 st Boot \$50 / Subsequent Boots \$100
32*	Towing Fee without dollie	\$75
33*	Towing Fee with dollie	\$100
40	Bike Impound	1 st \$0 / Subsequent \$20
41	Moped Impound	\$40
42	Scooter Impound	\$40
50	Apartment Shuttle Violation	1 st \$100 / Subsequent \$250

* All towing fees are paid directly to the towing company and must be paid before the vehicle is released. A towing company may charge drop fees to release a vehicle if an individual arrives at their vehicle while it is connected to the tow truck, but not yet removed from the parking area.

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:

- unauthorized parking in a space marked 24 HOUR TOWING
- a violation of section 4.4.4 "unauthorized parking in an accessibility space"
- parking in a no parking area or fire lane
- unauthorized parking at 1570 Main Campus Drive
- repeat offenders
- abandoned or stored vehicles
- unauthorized parking in a reserved space and/or lot
- a vehicle that has had an immobilization device placed on it, and remains unclaimed after 36 hours.
- ~~u~~ Upon evidence of tampering with a boot or threatening to remove a boot.
- ~~u~~ 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 20-219.11 provides the following:

Whenever a vehicle with a valid license plate or registration is towed as provided in General Statute 20-219.11, the authorizing person shall immediately notify the last known registered owner of the vehicle of the following:

- description of the vehicle;
- location of vehicle;
- violation with which the owner is charged, if any;
- procedure the owner must follow to have the vehicle returned to him; and
- 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,~~

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~~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. ~~If a vehicle is not registered with Transportation, it may be immobilized to obtain A vehicle may be booted to obtain identification from~~ the owner/operator. ~~if it is not registered with Transportation.~~

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5.3.2 Wheel boots will only be removed by Transportation staff, upon payment of the boot removal fee and all outstanding fines. Vehicles are only released from immobilization Monday through Friday between the hours of 7 a.m. and 6 p.m., exclusive of University employee holidays. Contact must be made with Transportation to release the boot before 5 p.m. to have the vehicle released the same day, or the vehicle cannot be released until the next business day.

5.3.3 Vehicles immobilized for longer than thirty-six (36) 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 is made~~ all fines and fees are paid. ~~arrangements are complete.~~

~~5.3.4 Vehicles are released from immobilization and towing Monday through Thursday, 7 a.m. — 9:11 p.m. and Friday 7 a.m. — 6 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 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. chronic offender(s)
- 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.A

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. permit 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-f.~~ repairs to damaged property
- ~~h-g.~~ boot removal fees and towing fees
- ~~i-h.~~ 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 may appeal the penalty within 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 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 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.~~

5.6.A

- ~~1. Overtime Parking in a Loading Zone/Area~~
- ~~1. On the third and subsequent violation of the same infraction received within a one-year period.~~
- ~~1. Parking in a designated handicapped space or access aisle.~~
- ~~1. 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. If the appeal is denied, collection procedures will be initiated and payment must be made within seven (7) 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.

5.7.5 Appeals Hearing Board Membership

Student members are recommended by Student Government. Faculty members are recommended by Faculty Senate. Staff members are recommended by 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 Hearing Board.
- b. A representative of Transportation may attend each hearing to clarify any operational questions that may arise.
- c. Appeals Hearing 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.

5.6.A

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.

5.6.A

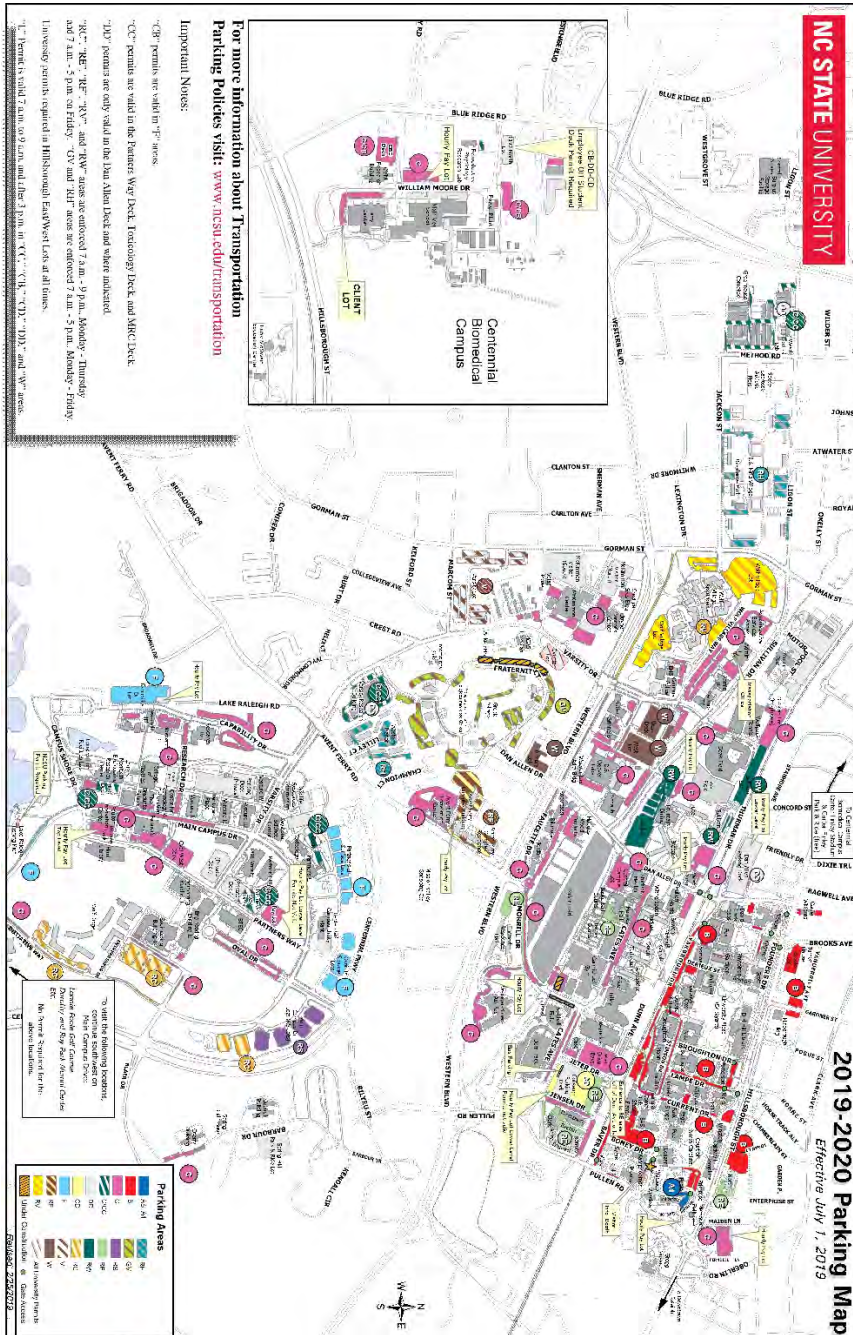
6.7.2 When a flashing red light has been erected or installed at an intersection, approaching vehicles facing the red light shall stop and yield the right-of-way to vehicles in or approaching the intersection. The right to proceed shall be subject to the rules applicable to making a stop at a stop sign.

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 18, 2019

Agenda Item / Issue:	5.8.A.1	Site and Plan Review/Approval Memorial Belltower Restoration – North Campus
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Requested / Required Action: Approval

Functions: The project will install a 55 bell carillon in conjunction with the repair, restoration and preservation of this iconic structure. New interior vertical circulation will provide access to the top of the tower. Installation of a clavier in the tower will allow for playing the carillon on site. Site improvements will address deterioration of the concourse and plinth areas. New mechanical and electrical systems, lighting, new clock motor and controls are included in the project scope.

Project Scope:	\$ 500,000	Design-Build Consultant Costs
	\$5,200,000	Construction
	\$300,000	Contingency/Other Project Costs
	\$ 6,000,000	Total Project Budget

Design-Build Team: New Atlantic Contracting - Builder
Walter Robbs Architecture – Architect
CLH Design - Landscape/Civil

Master Plan Summary: The Memorial Belltower is a symbol of the university, located on the corner of the university's two most-historic campus edges. As one of the university's nine Hallowed Places, the project will preserve, restore or enhance the unique character of the building and site. Analysis of the original design intent and of original materials shall inform the renovation's design. The project shall ensure that the site continues to reflect the character and beauty of the campus. Accessibility and donor recognition improvements will complement this historic, landmark site.

Recommendation: Reviewed by CDRP on March 27, 2019. Approval recommended.

Suggested Motion: Move approval of site and plans for the Memorial Belltower Restoration

Funding Source: Gift funded - \$6,000,000

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

Trustees Buildings and Property Committee
April 18, 2019



Belltower Improvements



Sections



A5.1

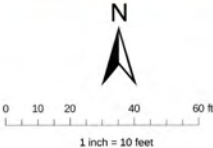
Site Improvements



Master Plan Concept





NC STATE MEMORIAL BELLTOWER
MASTER PLAN CONCEPT



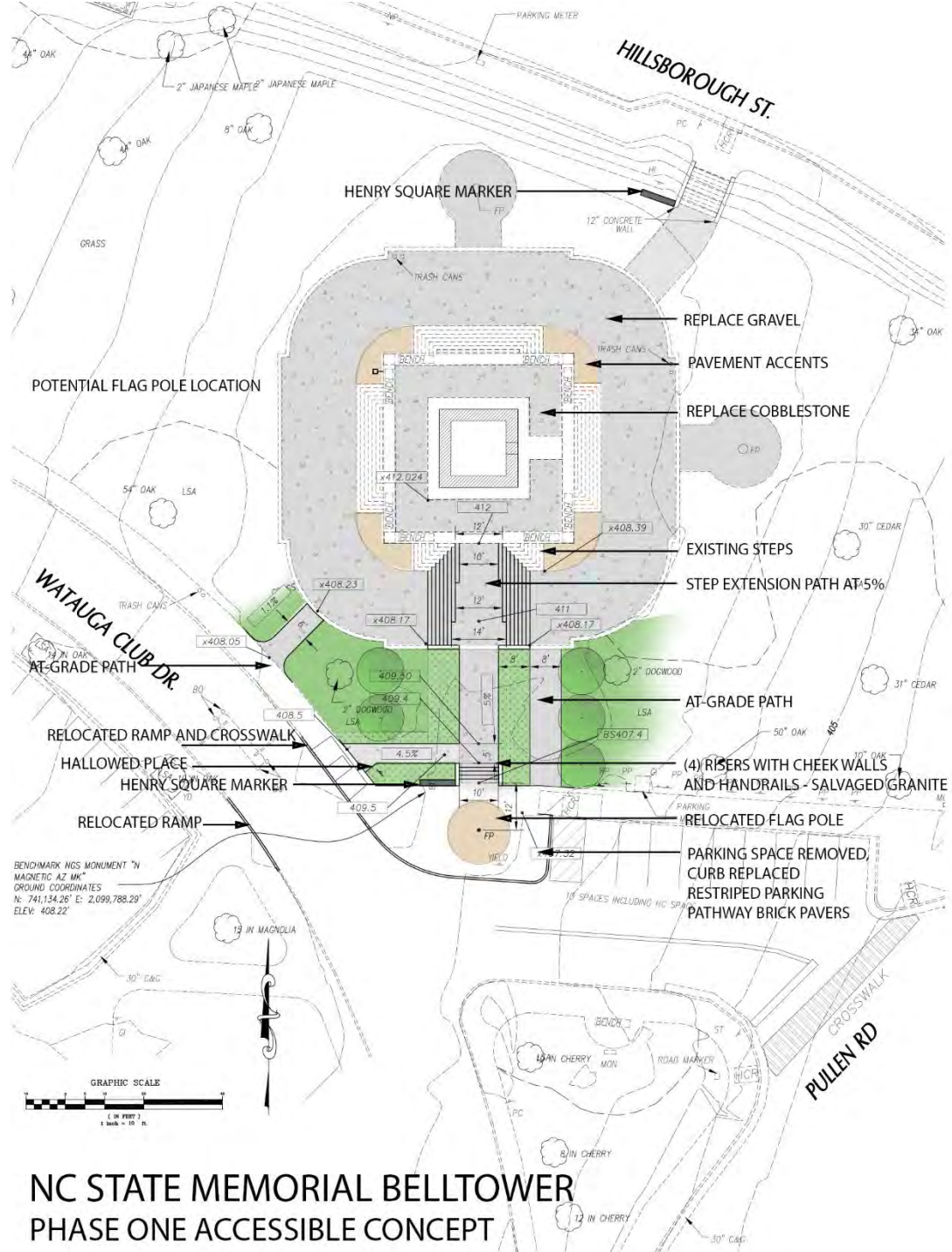
Pedestrian Connections

Henry Square



-  Pedestrian access
-  General extents

Site Plan



NC STATE MEMORIAL BELLTOWER
PHASE ONE ACCESSIBLE CONCEPT

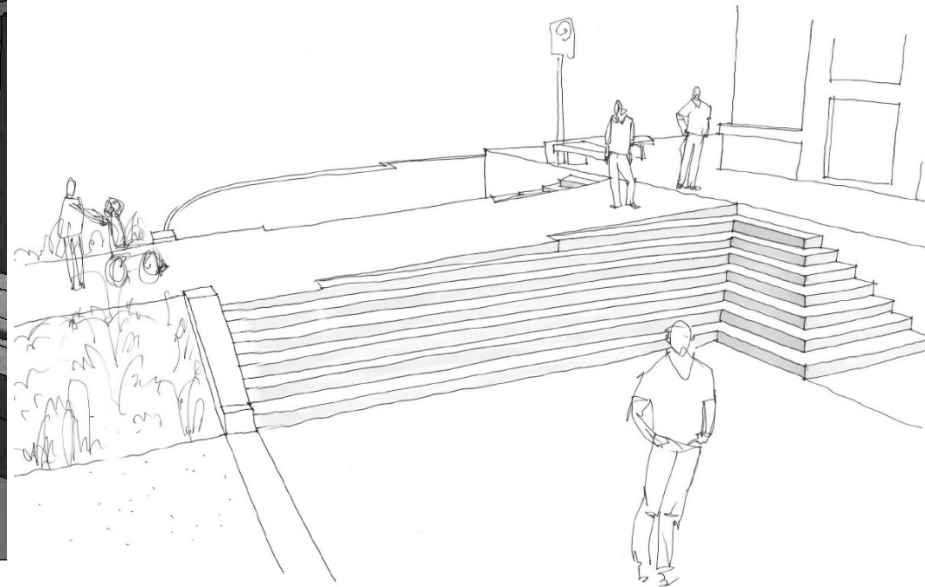
Perspectives



Monumental Steps



Perspective Sketch - model

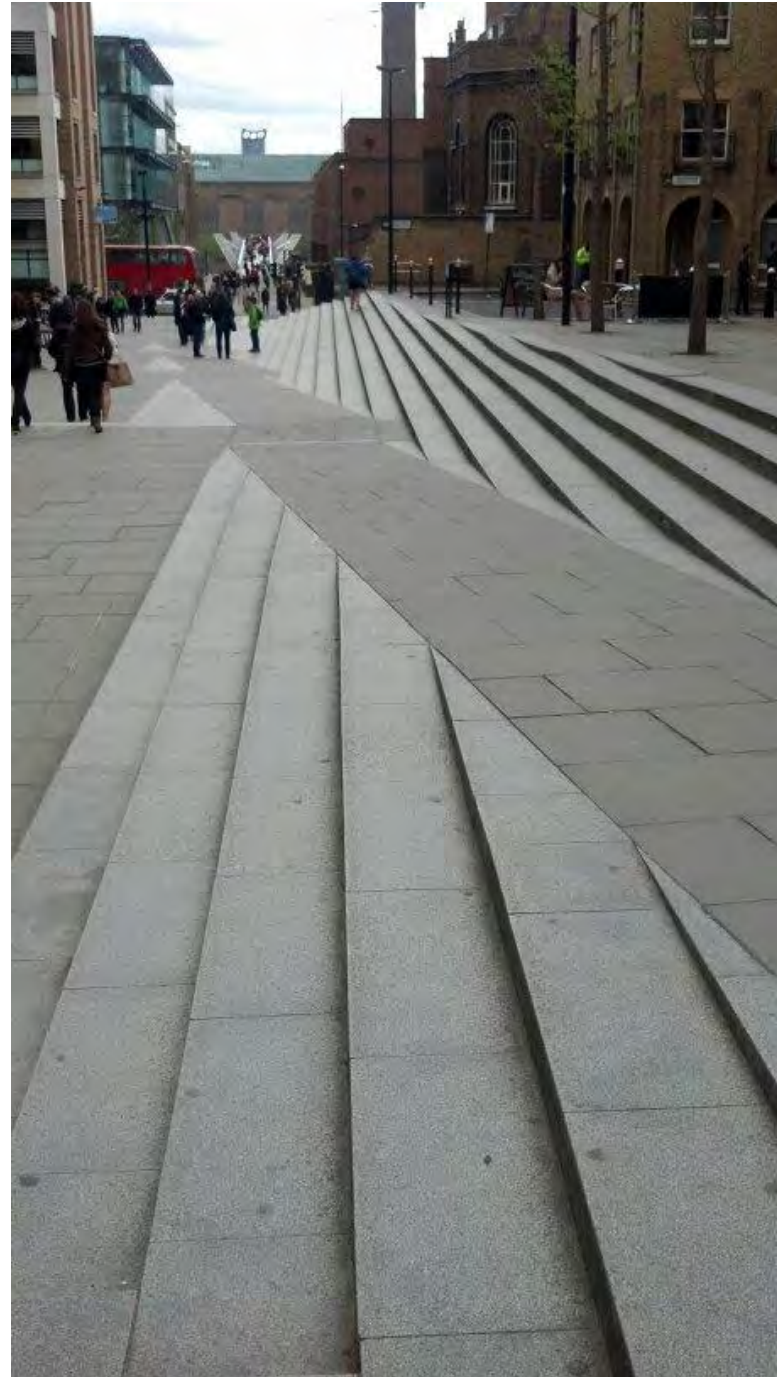


Perspective Sketch



Monumental Steps

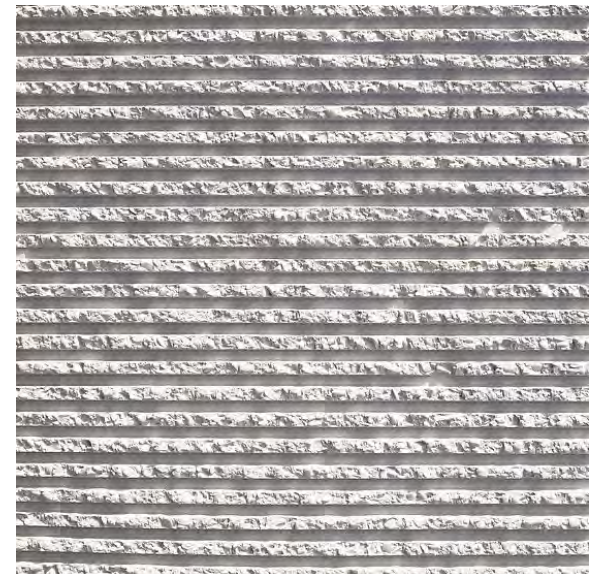
- Paver/granite step intersection (example of visual and textural material change)



Path/Steps at St. Paul's in London

Monumental Steps

Edge Texture Options
RIBBED

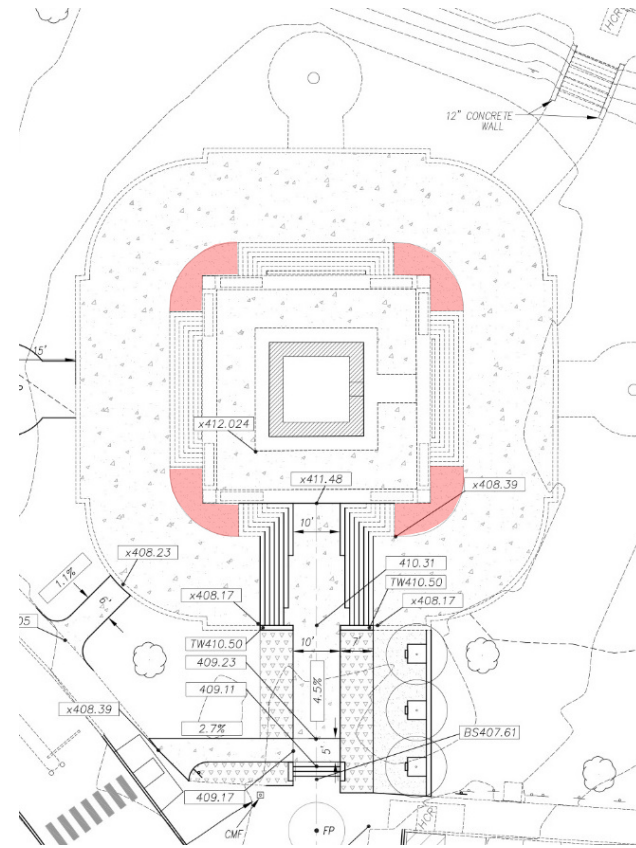




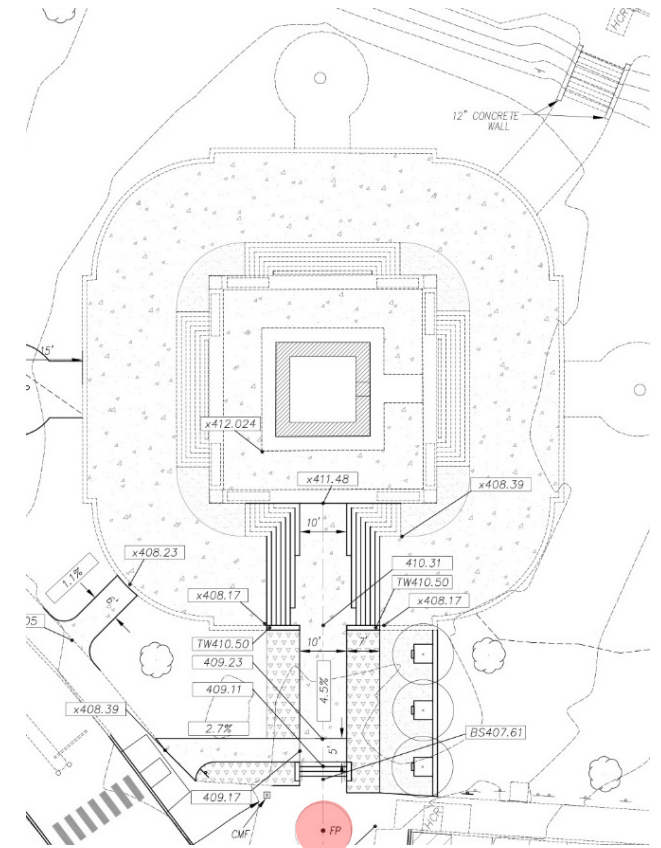
Monumental Steps

Chicago Riverwalk

Plinth Material - Cobblestone

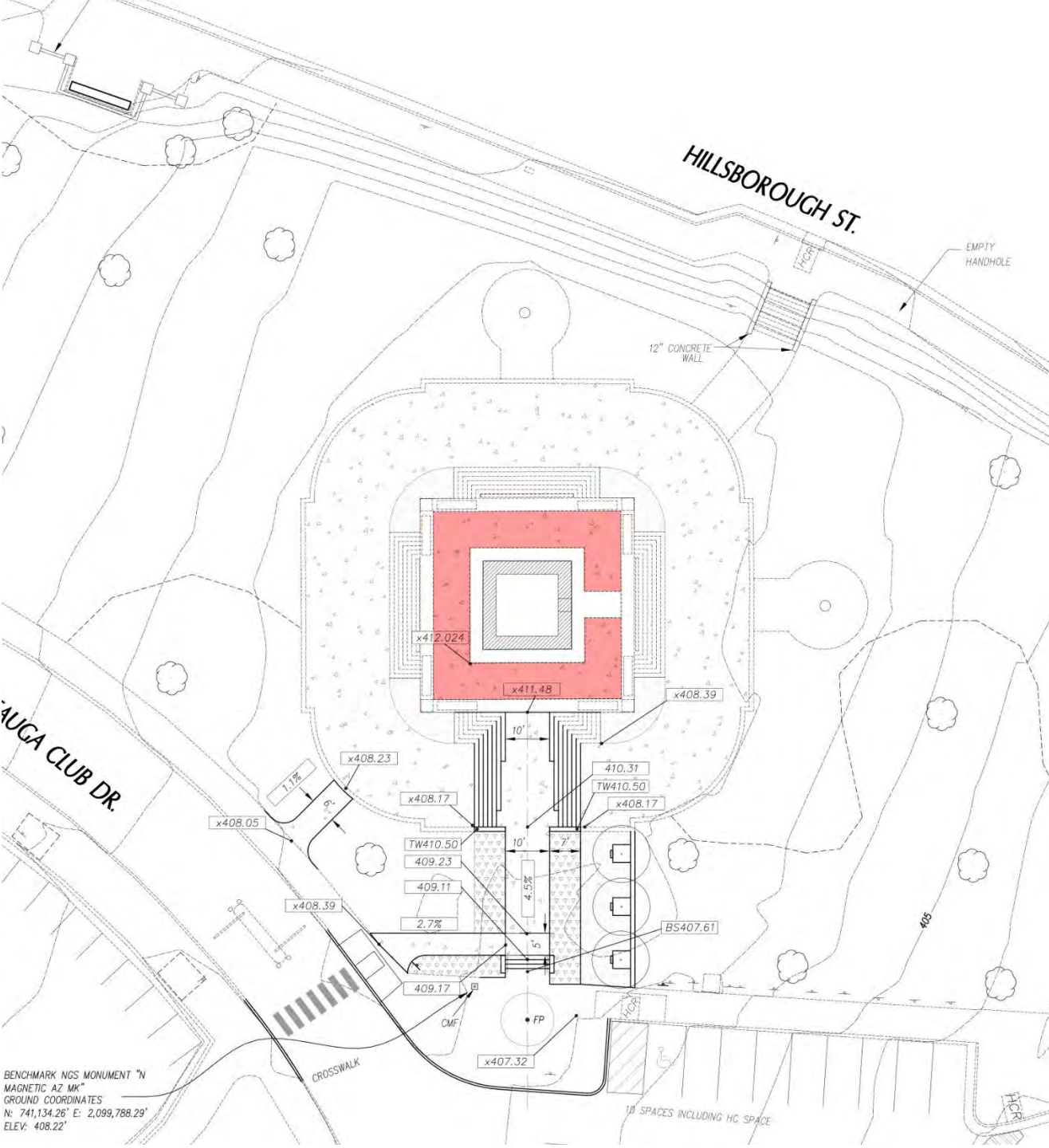


Accent Corners

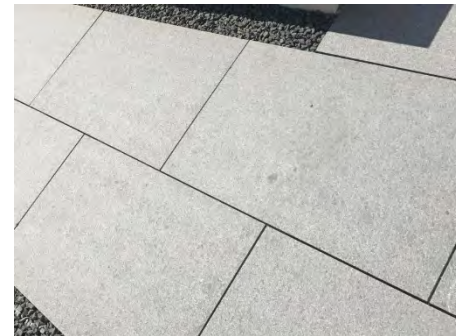


New flagpole location

Plinth Pavement Options



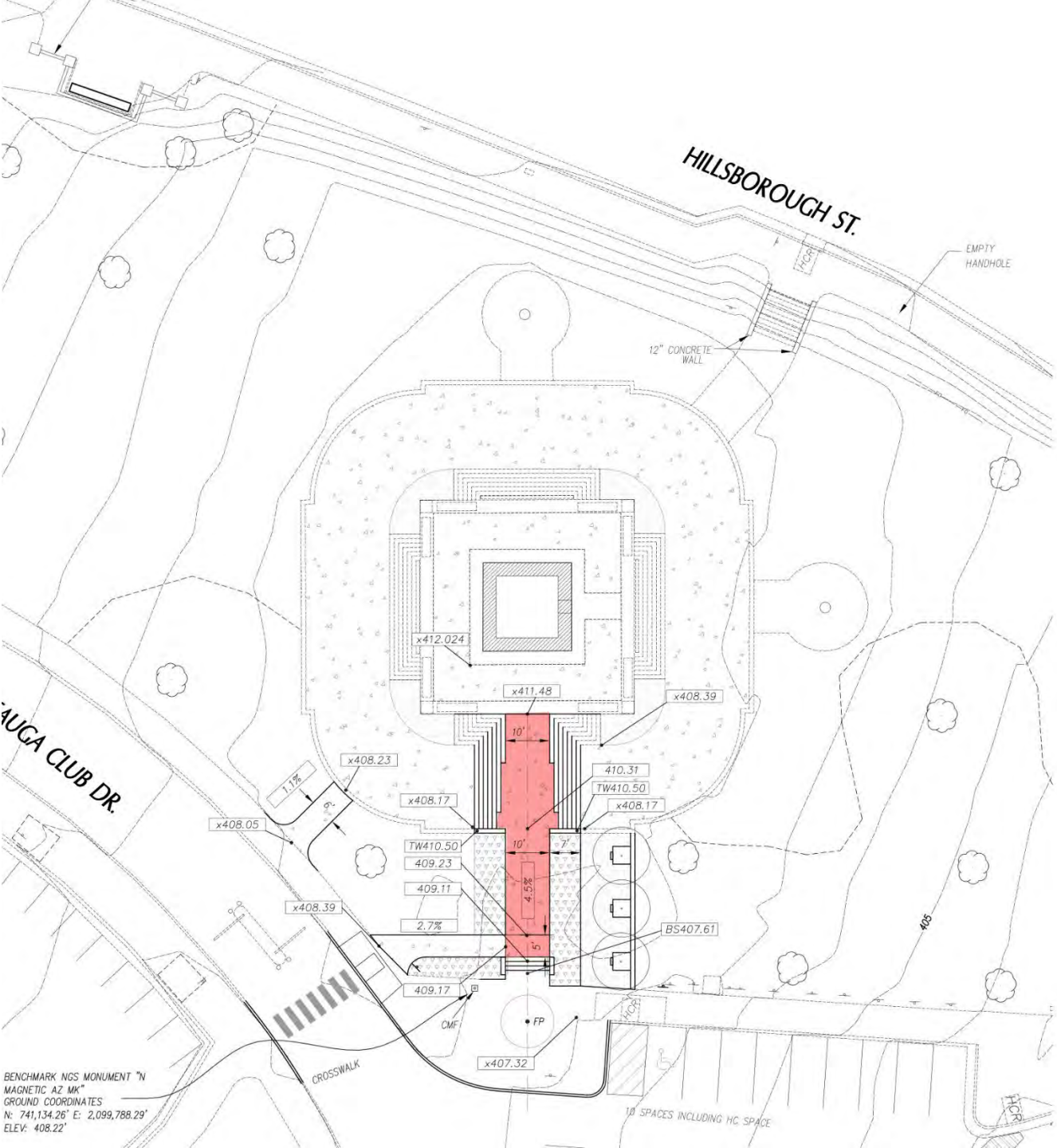
White flashed granite



Large format pavers

*texture to deter skateboarders

Plinth Pavement



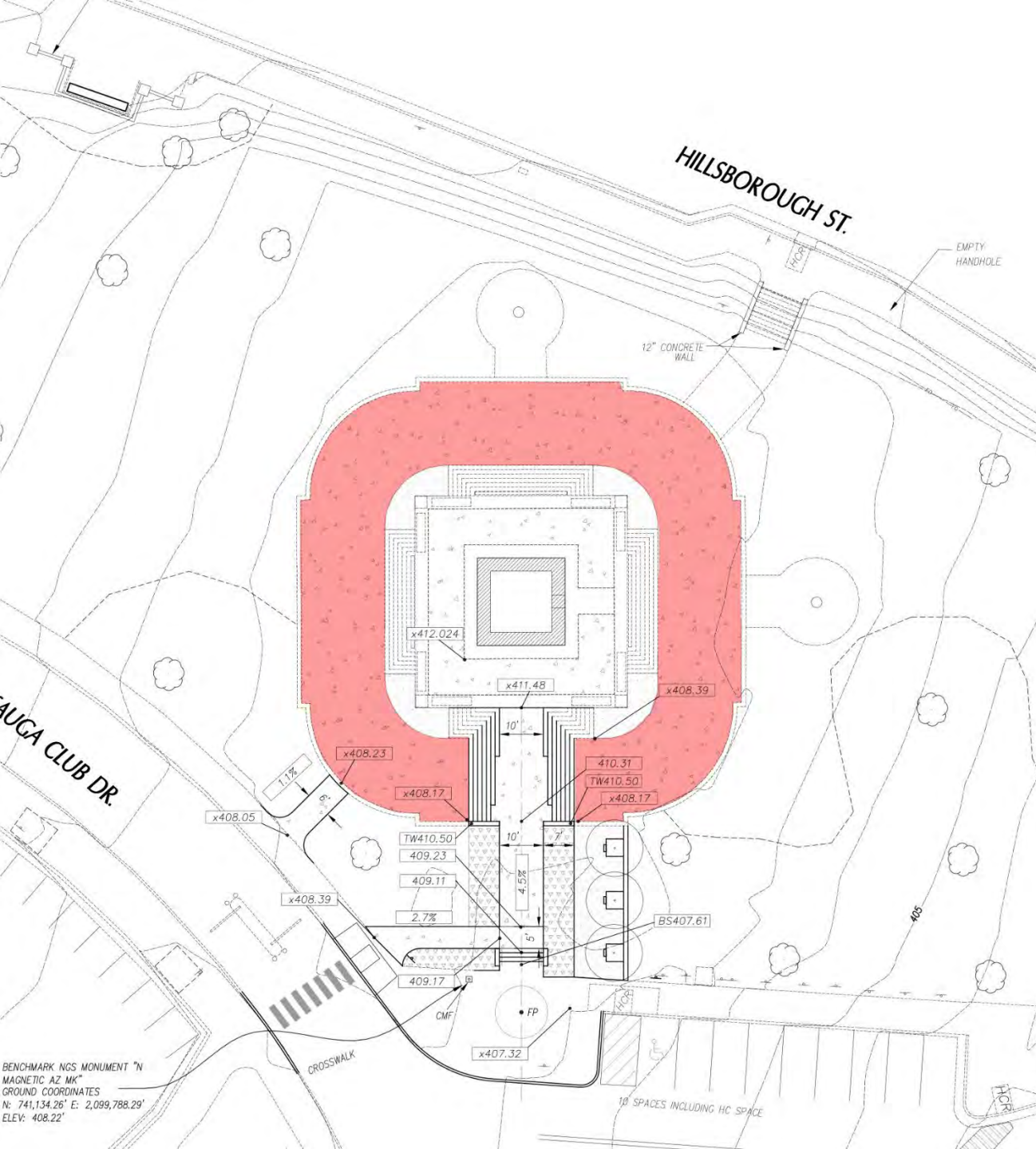
Smaller module of paver material to coordinate with plinth

*texture to deter skateboarders

Main Level Pavement



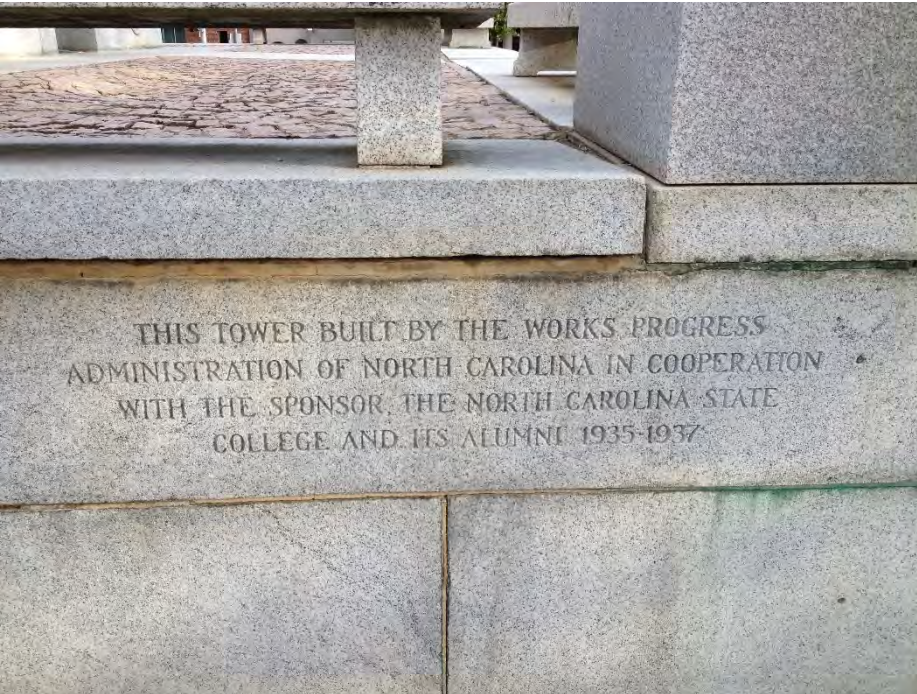
Reinstall concrete flatwork to match historic scoring pattern

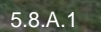
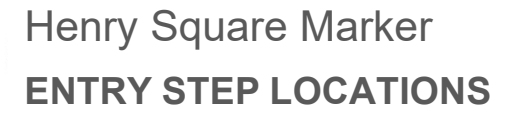


1940 Concrete Scoring

Donor Recognition

Existing signage





Donor Recognition

Henry Square Marker
REVIT MODEL VIEWS



Donor Recognition

Henry Square Marker

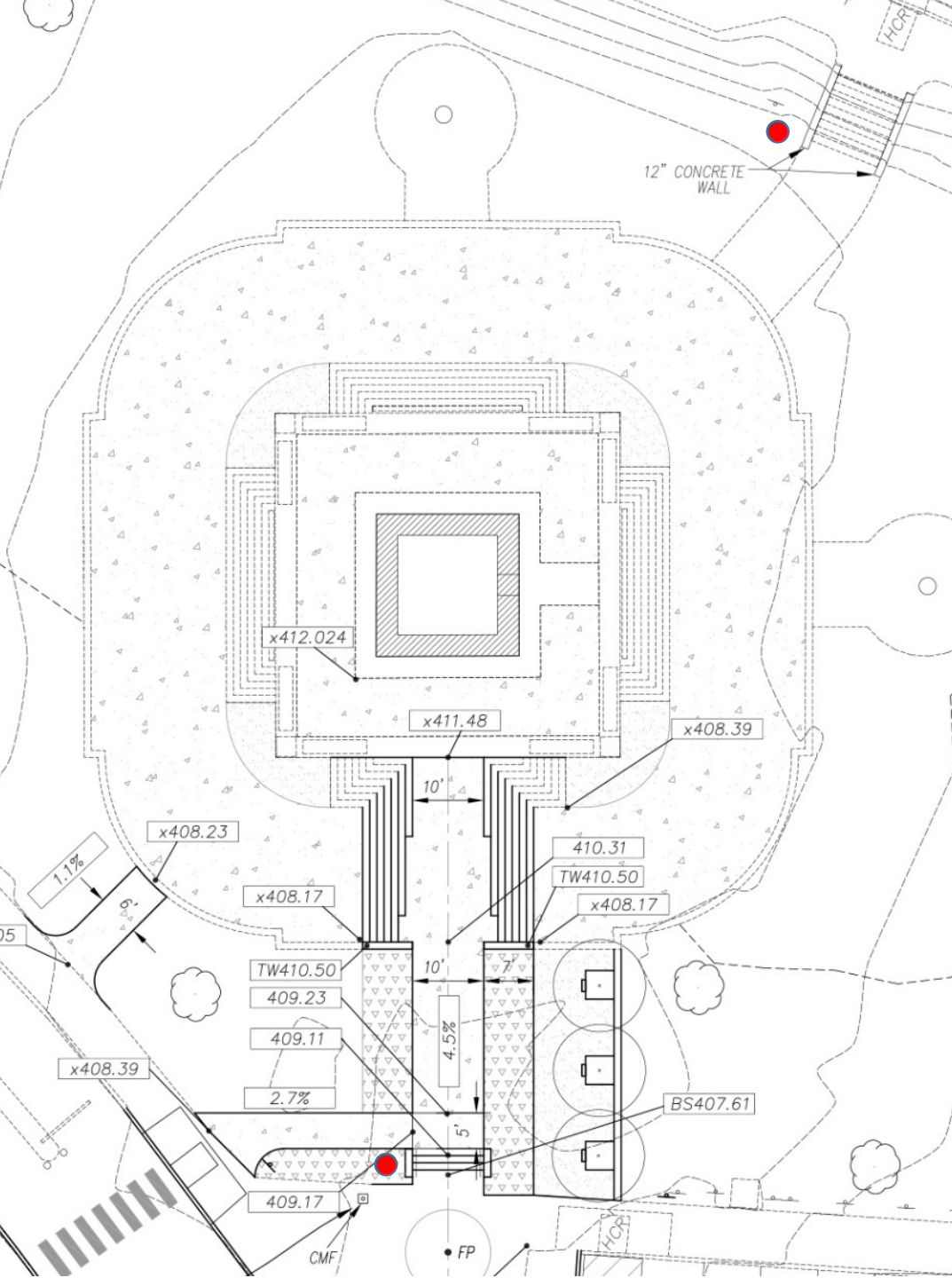
ENTRY STEP LOCATIONS



Donor Recognition

Henry Square Marker

CARVED IN STONE OR CAST IN CONCRETE



Granite – Preferred Option



Concrete – Option 2

*in University standard typeface

Questions



**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 21, 2019 meeting.

<u>Project</u>	<u>Construction Estimate</u>
Student Health Services Center Project # 201820085 Suite 2221 Counseling Office Renovation Designer: Louis Cherry Architecture Raleigh, NC Fund Source: Student Health Trust Funds	\$ 338,290
Harris Hall Project # 201720145 Building Envelope Repairs Designer: Davis Kane Architects, P.A. Raleigh, NC Fund Source: Repair and Renovations	\$ 325,000
Coliseum, CBC, Partners Way and West Decks Project # 201820133 2019 Parking Deck Assessments Designer: Atlas Engineering Raleigh, NC Fund Source: Transportation Trust Funds	\$ 320,000
Erdahl Cloyd Wing Project # 201820099 North Entry Designer: Huffman Architects Raleigh, NC Fund Source: Repair and Renovations	\$ 258,000
Tucker Residence Hall Project # 201920001 ADA Renovation Rooms 239,241,339 & 341 Designer: Davis Kane Architects, P.A. Raleigh, NC Fund Source: Housing Trust Funds	\$ 200,000
Poe Hall Project # 201820064 Room 102 Renovation Designer: McGahey Design PA Garner, NC Fund Source: General School Education Academic Affairs Funds	\$ 115,000

Capital Projects at a Glance
as of February 28, 2019

NORTH CAROLINA STATE UNIVERSITY						
	Bid 2019					
	Bid 2020					
	In Construction					
	Complete					
Code/Item	Project Name		Bid	Expected Acceptance	Total Project Budget	Remarks
41624 331	B104 Lab Renovation, CVM Main Building	Design	2/5/19	8/16/19	\$2.0M	Awaiting Award
41724 310	Price Music HVAC Renovations	Design	2/7/19	7/25/19	\$975K	Awaiting Award
41624 311	DH Hill Academic Success Center	Design	2/27/19	7/6/20	\$15.9M	Bid Opening 2/27, rebid in progress
41624 310	Exterior Lighting LED Conversion	Design	2/28/19	8/26/19	\$1.5M	Bid Opening 2/28
41724 316	Steam Repairs Phase 8C - North/South tunnel	Design	3/12/19	8/24/20	\$1.8M	Readvertising
41524 314	Plant Sciences Building	Design	3/29/19	2/10/22	\$150.6M	CD Review Underway
41624 312	Bureau of Mines Renovation	Design	5/9/19	6/5/20	\$6M	CD Review Underway
41724 308	Creamery Café & Education Center	Design	5/24/19	1/20/20	\$1.2M	CD Review Underway
41724 306	Equine Isolation Unit - CVM	Design	10/18/19	5/29/20	\$1.0M	Contracts Circulating
41824 311	Elevator Additions- Tucker & Owen Residence Halls	Design	11/1/19	3/21/20	\$1.4M	Designer Selection Underway
41824 317	Structural Repairs Mann Hall	Design	12/16/19	2/15/21	\$2M	Designer Advertisement Underway
41724 313	Renovation of Memorial Belltower	Design	12/19/19	1/29/21	\$6.5M	SD/DD Production Underway
41824 316	Power to VRB	Design	1/27/20	9/4/20	\$1.5M	Preparing to Advertise
41824 312	Outdoor Aquatics Facility	Design	5/3/20	3/8/21	\$11M	Advance Planning Underway
41424 314	CC Thermal Utilities & Infrastructure (CTI, COT & MRC)	Construction		3/8/19	\$12.975M	99% Construction Complete
41624 325	Steam Tunnel Structure Repairs-Main Campus	Construction		3/15/19	\$950K	95% Construction Complete
41524 340	Dearstye Entomology and Avian HVAC Upgrades	Construction		3/22/19	\$1.5M	92% Construction Complete
41424 310	CBC Chiller Plant Expansion	Construction		3/28/19	\$4.98M	99% Construction Complete
41324 357	North & Central Electrical Distribution - Phase 1	Construction		3/29/19	\$4.1M	95% Construction Complete
41524-337	Carbon Electronics Cluster Lab Renovations	Construction		4/4/19	\$1.3M	90% Construction Complete
41624 339	DH Hill & Poe Waterproofing	Construction		4/11/19	725K	85% Construction Complete
41524 336	Reedy Creek Equine Farm	Construction		4/17/19	\$3.0M	85% Construction Complete
41624-316	Murphy Center Sports Medicine	Construction		5/27/19	\$1.9M	33% Construction Complete
41524 338	Dabney Hall HVAC and METRIC	Construction		6/27/19	\$4.5M	7% Construction Complete
41724 311	ES King Village Roof Replacements - Ph 3	Construction		7/12/19	\$1.37M	On hold till May
41224 352	Centennial Campus Substation Expansion-Phase 1 & 2	Construction		7/31/19	\$7.3M	89% Construction Complete
41724-317	Fuel Oil Tank Expansion	Construction		8/10/19	\$825K	Contracts Circulating
41724 305	Rigging Replacement Stewart Theatre	Construction		8/16/19	\$1.1M	Contracts Circulating
41624 318	Greek Village Phase 3 Infrastructure	Construction		8/16/19	\$5.5M	62% Construction Complete
41524 314	Centennial Campus Utility Infrastructure (TES)	Construction		4/13/20	\$9.6M	15% Construction Complete
41524 313	Engineering Building Oval	Construction		6/30/20	\$137M	29% Construction Complete
41624 302	Carmichael Renovation & Expansion	Construction		7/31/20	\$45M	15% Construction Complete
41524 339	Murphy Center Broadcast Studio	Complete			\$5.6M	Accepted 2/5/19
41524 341	Scott Hall HVAC Upgrades	Complete			\$750K	Accepted 2/25/19

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		CONSTRUCTION	DURATION
			FIRM NAME	DATE SELECTED	REVIEW	APPROVAL	REVIEW	RECOMMENDATION	REVIEW	APPROVAL	ESTIMATED START	ESTIMATED COMPLETION
160	Belltower Restoration	\$6,000,000	New Atlantic Contracting w/ Walter Robbs Architecture	5/24/18	4/18/19		3/27/19 2/27/2019		4/18/19		November, 2019	December, 2020
	Upcoming Projects											
	Student Housing Master Plan	\$260,000	LS3P Associates, Ltd.	4/13/18			8/28/19				NA	NA
	Library Renovations- Jordan Hall	\$1,500,000										
	Wrestling Addition and Renovation	\$2,500,000										
	CVM Teaching Animal Unit Dairy Facility	\$4,800,000										
	Approved Projects											
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	Fall, 2019
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	Fall, 2020
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	April, 2019
150	Case Academic Dining Addition	\$1,999,000	RND Architects	08/24/16	9/21/17	9/21/17	7/26/17	7/26/17	9/21/17	9/21/17	April, 2018	August, 2019
146	Fitts-Woolard Hall (Engineering Building Oval)	\$154,000,000	Clark Nexsen	11/18/08	4/20/17	4/20/17	7/26/17 3/29/17	7/26/17	9/21/17	9/21/17	March, 2018	June, 2020
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
149	Thermal Energy Storage	\$9,600,000	RMF Engineering	10/14/16	9/21/17	9/21/17	5/31/17	5/31/17	9/21/17	9/21/17	January, 2018	December, 2019
151	Plant Sciences Building	\$160,200,000	Flad Architects	09/15/16	2/15/18	2/15/18	3/23/18 1/31/2018	3/23/18	04/19/18 2/15/2018	4/19/18	July, 2019	December, 2021
152	Kappa Alpha Theta House	\$5,500,000	Cline Design	June, 2017	4/19/18	4/19/18	3/28/18	3/23/18	4/19/18	4/19/18	Spring, 2019	June, 2020
153	Sigma Kappa House	\$5,500,000	CJMW Architecture	Fall 2017	9/20/18	9/20/18	5/30/18	5/30/18	9/20/18	9/20/18	Feb, 2019	March, 2020
154	Zeta Tau Alpha House	\$6,100,000	Hug & Associates Architects	Fall 2017	9/20/18	9/20/18	5/30/18	5/30/18	9/20/18	9/20/18	June, 2019	July, 2020
155	Alpha Delta Pi House	\$5,500,000	Cline Design	Spring 2018	11/15/18	11/15/18	9/26/18	9/26/18	11/15/18	11/15/18	Spring, 2020	May, 2021
156	Lake Wheeler Road Creamery	\$1,248,870	Muter Construction (w/ Louis Cherry Architecture)	5/10/18	11/15/18	11/15/18	10/31/18	11/14/18	11/15/18	11/15/18	February, 2019	October, 2019
161	Global Courtyard at Primrose Hall	\$280,000	In-house design College of Design and Facilities Division	8/15/18	NA	NA	2/27/19	2/27/19	NA	NA	July, 2019	October, 2019
157	Academic Success Center	\$14,234,213	Lord Aeck Sargent	2/24/17	NA		10/31/18	10/31/18	2/21/19	2/21/19	May, 2019	June, 2020
158	D.H. Hill North Exterior Improvements	\$440,000	NC State University Facilities Division	in-house	2/21/19	2/21/19	11/28/18	12/14/2018 sub-committee	2/21/19	2/21/19	January, 2010	April, 2019
159	Bureau of Mines Renovation	\$6,000,000	Clearscapes Architecture + Art	02/13/17	NA		NA	NA	2/21/19	2/21/19	July, 2019	August, 2020

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

**University Advancement and External Affairs Committee
1:15 p.m. – 3:00 p.m., April 18, 2019
Chancellor's Conference Room – Holladay Hall**

**Stan Kelly, Chair
Members: Chip Andrews, Wendell Murphy, Ven Poole,
Dewayne Washington, Ed Weisiger, Jr.**

CALL TO ORDER

Stan Kelly, Chair of Committee

ROLL CALL

Stan Kelly, Chair of Committee

READING OF STATE GOVERNMENT ETHICS ACT CONFLICT OF INTEREST STATEMENT

Stan Kelly, Chair of Committee

- | | | |
|-----------|--|------------------------|
| 1. | CONSENT AGENDA
Approval of February 21, 2019 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. University Communications and Marketing Update
<i>Brad Bohlander, Associate Vice Chancellor, University Communications and Marketing, and Chief Communications Officer</i> | 6.2C |
|
 | | |
| 3. | COMMITTEE DISCUSSION | TAB 6.3 |
| | A. Naming Opportunity Proposals
<i>Jim Broschart, Associate Vice Chancellor, University Development</i> | 6.3A |

- | | |
|--|----------------|
| 4. CLOSED SESSION | TAB 6.4 |
| A. Approval of February 21, 2019 Closed Session Minutes * | 6.4A |
| ✓ B. Request Approval for Naming Specific University Facilities
and Programs | 6.4B |

ADJOURN

* Committee Approval

✓ Full Board Approval



CONSENT AGENDA

Approval of February 21, 2019 Minutes

University Advancement and External Relations Committee
Board of Trustees
North Carolina State University
February 21, 2019

Open Session Minutes

The University Advancement Committee of the Board of Trustees of North Carolina State University met in Open Session at 1:15 p.m. in the Chancellor's Conference Room in Holladay Hall.

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

Chair Kelly called roll then presented the consent agenda and the minutes from the November 15, 2018 meeting, which were approved. He then asked Vice Chancellor Brian Sischo to provide a University Advancement update. Brian shared that campaign progress to date stands at \$1.45 billion, which is 90% of goal, and noted that we are seeing significant changes in donor culture. Examples of these changes include 55% of donors prefer to be thanked via email; 60% give online via credit or debit card; and our donors can now access their endowment reports electronically. Brian said we continue to explore other ways our donors can make their gifts, such as Apple Pay and crowdfunding.

Brian then recognized Associate Vice Chancellor Jim Broschart for the rollout of development officer accountability measures; Adam Compton, for the important data he's compiled and the leadership he's taken on as Interim Executive Director of Annual Giving, while continuing to do outstanding work in his "day job" as Director of Special Projects and Fundraising Initiatives; Associate Vice Chancellor Brad Bohlander for leading his team in our branding efforts, which has resulted with "Think and Do" resonating throughout the country; and Reid Ricciardi, Executive Director for Talent Management, who is doing great work in filling key roles and leading critical searches, including for chief development officers in CALS and Engineering.

Next, Jim Broschart presented a campaign and fundraising update, stating that we reached 90% of goal with 67% of the campaign time period elapsed. Jim reported that there is a great deal of variation between colleges in terms of campaign progress to date, which directly correlates with who is employing best practices. Jim noted that as we ponder where we go after reaching \$1.6 billion, our next step is to launch a feasibility study which will begin on April 15, with the presentation of results in early September. Jim shared that the feasibility study will include around 50 face-to-face interviews with key donors and volunteers. Jim then presented two naming opportunity proposals totaling \$2.025 million, one in the Bureau of Mines and the other in the Crafts Center in Thompson Hall, which were both approved.

Adam Compton then presented an overview of NC State Day of Giving, which will take place over a 24-hour period on March 27. Adam shared that the idea of a day of giving is to focus all resources on philanthropy with a hard deadline, and that a day of giving also plants the seeds for repeat donors. In addition, a day of giving is also effective at capturing major gifts through competition, challenge matches and instant recognition. Adam noted that some of our "celebrity" alumni, such as Scotty McCreary, Bradley Chubb and Vivian Howard, will be active on social media, encouraging their followers to participate, and that there is a lot of excitement across campus in the lead-up to March 27.

Brian Sischo returned and presented on the Strategic Roadmapping project, laying out the importance of the committee's and the full Board's support of this initiative. Noting that the university is siloed, Brian said we must work toward a "One Pack" model, which we will do by identifying the types of metrics needed in order to "leapfrog" from where we are now as a fundraising operation to reach our potential as one of the best, if not THE best shops in the business. Brian stated that to achieve that goal, changes to our organizational makeup are key and must include an incentive structure. Brian closed by noting the time to implement this plan will never be better, as we have the right leadership in place to ensure its success.

In closed session, the minutes from the November 15, 2018 meeting were approved. Six donor naming proposals were presented, one of which involved the Chair, who recused himself during the discussion of his naming. The motion carried to present all of the namings to the full board for approval. After motions to return to open session, with no further business, the meeting adjourned at 2:55pm.

Respectfully submitted,

Stan Kelly
Chair



INFORMATIONAL REPORTS

University Advancement Update

Fundraising and Campaign Report

**University Communications
and Marketing Update**

NC STATE UNIVERSITY

**THINK AND DO
THE
EXTRAORDINARY**



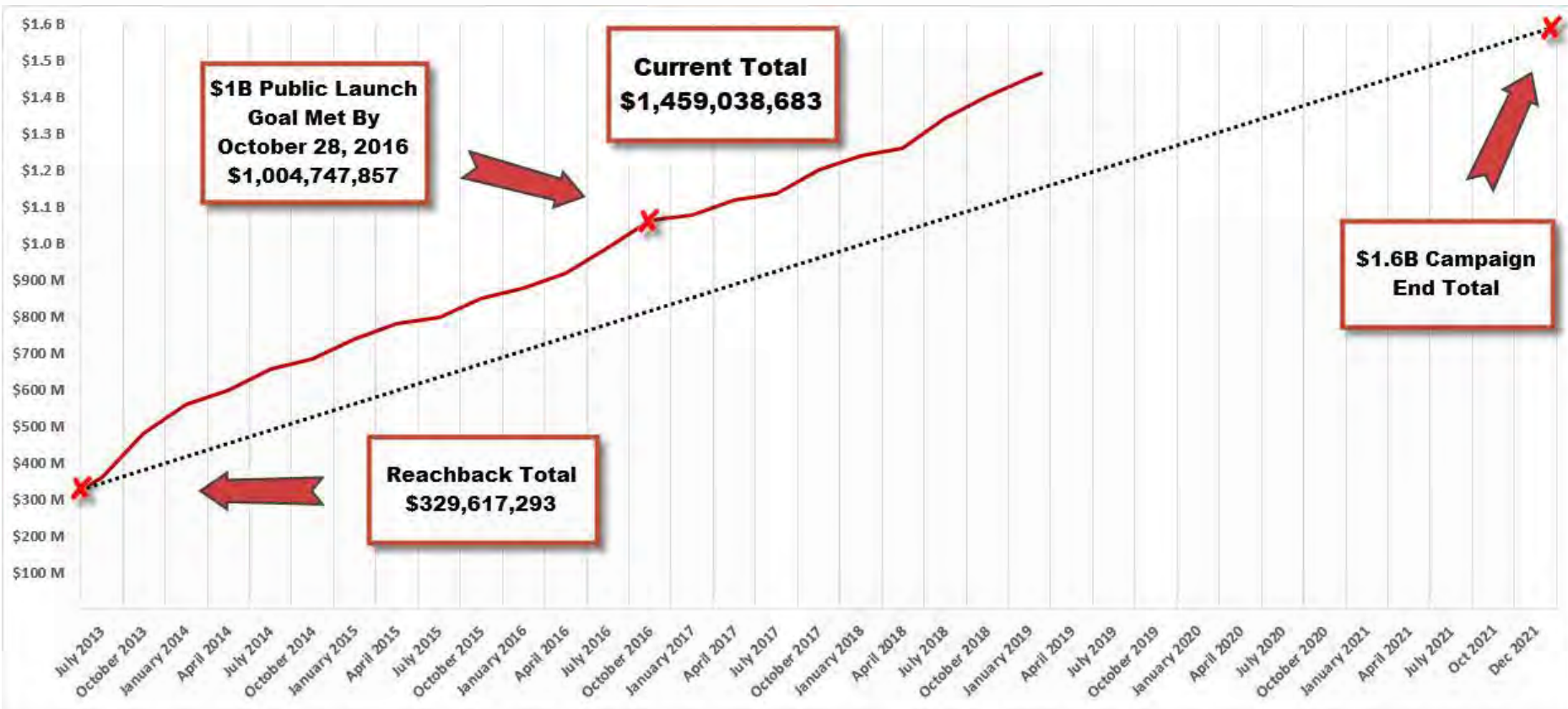
The Campaign for NC State

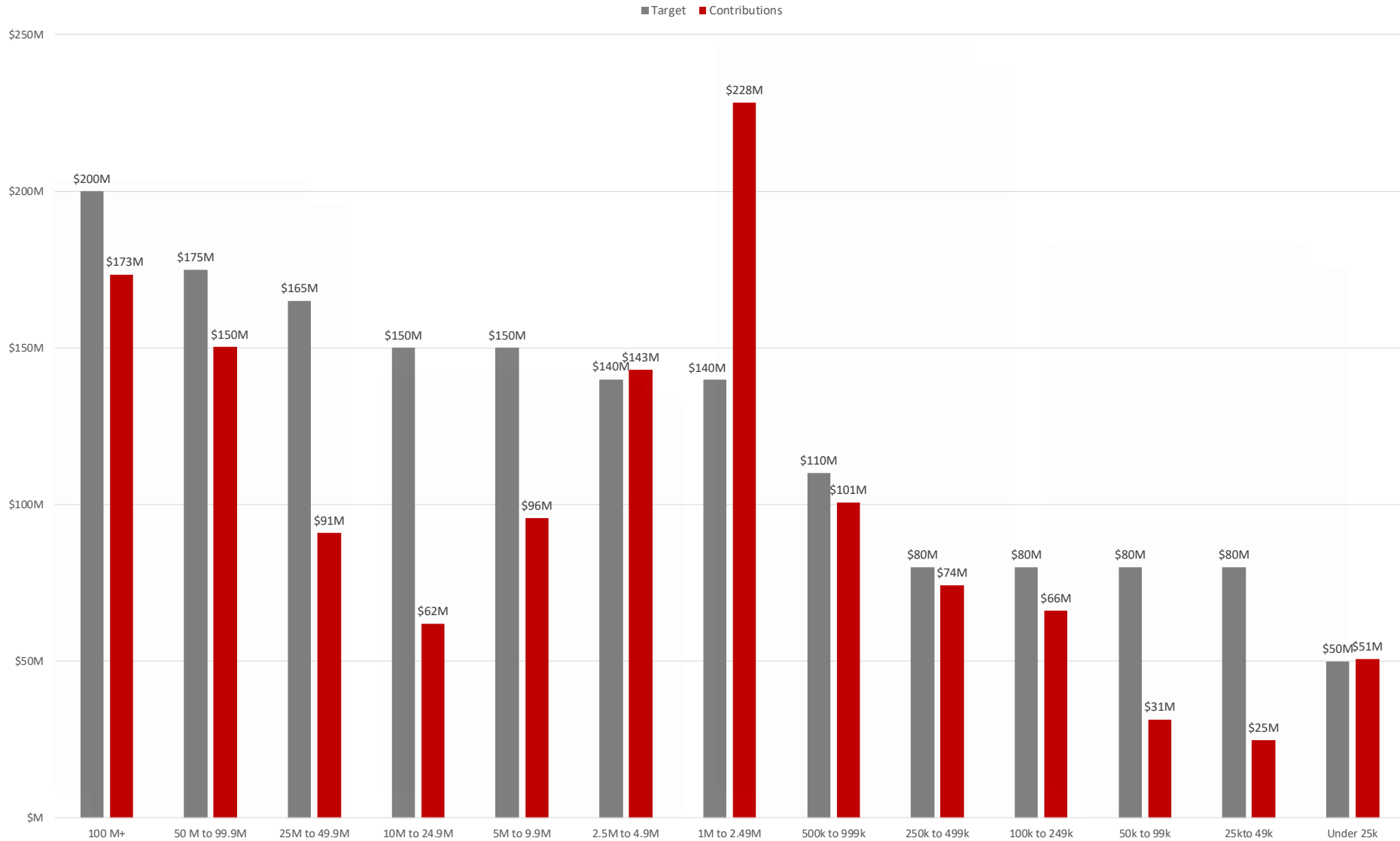
February 28, 2019



Campaign Reports

February 28, 2019





GOAL				RAISED TO DATE			YET TO BE RAISED	
Gift Range	# Donors	Dollars	% to Goal	# Donors	Dollars	% to Goal	# Additional Donors	# Additional Dollars
\$100,000,000 or Greater	1	\$200,000,000	13%	1	\$173,249,200	87%	0	\$26,750,800
\$50,000,000 to \$99,999,999	3	\$175,000,000	11%	2	\$150,221,977	86%	1	\$24,778,023
\$25,000,000 to \$49,999,999	6	\$165,000,000	10%	3	\$90,855,840	55%	3	\$74,144,160
\$10,000,000 to \$24,999,999	12	\$150,000,000	9%	4	\$61,949,099	41%	8	\$88,050,901
\$5,000,000 to \$9,999,999	25	\$150,000,000	9%	14	\$95,572,712	64%	11	\$54,427,288
\$2,500,000 to \$4,999,999	50	\$140,000,000	9%	40	\$143,036,309	102%	10	-\$3,036,309
\$1,000,000 to \$2,499,999	125	\$140,000,000	9%	149	\$228,239,530	163%	-24	-\$88,239,530
Subtotal	222	\$1,120,000,000	70%	213	\$943,124,667	84%	9	\$176,875,333
\$500,000 to \$999,999	200	\$110,000,000	7%	151	\$100,549,207	91%	49	\$9,450,793
\$250,000 to \$499,999	300	\$80,000,000	5%	220	\$74,111,224	93%	80	\$5,888,776
\$100,000 to \$249,999	600	\$80,000,000	5%	436	\$66,073,785	83%	164	\$13,926,215
\$50,000 to \$99,999	1500	\$80,000,000	5%	473	\$31,405,849	39%	1027	\$48,594,151
\$25,000 to \$49,999	3000	\$80,000,000	5%	754	\$24,715,353	31%	2246	\$55,284,647
Under \$25,000	Many	\$50,000,000	3%	Many*	\$50,636,573	101%	Many	-\$636,573
Subtotal	5600	\$480,000,000	30%	2034	\$347,491,991	72%	3566	\$132,508,009
Wolfpack Club/Textiles++				**	\$168,422,025			
Campaign Totals	5822	\$1,600,000,000	100%	66893	\$1,459,038,683	91%	3575	\$140,961,317

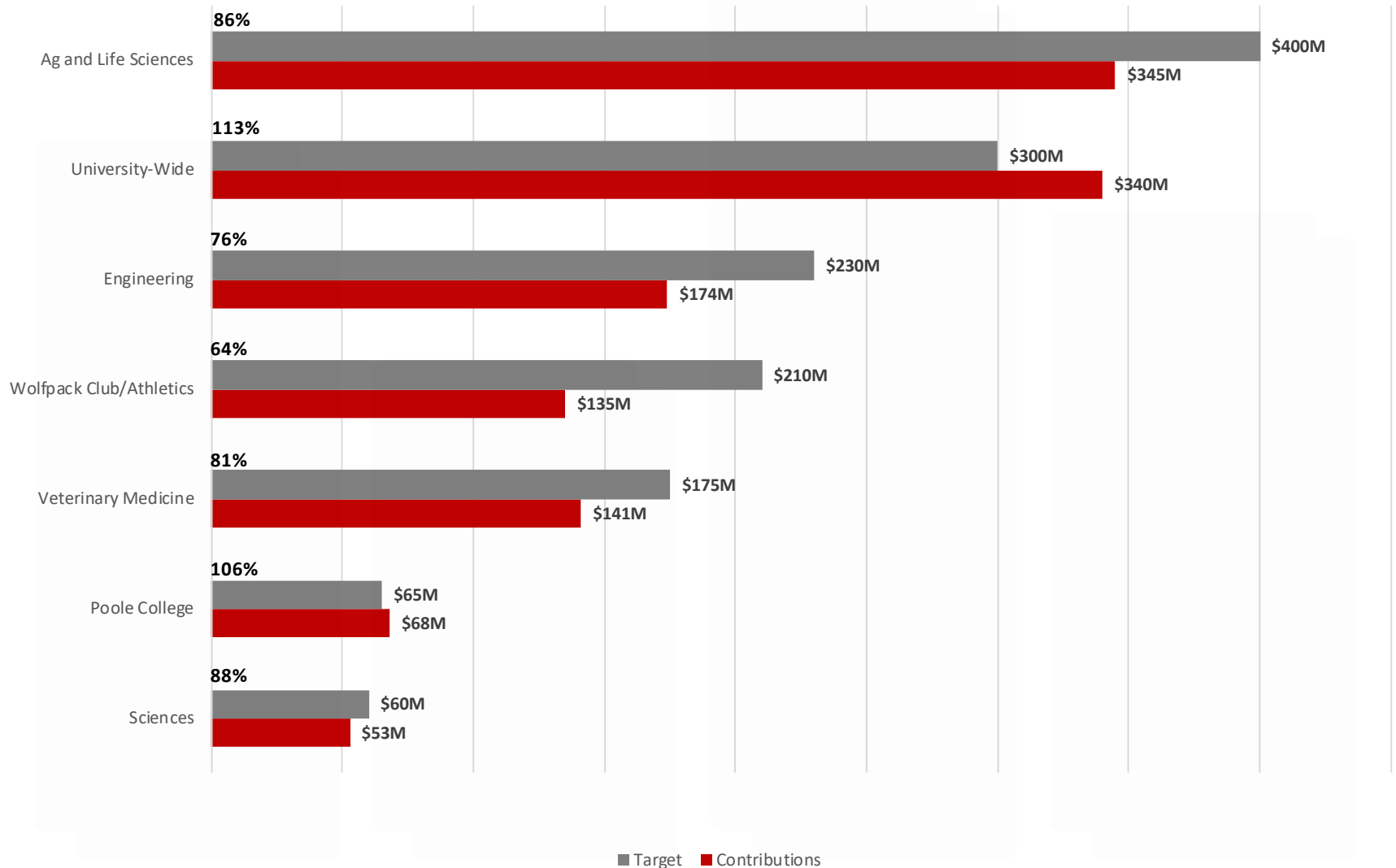
Wolfpack Club/Textiles++ information is reflected in the total dollars raised, but not on the the donor level.

** Excludes WPC/Textiles Transactions processed in Advance.

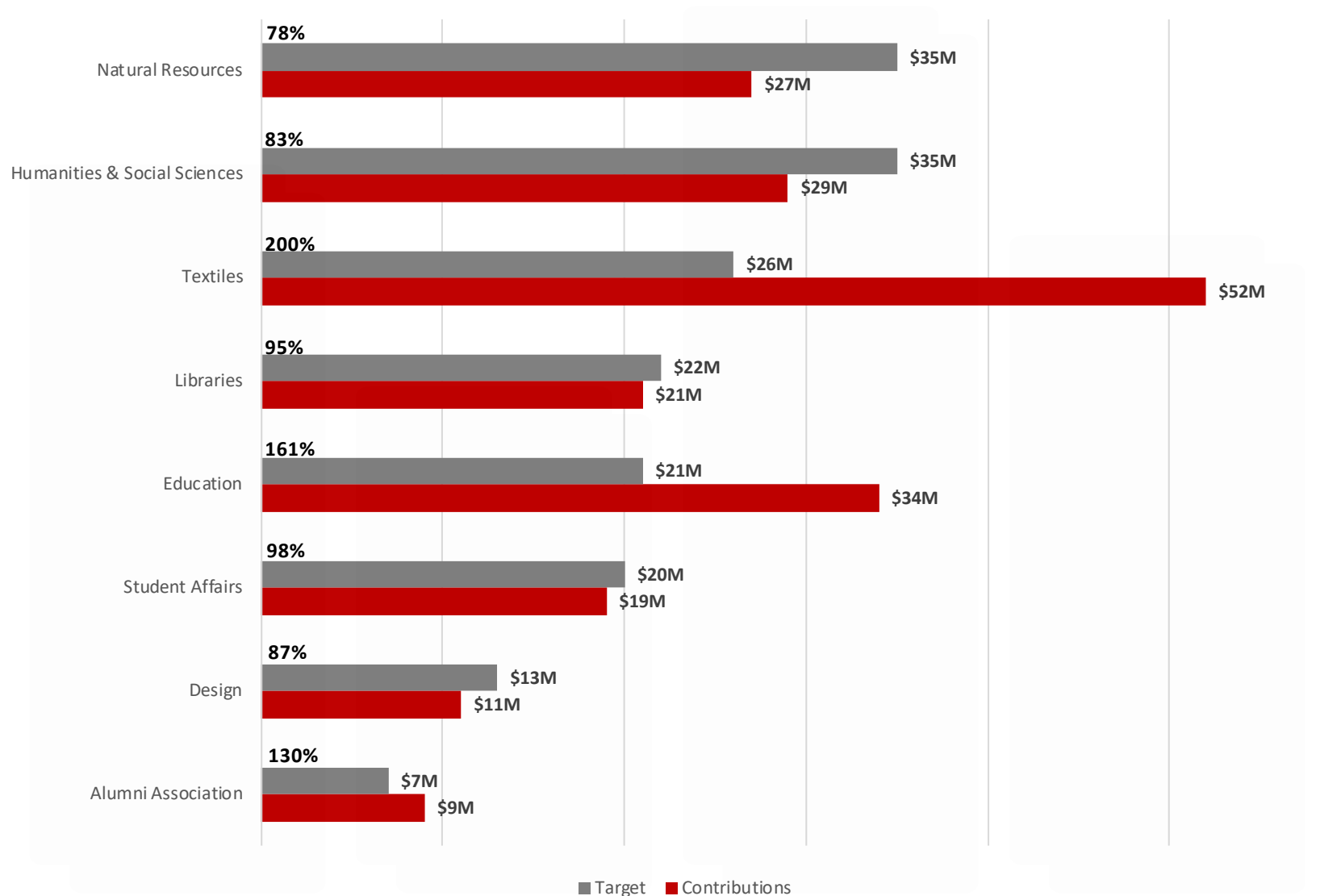
Donors is the total number of households and organizations

* 64,646 donors to date

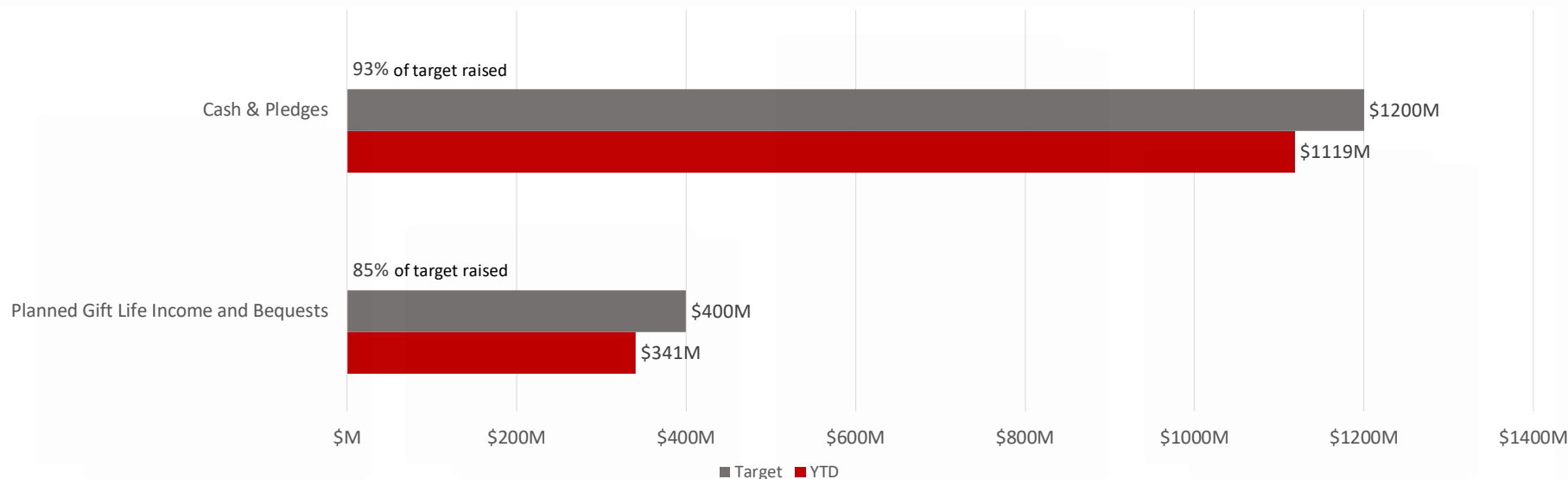
TARGET \$50M - \$400M



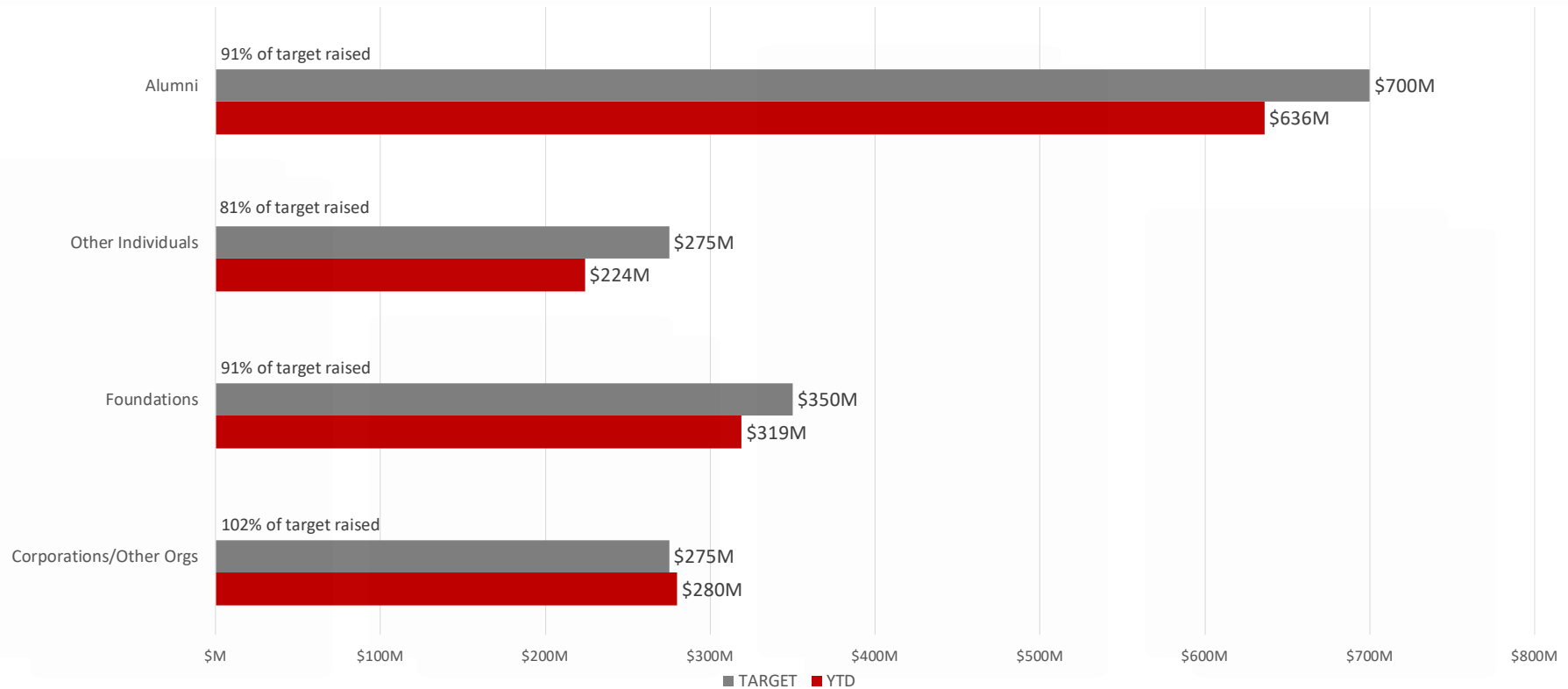
TARGET \$5M - \$50M

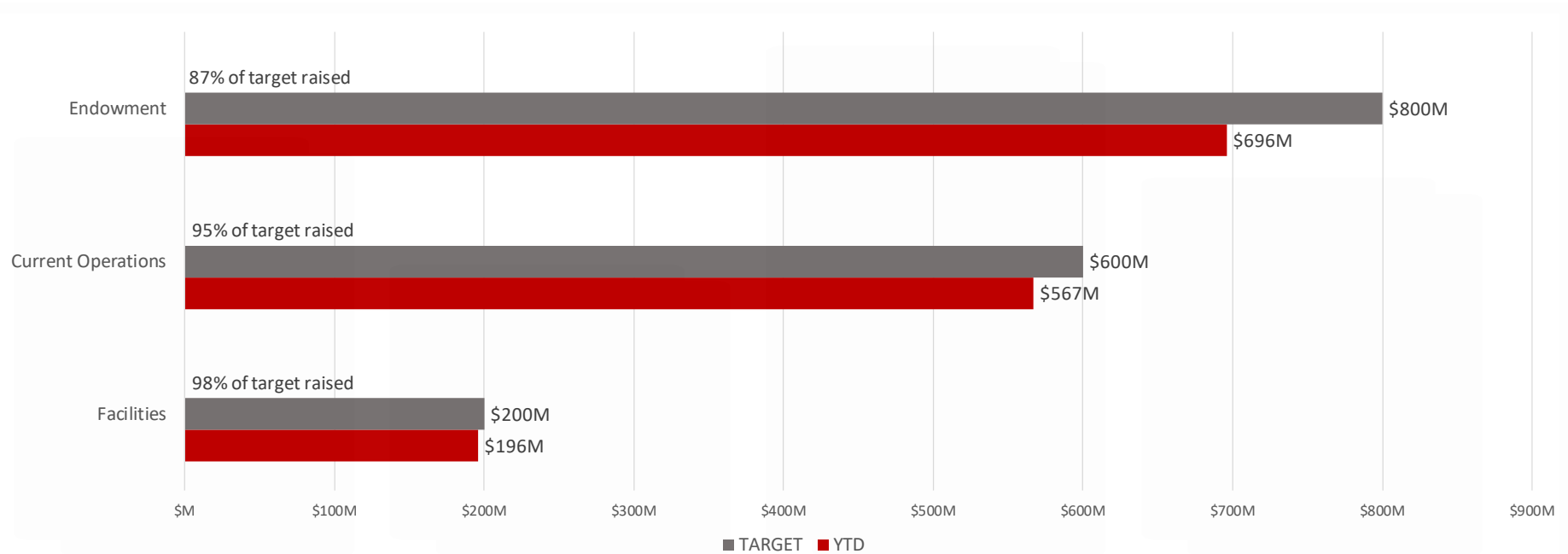


Campaign Progress
Gift Activity: Gifts by Type
as of February 28, 2019



Campaign Progress
Gift Activity: Gifts by Source
as of February 28, 2019





	Reachback Phase	Nucleus Phase	Public Phase	Campaign Total
Ag and Life Sciences	\$58,611,437	\$195,435,666	\$90,824,156	\$344,871,259
Design	\$1,971,028	\$4,497,939	\$4,898,498	\$11,367,465
Education	\$1,496,879	\$13,242,205	\$18,824,603	\$33,563,687
Engineering	\$26,589,290	\$78,251,905	\$69,360,756	\$174,201,951
Humanities & Social Sciences	\$2,149,234	\$19,726,176	\$7,178,057	\$29,053,467
Poole College	\$40,141,243	\$15,638,221	\$12,427,159	\$68,206,623
Natural Resources	\$9,998,541	\$9,026,825	\$8,431,719	\$27,457,085
Sciences	\$6,159,812	\$26,686,437	\$19,925,791	\$52,772,040
Textiles*	\$6,165,558	\$9,277,376	\$36,590,161	\$52,033,095
Veterinary Medicine	\$24,759,368	\$71,911,439	\$44,481,329	\$141,152,136
Alumni Association	\$878,363	\$5,011,646	\$3,181,101	\$9,071,110
DASA	\$2,969,535	\$11,287,324	\$5,491,061	\$19,747,920
Libraries	\$6,216,734	\$8,138,120	\$6,444,119	\$20,798,973
University-wide	\$137,381,361	\$109,971,569	\$92,256,957	\$339,609,887
Wolfpack Club/Athletics**	\$4,128,910	\$77,675,487	\$53,327,587	\$135,131,984
Total	\$329,617,293	\$655,778,335	\$473,643,054	\$1,459,038,683

* Includes gift information provided by the North Carolina Textiles Foundation

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

	Alumni	Parents	Faculty Staff	Other Individuals	Corporations	Foundations	Other Organizations	Campaign Total
Ag and Life Sciences	\$55,690,129	\$16,091,344	\$4,459,745	\$34,856,388	\$93,494,987	\$87,308,083	\$52,970,583	\$344,871,259
Design	\$4,937,810	\$66,879	\$142,806	\$675,331	\$2,659,870	\$2,228,592	\$656,176	\$11,367,464
Education	\$4,225,836	\$48,651	\$195,175	\$2,594,047	\$3,316,441	\$10,564,705	\$12,618,832	\$33,563,687
Engineering	\$99,753,270	\$2,473,262	\$6,120,470	\$5,876,165	\$38,136,057	\$16,675,538	\$5,167,189	\$174,201,951
Humanities & Social Sciences	\$13,890,551	\$1,244,230	\$1,406,109	\$9,366,415	\$509,769	\$2,209,785	\$426,607	\$29,053,466
Poole College	\$48,883,545	\$301,964	\$2,683,815	\$4,516,579	\$7,658,209	\$2,927,242	\$1,235,270	\$68,206,624
Natural Resources	\$16,459,665	\$21,877	\$1,274,640	\$2,668,847	\$4,516,507	\$1,752,684	\$762,864	\$27,457,084
Sciences	\$26,252,250	\$5,391,560	\$5,652,406	\$803,127	\$6,628,285	\$3,444,047	\$4,600,365	\$52,772,040
Textiles*	\$40,410,384	\$128,896	\$1,193,965	\$1,370,694	\$6,326,014	\$2,361,388	\$241,755	\$52,033,096
Veterinary Medicine	\$21,661,778	\$211,145	\$5,408,007	\$71,320,743	\$4,520,350	\$36,412,839	\$1,617,273	\$141,152,135
Alumni Association	\$5,804,342	\$43,243	\$35,773	\$546,841	\$457,173	\$1,782,747	\$400,990	\$9,071,109
DASA	\$6,401,109	\$738,180	\$435,972	\$8,530,175	\$926,648	\$1,713,202	\$1,002,633	\$19,747,919
Libraries	\$2,783,270	\$1,937,540	\$4,071,550	\$7,360,560	\$2,317,752	\$2,211,647	\$116,654	\$20,798,973
University-wide	\$160,155,926	\$1,780,346	\$2,913,262	\$4,098,829	\$13,483,832	\$146,643,477	\$10,534,216	\$339,609,888
Wolfpack Club/Athletics**	\$128,935,301	\$532,486	\$59,989	\$2,216,231	\$2,805,654	\$425,774	\$156,550	\$135,131,985
Total	\$636,245,165	\$31,011,605	\$36,053,684	\$156,800,974	\$187,757,548	\$318,661,750	\$92,507,959	\$1,459,038,683

* Includes gift information provided by the North Carolina Textiles Foundation

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

	Cash Gifts	Gifts-In-Kind	Matching Gifts	PG Life Income	Realized Bequests	Bequest Expectancies	Pledges	Non-Governmental Grants	Campaign Total
Ag and Life Sciences	\$97,515,471	\$6,134,452	\$277,131	\$5,927,140	\$5,365,060	\$69,365,590	\$45,825,427	\$114,460,988	\$344,871,259
Design	\$4,164,061	\$105,542	\$57,914	\$25,000	\$235,746	\$2,664,000	\$995,938	\$3,119,264	\$11,367,465
Education	\$3,495,649	\$8,184	\$25,492	\$50,000	\$202,677	\$3,568,000	\$677,085	\$25,536,602	\$33,563,689
Engineering	\$47,395,266	\$2,378,108	\$1,354,947	\$1,125,782	\$3,540,159	\$46,263,139	\$60,316,315	\$11,828,234	\$174,201,950
Humanities & Social Sciences	\$4,373,497	\$3,751	\$141,058	\$342,991	\$62,809	\$11,835,728	\$10,578,571	\$1,715,062	\$29,053,467
Poole College	\$10,668,221	\$4,310	\$443,892	\$29,710,000	\$26,837	\$11,502,391	\$13,039,251	\$2,811,722	\$68,206,624
Natural Resources	\$9,645,389	\$1,174,486	\$179,586	\$548,278	\$369,420	\$11,674,455	\$2,383,348	\$1,482,121	\$27,457,083
Sciences	\$15,677,806	\$2,963,469	\$235,029	\$804,500	\$154,193	\$19,993,874	\$4,872,337	\$8,070,833	\$52,772,041
Textiles*	\$7,333,087	\$446,528	\$33,129	\$0	\$50,000	\$5,575,012	\$35,652,787	\$2,942,553	\$52,033,096
Veterinary Medicine	\$25,394,618	\$1,192,848	\$94,859	\$525,052	\$1,952,218	\$80,174,207	\$23,505,263	\$8,313,072	\$141,152,137
Alumni Association	\$3,871,075		\$207,847	\$45,000	\$396,050	\$636,970	\$3,914,168	\$0	\$9,071,110
DASA	\$6,167,293	\$864,415	\$167,989	\$3,517,451	\$622,650	\$4,017,022	\$3,856,699	\$534,401	\$19,747,920
Libraries	\$2,981,699	\$11,769,199	\$39,164	\$1,076	\$75,848	\$3,384,195	\$689,873	\$1,857,917	\$20,798,971
University-wide	\$208,242,317	\$793,438	\$510,629	\$1,227,428	\$658,688	\$11,251,104	\$111,896,424	\$5,029,860	\$339,609,888
Wolfpack Club/Athletics**	\$63,341,200	\$2,170,774	\$1,793,908	\$0	\$32,200	\$1,030,111	\$66,763,793	\$0	\$135,131,986
Total	\$510,266,649	\$30,009,502	\$5,562,573	\$43,849,699	\$13,744,556	\$282,935,798	\$384,967,278	\$187,702,629	\$1,459,038,683

* Includes gift information provided by the North Carolina Textiles Foundation

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

	Current Operations	Endowment	Facilities	Campaign Total
Ag and Life Sciences	\$180,095,789	\$109,872,220	\$54,903,250	\$344,871,259
Design	\$5,578,615	\$5,683,308	\$105,542	\$11,367,465
Education	\$27,446,222	\$6,108,602	\$8,864	\$33,563,688
Engineering	\$56,515,155	\$69,820,091	\$47,866,704	\$174,201,950
Humanities & Social Sciences	\$6,727,185	\$22,322,531	\$3,751	\$29,053,467
Poole College	\$14,852,938	\$52,859,375	\$494,310	\$68,206,623
Natural Resources	\$6,954,625	\$19,319,373	\$1,183,086	\$27,457,084
Sciences	\$17,589,915	\$32,664,108	\$2,518,016	\$52,772,039
Textiles*	\$12,431,903	\$39,109,665	\$491,528	\$52,033,096
Veterinary Medicine	\$37,510,890	\$102,344,443	\$1,296,803	\$141,152,136
Alumni Association	\$1,172,161	\$7,825,610	\$73,338	\$9,071,109
DASA	\$7,416,863	\$7,425,065	\$4,905,991	\$19,747,919
Libraries	\$4,304,942	\$4,724,832	\$11,769,199	\$20,798,973
University-wide	\$120,299,291	\$211,163,310	\$8,147,286	\$339,609,887
Wolfpack Club/Athletics**	\$68,179,240	\$4,769,707	\$62,183,038	\$135,131,985
Total	\$567,075,735	\$696,012,241	\$195,950,707	\$1,459,038,683

* Includes gift information provided by the North Carolina Textiles Foundation

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

Unit Supporting	Prior to FY 11	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY18	FY 11 - 18 Total	Overall Total
CALS	56	1		2	3 (1)	7 (5)	1	3 (2)		17 (8)	73
Humanities	3			1		1				2	5
CNR	9			1 (1)			1 (1)			2 (2)	11
Design	0									0	0
Engineering	36	8 (2)		1	3 (1)	2 (1)	5 (3)	6 (1)	1	26 (8)	62
Sciences	19	3				2	5		1 (1)	11 (1)	30
CVM	2	1			1	3		1		6	8
Education	1							2 (1)		2 (1)	3
Institute Adv. Analytics	0					3				3	3
PCOM	11	2	1				1			4	15
PCOM & Textiles	1									0	1
Textiles	10									0	10
University wide	4									0	4
Total	152	15 (2)	1	5 (1)	7 (2)	18 (6)	13 (4)	12 (4)	2 (1)	73 (20)	225

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

** Numbers in parentheses indicate professorships funded through planned gifts.

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

NC STATE

FY19 Monthly Reports

Gift Activity

February 28, 2019

Source	FYTD 2/28/18	FYTD 2/28/19	% of Change	Average FY16-FY18	YTD Period % Change 3 Yr Avg/FY19
<u>Individuals</u>					
Outright Gifts and Pledges	\$ 48,887,642	\$ 54,283,667	11%	\$ 50,175,759	8%
Life Income Gifts and Realized Bequests	\$ 4,048,479	\$ 2,463,499	-39%	\$ 5,474,259	-55%
Revocable Bequest Pledges/Life Insurance Pledges	\$ 18,881,340	\$ 30,592,471	62%	\$ 20,759,419	47%
<u>Corporations/Foundations/Orgs</u>					
Outright Gifts, Pledges and Matching Gifts	\$ 46,016,111	\$ 57,306,585	25%	\$ 56,393,537	2%
New Business Total	\$ 117,833,572	\$ 144,646,222	23%	\$ 132,802,975	9%

Source	FYTD 2/28/18	FYTD 2/28/19	% of Change	Average FY16-FY18	YTD Period % Change 3 Yr Avg/FY19
<u>Individuals</u>					
Outright Gifts and Pledge Payments	\$ 43,250,859	\$ 22,599,388	-48%	\$ 44,955,257	-50%
Life Income Gifts and Realized Bequests	\$ 5,275,311	\$ 2,338,955	-56%	\$ 4,697,946	-50%
<u>Corporations/Foundations/Orgs</u>					
Outright Gifts, Pledge Payments and Matching Gifts & Equipment	\$ 49,096,687	\$ 79,386,416	62%	\$ 45,682,689	74%
Cash Flow Total	\$ 97,622,857	\$ 104,324,759	7%	\$ 95,335,892	9%

FY19 Development Reports
Gift Report: Monthly Gifts & New Commitments by Use
as of February 28, 2019

	Current Operations	Endowment	Facilities	Year-to-date FY '19 Totals	Year-to-date FY '18 Totals	YTD Period % Change FY18/19	3 year Average (FY16 - FY18)	YTD Period % Change 3 yr avg/FY19
Ag and Life Sciences	\$21,246,706	\$4,331,106	\$275,295	\$25,853,107	\$21,755,015	19%	\$37,803,140	-32%
Design	\$826,555	\$388,688	\$16,654	\$1,231,897	\$1,593,650	-23%	\$928,411	33%
Education	\$3,981,190	\$320,990	\$0	\$4,302,180	\$1,074,033	301%	\$2,671,285	61%
Engineering	\$6,634,695	\$5,809,246	\$893,484	\$13,337,425	\$18,801,054	-29%	\$19,144,936	-30%
Humanities & Social Sciences	\$656,193	\$1,163,943	\$0	\$1,820,136	\$1,763,242	3%	\$3,066,370	-41%
Poole College	\$1,648,959	\$810,906	\$0	\$2,459,865	\$4,824,489	-49%	\$3,868,232	-36%
Natural Resources	\$909,323	\$459,153	\$67,967	\$1,436,442	\$3,155,522	-54%	\$2,334,771	-38%
Sciences	\$3,652,698	\$5,189,048	\$42,500	\$8,884,246	\$7,372,928	20%	\$4,356,265	104%
Textiles*	\$1,933,360	\$28,599,518	\$23,064	\$30,555,942	\$3,400,358	799%	\$2,364,408	1192%
Veterinary Medicine	\$4,815,887	\$13,565,457	\$59,034	\$18,440,378	\$12,072,791	53%	\$9,996,415	84%
Alumni Association	\$141,639	\$688,716	\$763	\$831,117	\$578,212	44%	\$473,518	76%
DASA	\$887,917	\$365,703	\$224,738	\$1,478,358	\$1,194,316	24%	\$2,467,653	-40%
Libraries	\$167,711	\$217,446	\$449,943	\$835,100	\$2,364,570	-65%	\$2,254,519	-63%
University-wide	\$6,637,015	\$14,366,680	\$5,134	\$21,008,829	\$29,814,368	-30%	\$28,440,303	-26%
Wolfpack Club/Athletics**	\$3,974,730	\$1,019,919	\$7,176,602	\$12,171,251	\$8,069,424	51%	\$12,630,517	-4%
Total	\$58,114,577	\$77,296,519	\$9,235,177	\$144,646,273	\$117,833,971	23%	\$132,800,743	9%

* Includes gift information provided by the North Carolina Textiles Foundation

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

FY19 Development Reports
Gift Report: Monthly Gifts & New Commitments by Source
as of February 28, 2019

	Alumni	Parents	Faculty Staff	Other Individuals	Corporations	Foundations	Other Organizations	Year-to-date FY '19 Totals
Ag and Life Sciences	\$2,216,608	\$1,712,055	\$399,150	\$2,257,967	\$11,351,319	\$4,197,315	\$3,718,693	\$25,853,107
Design	\$570,522	\$12,375	\$3,460	\$74,848	\$316,749	\$182,867	\$71,077	\$1,231,897
Education	\$378,326	\$780	\$3,755	\$48,214	\$553,463	\$3,305,442	\$12,200	\$4,302,180
Engineering	\$7,147,167	\$758,548	\$20,235	\$626,230	\$3,078,861	\$738,467	\$967,866	\$13,337,425
Humanities & Social Sciences	\$1,329,044	\$107,802	\$22,126	\$30,516	\$162,070	\$23,012	\$145,566	\$1,820,136
Poole College	\$897,540	\$13,375	\$11,515	\$47,732	\$718,355	\$705,676	\$65,672	\$2,459,865
Natural Resources	\$482,972	\$3,670	\$3,025	\$74,170	\$738,195	\$57,500	\$76,910	\$1,436,442
Sciences	\$5,443,221	\$109,652	\$80,935	\$24,912	\$348,594	\$341,297	\$2,535,634	\$8,884,246
Textiles*	\$29,013,795	\$3,670	\$84,939	\$607,544	\$665,881	\$178,812	\$1,300	\$30,555,942
Veterinary Medicine	\$1,220,238	\$23,100	\$2,355,955	\$12,234,994	\$523,848	\$1,779,236	\$303,007	\$18,440,378
Alumni Association	\$632,369	\$4,851	\$620	\$40,946	\$72,198	\$74,583	\$5,550	\$831,117
DASA	\$476,064	\$111,893	\$79,420	\$381,204	\$82,674	\$176,793	\$170,311	\$1,478,358
Libraries	\$177,843	\$6,500	\$15,195	\$466,511	\$121,317	\$39,150	\$8,584	\$835,100
University-wide	\$1,957,707	\$320,989	\$13,475	\$247,556	\$1,111,772	\$10,214,026	\$7,143,304	\$21,008,829
Wolfpack Club/Athletics**	\$11,582,731	\$1,500	\$0	\$365,581	\$123,239	\$48,200	\$50,000	\$12,171,251
Total	\$63,526,148	\$3,190,760	\$3,093,806	\$17,528,923	\$19,968,535	\$22,062,375	\$15,275,675	\$144,646,273

* Includes gift information provided by the North Carolina Textiles Foundation

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

FY19 Development Reports
Gift Report: Monthly Gifts & New Commitments by Type
as of February 28, 2019

	Cash Gifts	Gifts-In-Kind	Matching Gifts	PG Life Income	Realized Bequests	Bequest Expectancies	Pledges	Non-Governmental Grants	Year-to-date FY '19 Totals
Ag and Life Sciences	\$7,677,479	\$223,045	\$11,882	\$42,000	\$302,330	\$4,805,000	\$1,160,157	\$11,631,214	\$25,853,107
Design	\$667,394	\$16,654	\$2,825	\$0	\$50,000	\$50,000	\$108,605	\$336,419	\$1,231,897
Education	\$220,827	\$0	\$1,534	\$0	\$10,000	\$273,000	\$18,747	\$3,778,071	\$4,302,180
Engineering	\$4,923,522	\$55,751	\$86,731	\$0	\$879,344	\$3,876,000	\$1,853,380	\$1,662,697	\$13,337,425
Humanities & Social Sciences	\$412,655	\$0	\$5,338	\$0	\$0	\$1,050,000	\$129,641	\$222,502	\$1,820,136
Poole College	\$1,154,010	\$0	\$34,970	\$0	\$0	\$50,000	\$585,519	\$635,366	\$2,459,865
Natural Resources	\$877,504	\$62,367	\$10,898	\$0	\$0	\$25,000	\$76,271	\$384,403	\$1,436,442
Sciences	\$779,155	\$42,500	\$29,323	\$0	\$2,000	\$4,790,000	\$168,281	\$3,072,987	\$8,884,246
Textiles*	\$608,375	\$23,064	\$12,602	\$0	\$0	\$500,000	\$28,947,030	\$464,871	\$30,555,942
Veterinary Medicine	\$2,723,771	\$59,034	\$9,660	\$500,000	\$510,392	\$13,480,000	\$357,416	\$800,105	\$18,440,378
Alumni Association	\$410,310	\$0	\$14,006	\$25,000	\$75,000	\$272,470	\$34,330	\$0	\$831,117
DASA	\$842,391	\$137,213	\$13,266	\$0	\$0	\$101,000	\$379,341	\$5,147	\$1,478,358
Libraries	\$248,325	\$449,943	\$1,559	\$0	\$0	\$100,000	\$35,274	\$0	\$835,100
University-wide	\$17,598,845	\$50	\$82,323	\$0	\$67,434	\$760,000	\$1,327,033	\$1,173,145	\$21,008,829
Wolfpack Club/Athletics**	\$2,983,020	\$27,730	\$122,039	\$0	\$0	\$460,001	\$8,578,460	\$0	\$12,171,251
Total	\$42,127,582	\$1,097,350	\$438,958	\$567,000	\$1,896,499	\$30,592,471	\$43,759,485	\$24,166,927	\$144,646,273

* Includes gift information provided by the North Carolina Textiles Foundation

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

	Current Operations	Endowment	Facilities	Year-to-date FY '19 Totals	Year-to-date FY '18 Totals	YTD Period % Change FY18/19	3 year Average (FY16 - FY18)	YTD Period % Change 3 yr avg/FY19
Ag and Life Sciences	\$17,824,108	\$1,135,191	\$2,415,320	\$21,374,619	\$20,063,150	7%	\$20,122,389	6%
Design	\$827,665	\$419,191	\$16,654	\$1,263,510	\$1,024,518	23%	\$712,062	77%
Education	\$1,952,763	\$91,260	\$80	\$2,044,103	\$642,678	218%	\$1,423,253	44%
Engineering	\$5,773,987	\$2,872,920	\$1,770,469	\$10,417,376	\$12,892,152	-19%	\$12,176,255	-14%
Humanities & Social Sciences	\$508,871	\$203,712	\$0	\$712,583	\$981,855	-27%	\$1,377,491	-48%
Poole College	\$1,750,633	\$603,542	\$0	\$2,354,176	\$6,146,334	-62%	\$4,036,174	-42%
Natural Resources	\$700,117	\$479,138	\$67,967	\$1,247,222	\$2,057,206	-39%	\$1,866,351	-33%
Sciences	\$2,577,272	\$581,699	\$42,500	\$3,201,471	\$3,162,884	1%	\$2,436,016	31%
Textiles*	\$955,027	\$8,237,614	\$23,064	\$9,215,705	\$2,560,482	260%	\$1,513,494	509%
Veterinary Medicine	\$3,562,863	\$4,252,324	\$59,034	\$7,874,221	\$9,280,915	-15%	\$8,138,156	-3%
Alumni Association	\$142,426	\$733,562	\$763	\$876,750	\$646,935	36%	\$730,754	20%
DASA	\$806,209	\$153,287	\$240,748	\$1,200,245	\$1,663,805	-28%	\$1,816,725	-34%
Libraries	\$182,892	\$162,211	\$449,943	\$795,046	\$1,871,994	-58%	\$2,025,339	-61%
University-wide	\$8,795,873	\$29,768,730	\$50,105	\$38,614,708	\$28,709,737	35%	\$25,413,133	52%
Wolfpack Club/Athletics**	\$78,820	\$32,250	\$3,022,005	\$3,133,075	\$5,918,611	-47%	\$11,548,434	-73%
Total	\$46,439,527	\$49,726,631	\$8,158,652	\$104,324,810	\$97,623,257	7%	\$95,336,025	9%

* Includes gift information provided by the North Carolina Textiles Foundation

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

	Alumni	Parents	Faculty Staff	Other Individuals	Corporations	Foundations	Other Organizations	Year-to-date FY '19 Totals
Ag and Life Sciences	\$953,526	\$114,067	\$41,156	\$659,666	\$6,798,051	\$8,486,484	\$4,321,669	\$21,374,619
Design	\$538,745	\$12,275	\$6,503	\$85,218	\$334,825	\$189,867	\$96,077	\$1,263,510
Education	\$134,996	\$1,260	\$22,833	\$55,664	\$468,553	\$1,248,597	\$112,200	\$2,044,103
Engineering	\$3,477,837	\$351,088	\$54,767	\$778,385	\$3,498,308	\$1,705,792	\$551,150	\$10,417,376
Humanities & Social Sciences	\$340,278	\$107,682	\$28,470	\$32,058	\$35,517	\$23,012	\$145,566	\$712,583
Poole College	\$704,198	\$26,344	\$20,348	\$70,407	\$700,930	\$725,034	\$106,914	\$2,354,176
Natural Resources	\$541,739	\$3,670	\$3,977	\$80,433	\$489,294	\$57,500	\$70,610	\$1,247,222
Sciences	\$741,933	\$120,129	\$12,461	\$68,224	\$280,723	\$191,297	\$1,786,705	\$3,201,471
Textiles*	\$4,460,306	\$17,134	\$89,982	\$66,204	\$4,382,967	\$198,812	\$300	\$9,215,705
Veterinary Medicine	\$223,338	\$21,910	\$7,002	\$2,257,326	\$483,960	\$4,609,374	\$271,311	\$7,874,221
Alumni Association	\$653,243	\$5,500	\$550	\$42,126	\$95,198	\$74,583	\$5,550	\$876,750
DASA	\$237,914	\$86,399	\$35,176	\$391,140	\$86,513	\$192,793	\$170,311	\$1,200,245
Libraries	\$123,592	\$6,560	\$23,632	\$442,211	\$146,317	\$39,150	\$13,584	\$795,046
University-wide	\$2,103,062	\$201,538	\$53,599	\$286,929	\$1,554,583	\$27,297,105	\$7,117,892	\$38,614,708
Wolfpack Club/Athletics**	\$2,904,556	\$1,500	\$0	\$5,580	\$123,239	\$48,200	\$50,000	\$3,133,075
Total	\$18,139,263	\$1,077,057	\$400,455	\$5,321,568	\$19,478,977	\$45,087,600	\$14,819,839	\$104,324,810

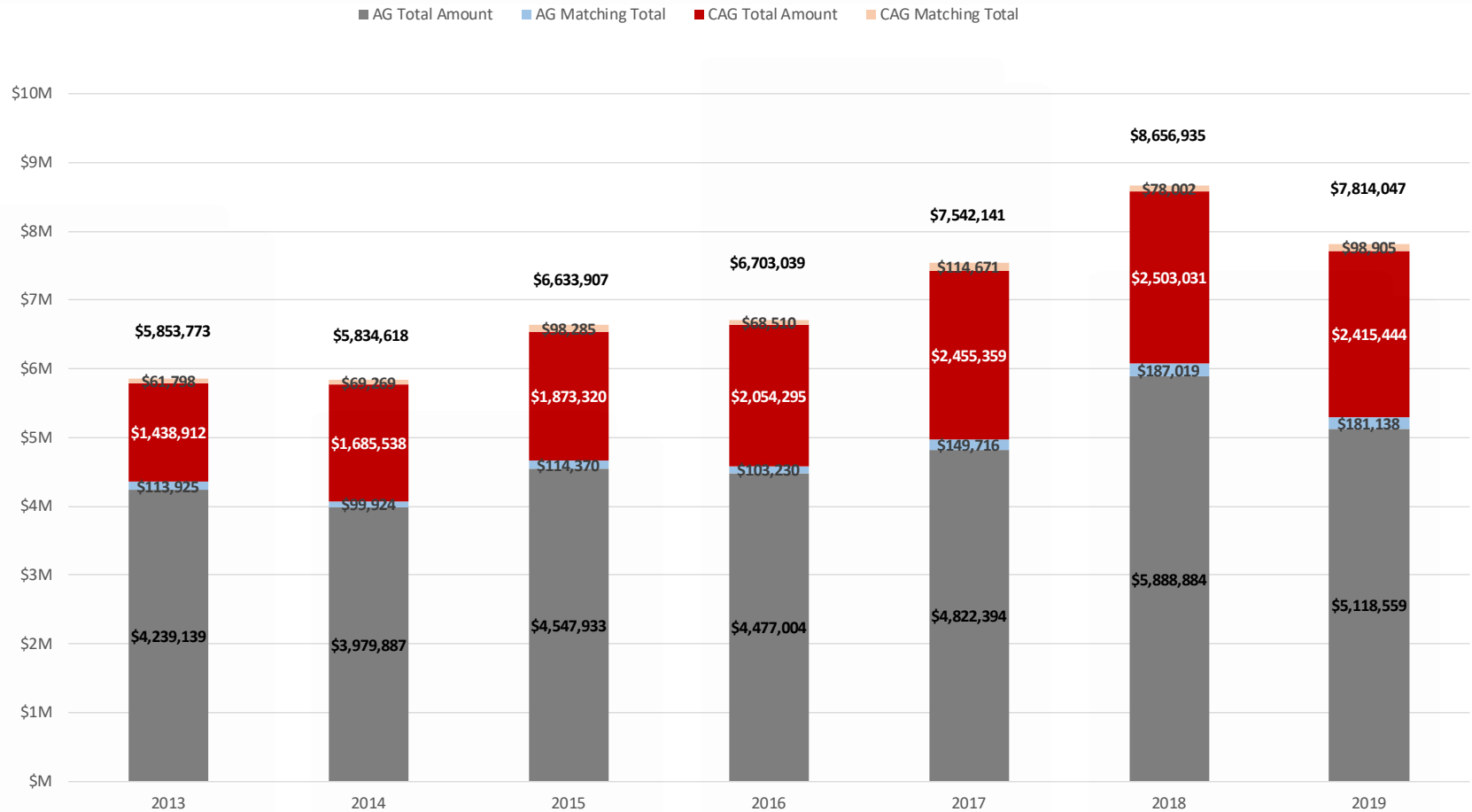
* Includes gift information provided by the North Carolina Textiles Foundation

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

	Cash Gifts	Gifts-In-Kind	Matching Gifts	PG Life Income	Realized Bequests	Non-Governmental Grants	Year-to-date FY '19 Totals
Ag and Life Sciences	\$9,793,769	\$223,045	\$11,882	\$17,129	\$326,118	\$11,002,676	\$21,374,619
Design	\$860,486	\$16,654	\$2,825	\$0	\$50,000	\$333,546	\$1,263,510
Education	\$297,752	\$0	\$1,534	\$0	\$10,000	\$1,734,816	\$2,044,103
Engineering	\$8,031,220	\$55,751	\$86,731	\$0	\$1,035,490	\$1,208,183	\$10,417,376
Humanities & Social Sciences	\$611,350	\$0	\$5,338	\$0	\$0	\$95,895	\$712,583
Poole College	\$1,744,489	\$0	\$34,970	\$0	\$0	\$574,716	\$2,354,176
Natural Resources	\$1,025,756	\$62,367	\$10,898	\$0	\$0	\$148,202	\$1,247,222
Sciences	\$1,057,976	\$42,500	\$29,323	\$0	\$2,000	\$2,069,672	\$3,201,471
Textiles*	\$9,004,582	\$23,064	\$12,602	\$0	\$0	\$175,457	\$9,215,705
Veterinary Medicine	\$6,604,531	\$59,034	\$9,660	\$235,860	\$510,392	\$454,744	\$7,874,221
Alumni Association	\$778,712	\$0	\$14,006	\$9,032	\$75,000	\$0	\$876,750
DASA	\$1,048,619	\$137,213	\$13,266	\$0	\$0	\$1,147	\$1,200,245
Libraries	\$343,544	\$449,943	\$1,559	\$0	\$0	\$0	\$795,046
University-wide	\$38,050,359	\$50	\$82,323	\$0	\$67,934	\$414,042	\$38,614,708
Wolfpack Club/Athletics**	\$2,983,306	\$27,730	\$122,039	\$0	\$0	\$0	\$3,133,075
Total	\$82,236,451	\$1,097,350	\$438,958	\$262,021	\$2,076,934	\$18,213,096	\$104,324,810

* Includes gift information provided by the North Carolina Textiles Foundation

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



*Beginning FY19, ANNUAL GIVING at NC State includes
 I. All gifts made through Central Annual Giving solicitations AND
 II. All gifts from individuals below \$50,000 (excluding major gift pledge payments) AND
 III. Associated matching gifts

Overall Performance Year-to-Date

Total Dollars With Matching				Total Donors			
FY19	FY18	Chng	% Chng	FY19	FY18	Chng	% Chng
\$2,534,990	\$2,592,308	(\$66,908)	(2.58%)	10,679	10,574	105	0.99%

Alumni Dollars With Matching				Alumni Donors			
FY19	FY18	Chng	% Chng	FY19	FY18	Chng	% Chng
\$1,905,243	\$1,874,203	\$31,040	1.66%	7,947	7,805	142	1.82%

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

Total Dollars without Matching				Total Donors			
FY19	FY18	Chng	% Chng	FY19	FY18	Chng	% Chng
\$988,337	\$1,088,926	(\$110,454)	(10.14%)	508	556	(48)	(8.63%)

Alumni Dollars without Matching				Alumni Donors			
FY19	FY18	Chng	% Chng	FY19	FY18	Chng	% Chng
\$706,235	\$725,760	(\$19,525)	(2.69%)	382	408	(26)	(6.37%)

Progress to Goals

FY18 Actuals	FY19 Goals	Needed to Meet Goals	FY19 % of Goal	FY17 Rpt Date to 6/30/2017	Projected
(FY18 Final: \$3,467,492)*					
(FY18 Final: 14,196)*					

* From FY18 Final Reports

Average Gift

Average	FY19	FY18	Change	% Change
By Gift	\$159	\$169	(\$10)	(6.06%)
By Donor	\$227	\$238	(\$11)	(4.44%)

Corporate Matching Gifts

Corporate Match Dollars				Number Corporate Match Gifts			
FY19	FY18	Chng	% Chng	FY19	FY18	Chng	% Chng
\$99,430	\$78,502	\$20,904	26.63%	90	102	(12)	(11.76%)

*Beginning FY19, ANNUAL GIVING at NC State includes

I. All gifts made through Central Annual Giving solicitations AND

II. All gifts from individuals below \$50,000 (excluding major gift pledge payments) AND

III. Associated matching gifts

	Gift Dollars No Match				Donors No Match*				Average Gift**		Corporate Matching		Total Gifts and Matching	
Academic Unit Detail - Mailable Alumni	FY19	FY18	Chng	% Chng	FY19	FY18	Chng	% Chng	FY19	FY18	FY19	FY18	FY19	FY18
CALS - 31,551	\$235,657	\$282,150	(\$46,493)	(16.48%)	1,008	1,023	(15)	(1.47%)	\$234	\$276	\$3,256	\$2,937	\$238,913	\$285,087
CHASS - 40,271	\$148,301	\$126,810	\$21,491	16.95%	777	773	4	0.52%	\$191	\$164	\$1,423	\$1,712	\$149,724	\$128,522
Design - 7,182	\$73,295	\$70,026	\$3,269	4.67%	311	284	27	9.51%	\$236	\$247	\$225	\$745	\$73,520	\$70,770
Education - 15,762	\$60,766	\$110,850	(\$50,084)	(45.18%)	437	533	(96)	(18.01%)	\$139	\$208	\$1,200	\$1,350	\$61,966	\$112,200
Engineering - 63,254	\$481,393	\$558,402	(\$77,009)	(13.79%)	2,195	2,322	(127)	(5.47%)	\$219	\$240	\$23,469	\$21,761	\$504,862	\$580,163
PCOM - 28,627	\$138,608	\$146,357	(\$7,750)	(5.30%)	760	700	60	8.57%	\$182	\$209	\$8,744	\$16,768	\$147,351	\$163,126
Natural Resources - 11,996	\$92,707	\$106,847	(\$14,140)	(13.23%)	395	382	13	3.40%	\$235	\$280	\$1,230	\$1,625	\$93,937	\$108,472
College of Sciences - 27,675	\$136,577	\$142,881	(\$6,304)	(4.41%)	633	562	71	12.63%	\$216	\$254	\$10,400	\$6,209	\$146,977	\$149,090
Textiles - 9,602	\$62,910	\$46,632	\$16,278	34.91%	323	319	4	1.25%	\$195	\$146	\$238	\$1,250	\$63,147	\$47,882
Vet Med - 2,869	\$159,718	\$164,883	(\$5,165)	(3.13%)	1,467	1,329	138	10.38%	\$109	\$124	\$1,460	\$2,231	\$161,178	\$167,114
Arts NC State	\$34,997	\$38,704	(\$3,706)	(9.58%)	174	148	26	17.57%	\$201	\$262	\$376	\$400	\$35,373	\$39,103
First Year College	\$110	\$557	(\$447)	(80.25%)	3	4	(1)	(25.00%)	\$37	\$139	.	.	\$110	\$557
Graduate School	\$5,675	\$11,848	(\$6,173)	(52.10%)	45	63	(18)	(28.57%)	\$126	\$188	\$125	\$750	\$5,800	\$12,598
Library Enhancement	\$39,306	\$50,196	(\$10,890)	(21.69%)	155	126	29	23.02%	\$254	\$398	\$494	\$75	\$39,800	\$50,271
Parents Fund	\$49,328	\$57,669	(\$8,341)	(14.46%)	477	548	(71)	(12.96%)	\$103	\$105	\$864	\$1,065	\$50,192	\$58,734
Student Financial Aid Fund	\$36,806	\$52,557	(\$15,752)	(29.97%)	324	395	(71)	(17.97%)	\$114	\$133	\$856	\$2,541	\$37,662	\$55,098
University's Greatest Needs Fund	\$311,735	\$235,084	\$76,651	32.61%	1,530	1,130	400	35.40%	\$204	\$208	\$4,556	\$7,713	\$316,291	\$242,797
Other University Funds	\$367,671	\$311,354	\$56,317	18.09%	806	860	(54)	(6.28%)	\$456	\$362	\$40,516	\$9,370	\$408,187	\$320,724
Total	\$2,435,559	\$2,513,806	(\$78,247)	(3.11%)	10,680	10,574	106	1.00%	\$228	\$238	\$99,430	\$78,502	\$2,534,990	\$2,592,308

*FY19 and FY18 Donor No Match TOTAL adjusted for donors who gave to multiple designations. For example, if a donor gave to CALS and CHASS they are counted in each of these lines; however in the TOTAL line that donor is only counted once.

**Average Gift for academic units is calculated by gifts, including payroll deduction and ETF, not donors. The TOTAL line calculation for average gift is based on deduped donors.

**Beginning FY19, ANNUAL GIVING at NC State includes*
I. All gifts made through Central Annual Giving solicitations AND
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III. Associated matching gifts

FY19 Development Reports Summary of Gifts not through Central Annual Giving as of February 28, 2019

	Gift Dollars (no match)			Donors (no match)			Average Gift		Corporate matching		Total Gift and matching	
	FY19	FY18	%Chng	FY19	FY18	%Chng	FY19	FY18	FY19	FY18	FY19	FY18
Ag and Life Sciences	\$855,946	\$1,192,317	-28%	2138	2046	4%	\$315	\$452	\$8,622	\$8,584	\$864,567	\$1,200,902
Design	\$181,974	\$157,647	15%	116	100	16%	\$784	\$1,065	\$2,600	\$5,000	\$184,574	\$162,647
Education	\$148,986	\$115,795	29%	110	140	-21%	\$734	\$588	\$334	\$751	\$149,320	\$116,546
Engineering	\$1,005,499	\$1,145,601	-12%	634	599	6%	\$814	\$1,049	\$52,192	\$115,350	\$1,057,691	\$1,260,951
Humanities & Social Sciences	\$150,288	\$235,518	-36%	142	155	-8%	\$384	\$586	\$3,900	\$748	\$154,188	\$236,266
Poole College	\$285,563	\$303,381	-6%	188	156	21%	\$847	\$1,136	\$22,055	\$9,329	\$307,618	\$312,709
Natural Resources	\$340,611	\$323,851	5%	260	216	20%	\$639	\$744	\$6,596	\$6,559	\$347,207	\$330,410
Sciences	\$361,270	\$445,786	-19%	223	302	-26%	\$998	\$895	\$17,309	\$7,474	\$378,579	\$453,260
Textiles*	\$3,945	\$5,366	-26%	5	9	-44%	\$329	\$447	\$0	\$0	\$3,945	\$5,366
Veterinary Medicine	\$622,963	\$698,030	-11%	1006	879	14%	\$425	\$518	\$7,919	\$3,425	\$630,882	\$701,455
Alumni Association	\$146,649	\$163,541	-10%	194	187	4%	\$509	\$556	\$11,741	\$4,652	\$158,390	\$168,193
DASA	\$300,823	\$384,065	-22%	532	561	-5%	\$383	\$492	\$11,725	\$11,293	\$312,549	\$395,357
Libraries	\$189,363	\$203,827	-7%	593	723	-18%	\$282	\$250	\$1,065	\$885	\$190,428	\$204,712
University-wide	\$419,585	\$409,765	2%	457	424	8%	\$603	\$690	\$34,240	\$12,603	\$453,825	\$422,367
Institute for Emerging Issues	\$55,140	\$22,311	147%	26	23	13%	\$1,838	\$970	\$0	\$0	\$55,140	\$22,311
Kenan Institute	\$12,350	\$50,450	-76%	14	21	-33%	\$882	\$2,293	\$250	\$250	\$12,600	\$50,700
Wolfpack Club/Athletics**	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$5,080,955	\$5,857,251	-13%	6638	6541	1%	\$ 633	\$ 749	\$180,548	\$186,903	\$5,261,503	\$6,044,152

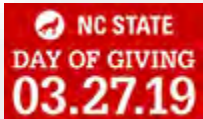
* Data migration from North Carolina Textiles Foundation in Progress

** Data migration from NCSU Student Aid Association in Progress

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III. Associated matching gifts

Services

University Communications and Marketing is adept at helping clients find effective solutions to their communications challenges. Through our dynamic, collaborative approach, we turn ideas into action and deliver measurable results.



Our Team

University Communications is home to strategists and writers, developers and designers, photographers and video producers, digital experts and dedicated project coordinators. With expertise in marketing, public relations, event planning and more, we have the team in place to tackle every communications challenge.



COMMITTEE DISCUSSION

Naming Opportunity Proposals

**Board of Trustees Consent Agenda
University Advancement Committee
Naming Opportunities Proposals**

April 18, 2019

Background

As per POL 03.00.02 – Criteria and Procedures for Naming Facilities and Programs, the act of naming a facility or program shall be that of the Board of Trustees, acting after receiving the recommendation of the Chancellor.

Recommended Action

Chancellor W. Randolph Woodson recommends to the Board of Trustees the following fundraising projects for approval.

Overview

- **Total Naming Opportunities Proposals:** 2
- **Total Naming Opportunities:** 11
- **Total Gift Amount:** \$3.8 million
- **Colleges/Units Represented:**
 - Division of Academic and Student Affairs
 - College of Agriculture and Life Sciences

Division of Academic and Student Affairs

Front Pathway at the Gregg Museum of Art & Design

The front pathway leads to the Museum's main entrance and is visible from Hillsborough Street.

- **Naming Type:** Existing
- **Total Naming Opportunities:** 1
- **Total Gift Amount of Naming Opportunities:** \$50,000
- **Purpose of Funds:** The gift will be directed into the Gregg Museum Enhancement Fund.

College of Agriculture and Life Sciences

Exterior Features at the NC Plant Sciences Building

Ten exterior features in front of the new NC Plant Sciences Building will be highly visible to visitors, staff, students and passersby.

- **Naming Type:** New construction
- **Total Naming Opportunities:** 10
- **Total Gift Amount of Naming Opportunities:** \$3.75 million

**Board of Trustees Consent Agenda
University Advancement Committee
Naming Opportunities Proposals**

April 18, 2019

- **Purpose of Funds:** Gifts will support capital project costs for the NC Plant Sciences Building.
-

Policy References

POL 03.00.02 – Criteria and Procedures for Naming Facilities and Programs

Proposals for Naming Opportunity Approval

Board of Trustees' Meeting
April 18, 2019





Division of Academic and Student Affairs

Front Pathway Gregg Museum of Art & Design

- **Naming Type:** Existing
- **Total Naming Opportunities:** 1
- **Total Gift Amount of Naming Opportunities:** \$50,000
- **Fund Purpose:** Gifts will be directed into the Gregg Museum Enhancement Fund



College of Agriculture and Life Sciences

Exterior Features NC Plant Sciences Building



- **Naming Type:** New construction
- **Total Naming Opportunities:** 10
- **Total Gift Amount of Naming Opportunities:** \$3.75 million
- **Timeline:** PSI construction is scheduled to begin Fall 2019 with anticipated completion Fall 2021
- **Fund Purpose:** Support Capital Project costs for PSI

BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY
AGENDA

University Affairs Committee
1:15 p.m. – 3:00 p.m. April 18, 2019
Winslow Hall Conference Room

Ann Goodnight, Chair
Members: Tom Cabaniss, Jess Errico, Jim Harrell, Ron Prestage, Susan Ward

CALL TO ORDER

Ann Goodnight, Chair

ROLL CALL

Ann Goodnight, Chair

READING OF STATE GOVERNMENT ETHICS ACT CONFLICT OF INTEREST STATEMENT

Ann Goodnight, Chair

1. CONSENT AGENDA **TAB 7.1**

- A. Approval of February 21, 2019 Minutes (open & closed session) 7.1A
- ✓ B. Request for Change in Degree Program Title 7.1B
 - a. Ed.D. in Adult and Community College Education to Ed.D. in Community College Leadership
- C. Request to Continue Centers/Institutes 7.1C
 - a. Center for Dielectrics and Piezoelectrics (CDP)
- D. Request to Discontinue Centers/Institutes 7.1D
 - a. Center for Innovation Management Studies (CIMS)
- E. Conferral of Tenure Requests 7.4A

2. REQUESTED ACTION **TAB 7.2**

- A. Salary Ranges for Senior Academic and Administrative Officers Tier II 7.2A
Presenter: Marie Williams, Associate Vice Chancellor for Human Resources
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 FY19-20. Faculty salary ranges are approved by the Chancellor and will be shared with the University Affairs Committee at a future meeting.

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 17-18 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 2019 Commencement Speaker (no materials)
Presenter: Chancellor W. Randolph Woodson
- D. Annual Human Resources Compliance Report (FY 2017-18) 7.3D
Presenter: Marie Williams, Associate Vice Chancellor for Human Resources
- E. Faculty Senate Report 7.3E
Presenter: Carolyn Bird, Chair
- F. Staff Senate Report 7.3F
Presenter: Jason Painter, Chair
- G. Provost Update 7.3G
Presenter: Warwick Arden, Executive Vice Chancellor and Provost
 a. Academic Programs
 - Memorandum of Agreement for 3+X Master's Program with Qingdao University
 - Memorandum of Agreement for 3+X Master's Program with Soochow University
 b. Nepotism Report
 c. Distinguished Professorship Update

4. CLOSED SESSION **TAB 7.4**

- ✓ A. Personnel Matters 7.4A
 ✓ B. Honorary Awards 7.4B

5. RECONVENE OPEN SESSION

6. ADJOURN

- ✓ Denotes full Board approval required

CONSENT AGENDA ITEMS

MINUTES

UNIVERSITY AFFAIRS COMMITTEE

Board of Trustees
North Carolina State University
February 21, 2019

The University Affairs Committee of the Board of Trustees of North Carolina State University met February 21, 2019 in the Winslow Hall Conference Room.

Members Present: Ann Goodnight, Committee Chair
 Tom Cabaniss
 Jess Errico
 Jim Harrell
 Susan Ward

Chair Goodnight called the meeting to order at 1:18 p.m. The roll was called and 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. Cabaniss to approve the consent agenda items which included approval of the November 15, 2018 open and closed session meeting minutes; a request to change the undergraduate degree program title Agricultural and Environmental Technology to Biological and Agricultural Engineering Technology; designation of a time limited option for four distinguished professorships; and conferral of tenure to four faculty members. Ms. Errico seconded the motion. The motion carried.

Requested Action

Ms. Marie Williams, Associate Vice Chancellor for Human Resources, reviewed suggested revisions to Policy 05.15.03 – Non-Salary and Deferred Compensation. The policy has been updated to reflect the 2018 IRS change which made moving expenses fully taxable to employees. In addition, the university proposes a change to the policy in order to permit payment of a lump-sum relocation allowance that would include household moving expenses, house-hunting expenses and temporary housing. This approach will offer greater flexibility to the university and its employees, simplify paperwork by not requiring receipts (unless exceeding the limit), and assist in recruitment efforts. Mrs. Ward made a motion, seconded by Mr. Harrell, to recommend the policy revisions to the full board. The motion carried.

Informational Reports

The Annual Report on Intercollegiate Athletics, required per UNC policy, highlighted the profiles of admitted student-athletes including SAT/ACT scores and high school grade point averages, the student-athlete exceptions to the minimum course requirements set by the Board of Governors, information about the majors chosen by student-athletes, and NC State's scores for the NCAA's Graduation Success Rate and Academic Progress Rate. NC State's student-athletes currently carry an average GPA of 3.004. The most recent Graduation Success Rate was 86%, which is an all-time high for NC State.

The report on graduation showed that the university is making progress in undergraduate retention and graduation rates, particularly notable was the improvement in the 4-year graduation rate. In addition, during the past ten years there has been significant growth in the number of degrees awarded: 21% growth in bachelor's degrees, 48% growth in master's degrees and 26% growth in all doctoral degrees.

An update on Student Government activities was provided by Student Body President, Jess Errico. Student Government has partnered with the Career Development Center and the Bookstore to pilot a graduation robe closet. Starting with the fall 2018 semester, Pack Promise students were able to borrow caps and gowns at no charge to wear to their commencement ceremonies. In addition, Ms. Errico noted that campaigning for elections is starting and voting will occur in early March. She also reported that in preparation for future fee increase requests and in response to student requests for earlier involvement in the fee process, Student Government partnered with the Division of Academic and Student Affairs to host a Student Fee Town Hall.

Provost Arden provided an update to the committee on the following topics:

- Academic program updates were shared including notice that the request to discontinue the Bachelor of Science in Biomedical Engineering and consolidate it into the Bachelor of Science in Biomedical and Health Sciences Engineering joint degree program with UNC-Chapel Hill has been approved by the Board of Governors.
- The annual reappointment, promotion and tenure process is well underway with 185 faculty members participating. Faculty will be notified about the outcome of the review at the end of April.
- Five-year leadership reviews are occurring this academic year for the Office of Institutional Research and Planning and the College of Humanities and Social Sciences.
- Searches for Dean of the Poole College of Management and Vice Provost for Continuing Education are underway.
- The UNC Policy 700.10.1 on Awarding Undergraduate Credit on the Basis of Advanced Placement Scores requires the university to give course credit for all AP exam scores of 3, 4 or 5, effective in 2019-20. The university accepts AP scores for a total of 39 different subjects, and has been working with departments and colleges to identify courses that will count toward General Education, Major, or Elective credits for students. These requirements will be posted to the Admissions website this spring for incoming students to view.

Topic of Interest/Committee Discussion

Dr. Katharine Stewart, Vice Provost for Faculty Affairs, provided information about professional, non-tenure track faculty at NC State. Professional full-time and part-time faculty make up approximately 37% of NC State's total faculty population and tend to specialize in one or more tracks including: clinical, extension, lecturer, practice, research and/or teaching. Discussion focused on national trends which show the increasing numbers of non-tenure track faculty across the academic landscape as well as areas for improvement relative to compensation and promotional standards for these faculty members.

Closed Session

At 2:36 p.m. Mrs. Goodnight made the motion, seconded by Mrs. Ward, 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 material terms of an employment contract or proposed employment contract. The motion carried.

Reconvene in Open Session

After coming out of closed session, Chair Goodnight announced the meeting in open session.

Mrs. Ward moved to approve the head coach employment agreement discussed in Closed Session. Mr. Harrell seconded the motion. The motion carried.

With no further business, Chair Goodnight announced the meeting adjourned at 2:51 p.m.

Ann Goodnight, Chair

DATE: October 5, 2018 (Rev. December 3, 2018)

TO: Dr. Peter Harries, Dean
Graduate School

FROM: Dr. Reynaldo García, on behalf of the Adult, Workforce, Continuing and Professional Education Program Faculty,
Department of Educational Leadership, Policy and Human Development, College of Education

SUBJ: Ed.D. Program Name Change

The Adult, Workforce, Continuing, and Professional Education (AWCPE) Program in the Department of Education Leadership, Policy, and Human Development (ELPHD) in the College of Education requests a name change for the Doctor of Education (Ed.D) degree program from the current Ed.D. in Adult and Community College Education to an Ed.D. in Community College Leadership. The AWCPE program faculty voted unanimously in support of this change at a program faculty meeting on August 29, 2018. This is a name change only, no changes in the curriculum or focus for the program are being proposed.

ABOUT THE PROGRAM: The Ed.D. program is a cohort-based, executive format program delivered off-site from the NC State campus. Cohorts are based in Charlotte with classes taught on the campus of UNC-Charlotte and in Raleigh with classes taught on the South Campus of Wake Technical Community College. A new cohort is started in alternating locations each year (e.g. Raleigh 2017, Charlotte 2018). Dr. James Bartlett and Dr. Reynaldo García serve as Co-Directors of the Ed.D. program.

CURRICULUM: This is a name change only, no changes in the curriculum or focus for the program are being proposed. A copy of the current curriculum is attached.

TEACH-OUT PLAN: Upon approval, all current students in the Ed.D. cohorts will be given the option to receive their degrees under the current name or under the new name. While a formal survey of the students has not been conducted, there have been conversations with a number of the current students who strongly favor the name change. We fully expect that most, if not all, students will elect to take their degrees under the new name.

RATIONALE: Adoption of the new name of Ed.D. in Community College Leadership is the culmination of many years of work to define and develop the Ed.D. It also aligns with the current and future direction of the Ed.D. The College of Education at NC State has a long tradition of educating community college leaders dating back to the 1960s. In recent years the College, Department, and Program have refocused their attention on the community college program to make it more responsive to the needs of the community colleges in the state. Incremental changes were made in the curriculum starting in 2007 to minimize the adult education components of the program. In 2015, the College of Education was awarded a grant from the John M. Belk Endowment to reform the curriculum of the Ed.D. in Adult and Community College Education to have a curriculum rooted in national community college reform. The grant supported creation of efforts known as *Envisioning Excellence in Community College Leadership*. The goal of this curriculum change was to develop a pipeline of future *leaders* deeply knowledgeable about effective reform strategies to produce significant advances in student learning, completion, and labor market outcomes for hundreds of thousands of North Carolina residents over time. The faculty sought to create a *leadership* development program to provide a pipeline of *leaders* who have deep familiarity with and capacity to lead reform strategies embedded in national frameworks. This was accomplished by means of a partnership with the Aspen Institute College Excellence program and integration of the Aspen's Leading for Community College Excellence Curriculum. The Aspen curriculum was initially integrated into the Ed.D. program curriculum starting with the 2016 student cohort and continues to be used in the 2017 and 2018 student cohorts. The adult education facet of the program has been removed and replaced with a focus on community college *leadership*. *Inside Higher Education* singled NC State out for the steps it has taken "to help solve the community college leadership pipeline problem" (June 30, 2017).

With work from Envisioning Excellence in Community College Leadership nearing completion, a team of faculty (Dr. Audrey Jaeger, Dr. James Bartlett, Dr. Reynaldo García, and Dr. Robert Templin) turned its attention to the next phase of development, informed with the counsel of our national advisory board. The next phase includes continuing to improve the doctoral program, enhance practice-based research capabilities to serve North Carolina's community colleges, and to provide leadership development for college presidents and trustees. The John M. Belk Endowment endorsed these efforts by awarding the College of Education \$10,863,040 to significantly enhance the support the college provides to community colleges in North Carolina. Chancellor Woodson commented: "Partnering with the NC State College of Education, the Belk Endowment's support will ensure the ongoing preparation of strong community college leaders who are able to effectively address evolving labor markets and the state's future workforce needs." Dean Danowitz added: "As a land-grant institution, the NC State College of Education is committed to meeting the social, economic and education needs of all North Carolinians; as part of that mission we recognize and wholeheartedly embrace the critical role that community colleges and leaders of those institutions play in creating and expanding opportunities to all. Our work in North Carolina will also position NC State as a national leader in community college leadership and higher education research." Additionally, the grant provides for the creation of the Belk Center for Community College Leadership and Research at NC State University.

Changing the name of the Ed.D. program would further align the doctoral program with the impressive investment from the Belk Endowment and would align with the name of the Center for Community College Leadership and Research that is being established.

OTHER PROGRAMS: We completed a scan of other universities in North Carolina and in surrounding states to look for competing programs. There are no other Ed.D. programs in Community College Leadership at any North Carolina Universities. While there are programs in Education Leadership at a number of universities, those programs are focused on K-12 leadership and not on community colleges. In surrounding states there are Ph.D. programs in Higher Education that include community colleges as a potential area of concentration, but none are solely focused on community college leadership with the exception of Morgan State University in Maryland and Old Dominion University (ODU) in Virginia. As an HBCU, the Morgan State program has a focus consistent with its institutional mission. We view the Morgan State program as complimentary rather than competitive in addressing the need for future community college leaders. The distance to Baltimore also makes the Morgan State program less attractive to incumbent North Carolina community college employees – our primary student recruits. The ODU program is a Ph.D. which also serves a complementary purpose and is not a direct competitor for our Ed.D. program.

Doctorate of Education in
Community College Leadership
Curriculum

COURSE	HRS	COURSE TITLE
Year 1:		
EAC 701.	3	Administrative Concepts and Theories Applied to Adult and Community College Education
EAC 711	3	Reflective Practices in Adult and Community College Education
EAC 712	3	Change Process in Adult Education
EAC 787	3	Organizational Theories and Concepts in Higher Education
EAC 802	3	Seminar in Adult and Higher Education (Improvement Science)
EAC 824	3	Topical Problems in Adult and Higher Education (Proposal Writing)
EAC 895	2	Doctoral Dissertation Research
Year 2:		
EAC 700	3	Community College and Two-Year Postsecondary Education
EAC 704	3	Leadership in Higher Education
EAC 788	3	Applied Qualitative Data Analysis
EAC 803	3	Research Seminar in Adult and Higher Education (Quant. Research Methods I)
EAC 803	3	Research Seminar in Adult and Higher Education (Quant. Research Methods II)
EAC 795	3	Topical Problems in Adult and Community College Education (Workforce)
EAC 895	3	Doctoral Dissertation Research
Year 3:		
EAC 703	3	Programming Process in Adult and Community College Education (Eval)
EAC 851	3	Internship in Adult and Higher Education
EAC 895	7	Doctoral Dissertation Research
TR999	18	Transfer In from Master's
TOTAL HRS	72	

UNIVERSITY OF NORTH CAROLINA
REQUEST TO DISCONTINUE
A DEGREE PROGRAM, SITE OR DELIVERY MODE

Date: 16 November 2018

Constituent Institution: North Carolina State University

Is the program a joint degree program? Yes ☐ No ☒

Joint Partner campus _____

Title of Authorized Program: Doctor of Education, Adult and Community College Education.

Degree Abbreviation: Ed.D. ACCE

CIP Code (6-digit): 13.0403 _____ Level: B ☐ M ☐ I ☐ D ☒

CIP Code Title: Adult and Community College Education _____

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

UNC Teacher Licensure Specialty Area Code (one per line; add as needed)	Degree Program to Receive Specialty Area Code		
	Title	Degree awarded	6-Digit CIP

Term of Proposed Discontinuation (when new students will no longer be admitted):

term Summer year 2019

1. What type of program discontinuation is being requested? (if b/c/d, one or more can be selected)
 - a) XXX **Discontinue - Permanent.** (While course offerings already shared across degree programs may continue, the program components will not become a significant or distinct component of another program. Degree program is discontinued in full in Academic Program Inventory (API), including any approved off-campus sites and alternate means of delivery; requires action of Board of Governors)
 - b) **Discontinue - Delivery.** Eliminate one or more delivery types and keep the program active.

- ____ On-campus delivery of program
- ____ Online delivery of program
- ____ Site-based delivery of program
 - ____ Instructor present (off-campus delivery)
 - ____ Instructor not present (site-based distance education)

- c) ____ **Discontinue - Consolidate.** Program components will become a significant or distinct component in another degree program (e.g. concentration/track).
- ____ Existing degree program (BOG approved)
 - Program title, degree, CIP _____
 - ____ New degree program (Request to Establish and BOG approval generally required)
 - Proposed program title, degree, CIP _____

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

Site #1

(address, city, county, state)

(date of site authorization by GA)

Site #2

(address, city, county, state)

(date of site authorization by GA)

Site #3

(address, city, county, state)

(date of site authorization by GA)

2. Explain why the program, site, or delivery mode is being discontinued.
 - a. If the program, site or delivery mode addresses high priority needs, how will those needs be addressed by other programs? This is a name change request only. The current name of the program, Adult and Community College Education, will be discontinued and replaced with a new name, Community College Leadership.
 - b. Describe how affected parties (faculty, staff, students) will be informed of the impending closure and, where applicable, of any additional charges/expenses to students. Students will be informed of name change. Current students may select to take their degree under existing name or the new name upon approval.
 - c. Describe steps to be taken to allow students enrolled in the program, site or delivery mode to complete their courses of study. There will be no curriculum or delivery changes

associated with the name change. Current course offerings and programs of study will continue without interruption.

3. Discuss the reassignment of any faculty, staff and EHRA non-faculty, including number of each type of personnel to be reassigned. Name change only. There are no faculty or staffing changes associated with the name change.
4. Discuss the discontinuation of the employment of any faculty, staff and EHRA non-faculty, including number of each type of personnel to be discontinued. Name change only. There are no faculty or staffing changes associated with the name change.
5. Discuss reallocation or reduction of costs resulting from each discontinuation(s), including specific amounts related to each discontinuation. Name change only. There are no cost reallocations associated with the name change.
6. Name, title, telephone, and e-mail of contact person for this notification of discontinuation:
Dr. Reynaldo Garcia, Co-Director EdD Program, 919-515-1612, rgarcia5@ncsu.edu and Dr.
Raymond Ting, Director of Graduate Programs, 919-515-6362, ting@ncsu.edu

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

Signature of Chief Academic Officer: _____

Signature of Chief Academic Officer (Joint Campus partner) _____

Ed.D. in Community College Leadership Name Change North Carolina State University

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

Endorsed By:

Benny A. Pasque Benny A. Pasque 10-8-18
Head, Department/Director of Graduate Program (Printed Name and Signature) Date

Recommended By:

Karen Hollebrands Karen Hollebrands 10-16-18
Chair, College Graduate Studies Committee (Printed Name and Signature) Date

Endorsed By:

Lee V. Stiff Lee V. Stiff 10-16-18
College Dean (Printed Name and Signature) Date

Recommended By:

Donna T. Petherbridge Donna T. Petherbridge 10-24-18
Vice Provost, DELTA (if DE degree) (Printed Name and Signature) Date
for Dr. Tom Miller

Approved By:

Peter J. Harnes Peter J. Harnes 1/17/19
Dean of the Graduate School (Printed Name and Signature) Date

Recommended By:

Duane Larick Duane Larick 2/14/19
Dean's Council (Printed Name and Signature) Date

Approved By:

Warwick Arden Warwick Arden 2/14/19
Executive Vice Chancellor and Provost (Printed Name and Signature) Date

Approved By:

Pamela Woods Pamela Woods 6 March '19
Chancellor (Printed Name and Signature) Date

Evaluators Report Cover Sheet

Stephen McGregor

Period Covered by This Report: March 1, 2014 – February 28, 2015; Year 1

March 16, 2015

Center Name: **Center for Dielectrics and Piezoelectrics**

Center Director: **Elizabeth Dickey**

Site	Director	Award Period ¹ (MM/YY-MM/YY)	Funding Phase (I, II, or III)
North Carolina State University - Award #1361503	Elizabeth Dickey	03/14-02/19	Phase I
Pennsylvania State University - Award #1361571	Clive Randall	03/14-02/19	Phase I

¹ Please list the award period as it applies to each site; this information is available on the [NSF website](#).

Significant Personnel Changes: None

IAB Meetings	Meeting 1	Members Participating via Video/Phone Conference?	Meeting 2	Members Participating via Video/Phone Conference?
Date	May 16-17, 2014	No	Nov. 3-4, 2014	No
Location	State College, PA (PSU)		Raleigh, NC (NCSU)	
Attendance: IAB/Total ²	14/18 + 2 new members		15/23	

² Please list total dues-paid members (not people) in attendance over total number of ~~attending~~ member companies.

*Please attach the [Semi-Annual Meeting Best Practices Checklist](#) as an Appendix to your Evaluator Report.

2014 Membership Activity Table (as of February 28, 2015)

Member Name	Site	Membership Fee Level (Full, Assoc., etc.)	Status: New, Left, Continuing
3M	NCSU	Full - \$36,000	Continuing
aixACCT GmbH	PSU	Assoc. - \$12,000	Continuing
AVX	PSU	Full - \$36,000	Continuing
Boston Scientific	PSU	Full - \$36,000	Continuing
Eaton Cooper	PSU	Full - \$36,000	NEW
Fenghua Advanced Technologies	PSU	Full - \$36,000	Continuing
Ferro	PSU	Full - \$36,000	NEW
Kemet Electronics Corp.	NCSU	Full - \$36,000	Continuing
Kyocera	PSU	Full - \$36,000	Continuing
Mitsubishi Materials Co.	PSU	Full - \$36,000	Continuing
Morgan Advanced Materials	PSU	Full - \$36,000	NEW
MRA Laboratories	NCSU	Assoc. - \$12,000	NEW
Murata Mfg. Co., Ltd.	PSU	Full - \$36,000	Continuing
NGK Spark Plug Co., Ltd.	PSU	Full - \$36,000	Continuing
Protochips	NCSU	Assoc. - In-Kind	NEW
Sabic Innovative Plastics	PSU	Full - \$36,000	Continuing
Samsung Electro-Mechanics	PSU	Full - \$36,000	Continuing
Sandia National Laboratory	NCSU	Full - \$36,000	Continuing
Shoei Chemical	PSU	Full - \$36,000	Continuing
Taiyo Yuden Co., Ltd.	PSU	Full - \$36,000	Continuing
U.S. Army Research Lab	PSU	Full - \$36,000	Continuing
Yageo Corp.	PSU	Full - \$36,000	Continuing
Xaar PLC	PSU	Full - \$36,000	Continuing

	Estimated Budget This Year - 2015	Estimated Budget Last Year - 2014
Membership Support for NCSU:	\$120,000 + some in-kind	\$117,000
Membership Support PSU:	\$ 624,000	\$516,000
Total Center Support (All Sources):	\$744,000	\$633,000

Research Breakthroughs: None yet.

Concerns & Cautions: None.

Supplemental IUCRC Awards Won: NCSU received an \$8,000 REU supplement in fall 2014.

Evaluators Report Cover Sheet
Stephen McGregor
Period Covered by This Report: March 1, 2015 – January 22, 2016; Year 2
January 22, 2016

Center Name: **Center for Dielectrics and Piezoelectrics** Center Director: **Elizabeth Dickey**

Site	Director	Award Period ¹ (MM/YY-MM/YY)	Funding Phase (I, II, or III)
North Carolina State University - Award #1361503	Elizabeth Dickey	03/14-02/19	Phase I
Pennsylvania State University - Award #1361571	Susan Troler-McKinstry	03/14-02/19	Phase I

¹ Please list the award period as it applies to each site; this information is available on the [NSF website](#).

Significant Personnel Changes: None

IAB Meetings	Meeting 1	Members Participating via Video/Phone Conference?	Meeting 2	Members Participating via Video/Phone Conference?
Date	June 18-19, 2015	No	Oct. 26-27, 2015	No
Location	State College, PA (PSU)		Raleigh, NC (NCSU)	
Attendance: IAB/Total ²	17/23		18/23	

² Please list total dues-paid members (not people) in attendance over total number of ~~attendees~~ member companies.

2015 Membership Activity Table (as of January 22, 2016)

Member Name	Site	Membership Fee Level (Full, Assoc., etc.)	Status: New, Left, Continuing
3M	NCSU	Full - \$36,000	Continuing
aixACCT GmbH	PSU	Assoc. - \$12,000	Continuing
AVX	PSU	Full - \$36,000	Continuing
Boston Scientific	PSU	Full	DEPARTED
Eaton Cooper	PSU	Full - \$36,000	Continuing
Fenghua Advanced Technologies	PSU	Full - \$36,000	Continuing
Ferro	PSU	Full - \$36,000	Continuing
Kemet Electronics Corp.	NCSU	Full - \$36,000	Continuing
Knowles Capacitors	NCSU	Full - \$36,000	NEW - as of Jan. 2016
Kyocera	PSU	Full - \$36,000	Continuing
Mitsubishi Materials Co.	PSU	Full - \$36,000	Continuing
Morgan Advanced Materials	PSU	Full - \$36,000	Continuing
MRA Laboratories	NCSU	Assoc. - \$12,000	Continuing
Murata Mfg. Co., Ltd.	PSU	Full - \$36,000	Continuing
NGK Spark Plug Co., Ltd.	PSU	Full - \$36,000	Continuing
Protochips	NCSU	Assoc.	DEPARTED
PI Ceramic GmbH	PSU	Full - \$36,000	NEW
Radiant Technologies	NCSU	Assoc. - \$12,000	NEW
Rohm Semiconductor - Kionix, Inc.	PSU	Full - \$36,000	NEW - as of Jan. 2016
Sabic Innovative Plastics	PSU	Full - \$36,000	Continuing
Samsung Electro-Mechanics	PSU	Full - \$36,000	Continuing
Sandia National Laboratory	NCSU	Full - \$36,000	Continuing
Shoei Chemical	PSU	Full - \$36,000	Continuing
Taiyo Yuden Co., Ltd.	PSU	Full - \$36,000	Continuing
U.S. Army Research Lab	PSU	Full - \$36,000	Continuing
Yageo Corp.	PSU	Full - \$36,000	Continuing
Xaar PL	PSU	Full - \$36,000	Continuing

	Estimated 2016 Budget	Estimated 2015 Budget	Estimated 2014 Budget
Membership Support for NCSU:	\$168,000	\$132,000	\$120,000 + some in-kind
Membership Support PSU:	\$660,000	\$624,000	\$ 624,000
Total Center Support:	\$828,000	\$756,000	\$744,000

Research Breakthroughs: (see Section 6 of report)

Concerns & Cautions: None.

Supplemental IUCRC Awards Won: None.

Assessment Coordinator's Report
Center for Dielectrics and Piezoelectrics (CDP)
Year 3 - February 1, 2016 to January 31, 2017
Submitted by Stephen McGregor February 6, 2017

Summary

Provide brief description of current status of center focusing on major changes since last Assessment Coordinator report. Address the following: change in sites, change in leadership/governance of the center/Sites/IAB membership, significant events at IAB companies that might affect participation in the center.

- Center Leadership - First full year since Susan Trolier-McKinstry assumed position of Site Director at Penn State. Clive Randall, former Site Director, is the Technical Advisor to the Center and a PI.
- IAB Leadership - First full year since Neal Pfeiffenberger (SABIC Innovative Plastics) assumed role of IAB Chairperson and Larry Mann (Shoei Chemical Inc.) was selected as IAB Co-Chairperson.
- The Spring 2016 CDP Meeting was held in Kyoto, Japan. It was well prepared and executed, with an excellent attendance and participation, 49 representatives from 16 member companies. The technical presentations were delivered succinctly and well received by the members, very good interaction and networking by all constituents and the meeting concluded with a productive IAB closed meeting and wrap-up with the directors. It certainly met the objectives of the I/UCRC Program. Holding the meeting in Japan allowed Japanese member companies to send additional representatives.
- The Fall 2016 CDP Meeting was held at NCSU in Raleigh, NC. It was also an excellent meeting and well attended with 72 registrants. There were 28 representatives from 17 member companies. The agenda included 21 technical presentations; 11 ongoing or concluding funded projects and 10 guest presentations from NCSU, Penn State and the University of Sheffield.
- **SUCCESS STORY - Cold Sintering Process (CSP) breakthrough.** A breakthrough technology developed at CDP is a "Cold Sintering Process". This was first announced at the Fall 2015 meeting. The Cold Sintering Process is potentially an industry wide disruptive technology as compared to conventionally hot-sintered ceramics and composites. At the Fall 2016 Meeting Clive Randall (PSU) presented an update report on the Cold Sintering Process that was followed by Jon-Paul Maria (NCSU) who is studying specific applications of CSP. Work is continuing at both sites to understand the fundamental mechanisms of CSP and to explore the range of systems to which it can be applied. Details of the technology and its potential for the members were presented at the Spring 2016 meeting in Kyoto, Japan after the Center had filed a US Provisional Patent Application. As of the Fall Meeting, 14 members of the CDP have indicated to Penn State's Intellectual Property Office an interest in participating in the patent process and licensing the technology.
- The University of Sheffield (Sheffield, England) has been affiliated with the CDP for the past couple years and is being considered as a possible international site for the CDP. The relationship is mutually beneficial. Representatives from Sheffield University regularly make technical presentations at the semi-annual CDP meeting that are well received by the members.

Assessment Coordinator's Report Center for Dielectrics and Piezoelectrics (CDP)

Year 4 - February 1, 2017 to January 31, 2018

Submitted by Stephen McGregor February 1, 2018

North Carolina State University - Phase I Award #1361503

The Pennsylvania State University - Phase I Award #1361571

Summary

Provide brief description of current status of center focusing on major changes since last Assessment Coordinator report. Address the following: change in sites, change in leadership/governance of the center/Sites/IAB membership, significant events at IAB companies that might affect participation in the center.

- North Carolina State University (NCSU) is the lead university and The Pennsylvania State University (Penn State or PSU) is the second site. And as of the Fall 2017 IAB Meeting the University of Sheffield (UoS), Sheffield, England, was officially named an affiliate international site of the CDP.
- Center Leadership - Elizabeth Dickey (NCSU) is the Center Director and Susan Trolier-McKinstry (Penn State) is that Site Director. Former director Clive Randall is the Center's Technical Advisor. And Ian Reaney is the Site Director for the new Affiliate Site, Sheffield University.
- IAB Leadership - Upon concluding the Fall 2017 Closed IAB Meeting (November 3, 2017) the term of Chairperson Larry Mann ended and Eberhard Hennig, the IAB Vice-Chair, assumed the position of Chair. During the meeting a nomination and voting process occurred and the members elected Craig Nies of AVX Corporation as the new Vice-Chair.
- The Spring 2017 CDP Meeting held at Penn State April 26-27, 2017 was an excellent I/UCRC meeting. It was well organized and executed, very good attendance and participation with 93 registered participants including 36 representatives from 20 member organizations. The technical presentations were delivered concisely and were well received by the members with good interaction and networking by all parties. The meeting concluded with a productive Closed IAB Meeting and wrap-up with the directors. This regular meeting was followed by an optional half-day workshop entitled "Modeling the Impedance Response of Dielectrics".
- This spring meeting was devoted to updates of the funded projects and additional presentations in three technology sessions; I - Processing and Characterization, II - Piezoelectrics and III - Capacitors and Energy Storage. The agenda consisted of 21 technical presentations; 11 ongoing or concluding funded projects and 10 guest presentations from NCSU, Penn State, member-company PI Ceramics and The University of Sheffield. No proposals were presented at this Spring Meeting.
- The Fall 2017 CDP Meeting was another excellent I/UCRC meeting that was hosted by NCSU and held in Albuquerque NM, home of Center member Sandia National Labs, November 2-3, 2017. It was also a well organized and executed meeting, very good attendance and participation with 79 attendees including 41 representatives from 20 member organizations. The technical presentations were delivered concisely and were well received by the members, good interaction and networking

by all parties and the meeting concluded with a productive Closed IAB Meeting and wrap-up with the directors. A "CDP Road Mapping Exercise" was held the day after the regular fall meeting to continue the Center's process of developing a multi-year road map for CDP.

- This meeting was devoted to updates of the funded projects and proposal reviews. Presentations were grouped into three technology sessions; I - Processing and Characterization, II - Piezoelectrics and Reliability, and III - Capacitors and Energy Storage. The agenda consisted of 20 technical presentations; 11 ongoing or concluding funded projects and 9 guest presentations from NCSU, Penn State, member Sandia National Laboratories, the University of Sheffield, the Center for Energy-Smart Electronics (ES2), and the Colorado School of Mines. On the second day 11 proposals were presented, discussed and voted on in the Closed IAB Meeting.
- The Fall Meeting also provided an opportunity for faculty and students to visit and tour Center member Sandia National Labs and a key prospect CTS Corporation, who attended the meeting as a guest, both organizations based in Albuquerque.
- **SUCCESS STORY – "Cold Sintering Process" breakthrough.** Clive Randall (Penn State) who is the CDP Technical Advisor and former CDP Director, and other faculty from Penn State and NCSU made presentations on the progress and results of research on a practical Cold Sintering Processes (CSP) at both meetings. The Center has filed a US Provisional Patent Application [62/234,389 (2015)] for "Cold Sintering Ceramics and Composites". The manufacturing advantages of this process include significant energy savings with dramatically lower environmental impact leading to much lower production costs. This is potentially an industry wide disruptive technology as compared to conventionally hot-sintered ceramics and composites. About 15 of the 26 CDP member organizations have expressed interest in entering into a non-exclusive, royalty free agreement with Penn State to license the technology. This process has been in negotiation for about a year and the status was reviewed in depth at the Spring IAB Meeting where two Penn State representatives, Michael Brignati (PSU's Associate General Counsel) and Matt Smith (PSU Senior Licensing Officer) made a presentation and conducted an open discussion with members regarding the Cold Sintering Process licensing opportunity for members.
- The University of Sheffield has been working with the CDP for the past couple years and was officially named an international affiliate site of the CDP at the Fall IAB Meeting. Ian Reaney is the CDP Affiliate Site Director at Sheffield. Representatives from Sheffield University have regularly made technical presentations at the semi-annual CDP meetings and these have been well received by the members.

Assessment Coordinator's Report
Center for Dielectrics and Piezoelectrics (CDP)
Year 5 - February 1, 2018 to January 31, 2019
Submitted by Stephen McGregor 02/06/19

North Carolina State University - Phase I Award #1361503
The Pennsylvania State University - Phase I Award #1361571

Summary

Provide brief description of current status of center focusing on major changes since last Assessment Coordinator report. Address the following: change in sites, change in leadership/governance of the center/Sites/IAB membership, significant events at IAB companies that might affect participation in the center.

- North Carolina State University (NCSU) is the lead university for the Center for Dielectrics and Piezoelectrics (CDP), and The Pennsylvania State University (Penn State or PSU) is the second site. The University of Sheffield (UoS), Sheffield, England, is an affiliate international site of the CDP.
- Center Leadership - Elizabeth Dickey (NCSU) is the Center Director, Susan Trolier-McKinstry is the Penn State Site Director and Ian Reaney is the international affiliate Sheffield University Site Director. Former Center Director Clive Randall is the Center's Technical Advisor.
- The CDP completes its first 5 years under a Phase-I IUCRC award as of the end of February 2019. During this past year the Center submitted proposals for Phase-II, second 5-year IUCRC funding.
- IAB Leadership - During the Spring 2018 Closed IAB Meeting on April 18, 2018 Eberhard Hennig, the IAB Chair, stepped down due to his upcoming retirement. Co-Chair Craig Nies of AVX Corporation assumed the position of IAB Chair. The IAB members then nominated and voted Angela Ellmore of Knowles Capacitors as the new Co-chair. Then during the Fall 2018 Closed IAB Meeting on October 12, 2018, Chair Craig Nies stepped down and Co-Chair Angela Ellmore assumed the position of IAB Chair. The IAB members nominated and voted Yoshiki Iwazaki of Taiyo Yuden as the new Co-Chair.
- The Spring 2018 CDP Meeting was held at Penn State April 17-18, 2018 and was an outstanding meeting. It was well organized and executed with perhaps its largest participation at 108 attendees including 50 representatives from 23 of the 26 member organizations. The technical presentations were delivered concisely and were well received by the members with good interaction and networking by all parties. The meeting concluded with a productive Closed IAB Meeting and wrap-up with the directors. This regular meeting was preceded with an optional tutorial held the day before the IAB Meeting on April 16th titled "Understanding Defects and Degradation in Multilayer Ceramic Capacitors" led by CDP Director Elizabeth Dickey and Rainer Waser of RWTH Aachen University.
- The Spring IAB meeting was devoted only to updates of the funded projects reviews; no proposals were presented. The agenda (attached) consisted of 23 technical presentations, 13 ongoing or concluding funded projects and 10 guest presentations from NCSU, Penn State, the University of Sheffield, and visitors Compass Technology Group and Naval Research Lab. Presentations were

grouped into three technology sessions.

- The Fall 2018 CDP Meeting was another excellent IUCRC meeting that was hosted by NCSU and held in Raleigh, NC, October 11-12, 2018. It was also a well organized and executed meeting, very good attendance and participation with 71 attendees including 33 representatives from 20 of the 27 member organizations. The technical presentations were delivered concisely and were well received by the members, good interaction and networking by all parties and the meeting concluded with a productive Closed IAB Meeting and wrap-up with the directors. An optional workshop tutorial was held at NCSU the day after the IAB Meeting, Saturday October 13th, titled "Artificial Intelligence for Materials Development and Optimization" and led by Greg Mulholland, CEO of Citrine Informatics.
- This Fall IAB meeting was devoted to funded project updates and the review and voting on 14 new project proposals. The agenda (attached) consisted of 20 technical presentations; 14 updates of the ongoing funded projects and 6 additional presentations, 4 from NCSU and 2 from the University of Sheffield. Presentations were grouped into three technology sessions.
- Prior to the start of day-1 presentations the Fall Meeting included a special "Student/Industry Breakfast Seminar" for the students on the topic of "Project Planning". IAB Chair Craig Nies (AVX), Co-Chair Angela Ellmore (Knowles Capacitors), and former Chair Larry Mann (Shoei Chemical) led the seminar. There were 19 students in attendance including NCSU students not associated with CDP who were invited. The session was in response to members' expressed interest in having more time to interact with students. Craig Nies, Angela Ellmore and Larry Mann came up with the idea to host a breakfast seminar prior to the Center meeting focused on aspects of managing projects that would benefit the student researchers. Future breakfast seminars are being planned on topics relevant to students such as resume building, job seeking skills, design of experiments, and time management. **This is an excellent idea that other IUCRCs might consider.**
- Among the many technical accomplishments this year NCSU filed an Invention Disclosure, #19072, "Oxidative Molecular Layer Deposition of Poly3,4-ethylenedioxythiophene using Antimony(V) chloride as an oxidant". The researchers are Amanda Volk and Greg Parsons.

Full version of the Report (136 pages) is available by request .

NC STATE

Larisa Slark <loktyab@ncsu.edu>

Re: FW: CDP - COE Memo to continue the Center

1 message

John Gilligan <gilligan@ncsu.edu>
To: Larisa Slark <larisa_slark@ncsu.edu>
Cc: Tracy Brown <tracy_brown@ncsu.edu>

Mon, Feb 25, 2019 at 4:02 PM

Larisa, after review of the documents, the COE approves the renewal of the CDP as a Board of Governors Center. John

On Mon, Feb 25, 2019 at 3:12 PM Larisa Slark <larisa_slark@ncsu.edu> wrote:

Tracy,

We are aiming at including this approval in BOT April meeting agenda but we have to obtain a few approvals up the chain after college submits the Memo.

Thanks a lot for your help!

Larisa

On Thu, Feb 14, 2019 at 10:11 AM Tracy Brown <tracy_brown@ncsu.edu> wrote:

Thanks Larisa!

Tracy

Tracy E. Brown
Executive Assistant to John Gilligan, Executive Associate Dean and
Distinguished University Professor of Nuclear Engineering
NC State University - College of Engineering
Campus Box 7901, 113 Page Hall
Raleigh, NC 27695-7901

919.515.3939 (P)

All electronic mail messages in connection with State business which are sent to or received by this account are subject to the NC Public Records Law and may be disclosed to third parties.

On Thu, Feb 14, 2019 at 10:09 AM Larisa Slark <larisa_slark@ncsu.edu> wrote:

Attached are copies of annual reports for CDP IUCRC Phase I (years 2014-2018) prepared by NSF evaluator.

Thank you.

Larisa

----- Forwarded message -----


From: **Jonathan Horowitz** <jmhorowi@ncsu.edu>
Date: Wed, Feb 6, 2019 at 3:44 PM
Subject: FW: CDP
To: Larisa Slark <larisa_slark@ncsu.edu>

FYI

Jonathan M. Horowitz, PhD

MEMORANDUM

TO: W. Randolph Woodson
Chancellor
NC State University

FROM: Mladen A. Vouk 
Vice Chancellor for Research and Innovation
NC State University

SUBJECT: Recommendation to continue the NSF-funded I/UCRC known as the Center for
Dielectrics and Piezoelectrics (CDP) under Regulation 10.10.04

DATE: March 4, 2019

The Center for Dielectrics and Piezoelectrics (CDP) is a National Science Foundation (NSF)-funded Industrial/University Cooperative Research Center (I/UCRC) that was established as a UNC System-sanctioned Center by the NC State Board of Trustees in February 2013. CDP is reviewed annually by the NSF, and NC State takes advantage of the compiled annual federal reviews to satisfy University oversight requirements specified in Reg. 10.10.04.

The annual reports delivered by NSF strongly support continuation of CDP. Indeed, as a consequence of these reviews NSF approved the Center's request for Phase II I/UCRC funding to continue operations from March 1st, 2019 to February 29th, 2024. The annual reports highlight the effectiveness of operations within the Center and research progress that will enable the Center to achieve its goals. In accordance with the views of NSF, the NC State College of Engineering requests continuance of CDP.

The Office of Research and Innovation and the Provost endorse the request to continue CDP as a University Center as sanctioned by the Board of Trustees, and I request your approval of this recommendation.

MAV/mh

cc: Louis Martin-Vega, Dean, College of Engineering
John Gilligan, Executive Associate Dean
Elizabeth Dickey, Director, CDP
Jonathan Horowitz, Assistant Vice Chancellor, Research Administration
Larisa Slark, Senior Administrative Coordinator – Centers and Institutes



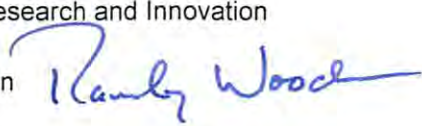
Office of the Chancellor

ncsu.edu/chancellor

Campus Box 7001
Holladay Hall, Suite A
Raleigh, NC 27695-7001
P: 919.515.2191

MEMORANDUM

TO: Mladen Vouk
Vice Chancellor for Research and Innovation

FROM: W. Randolph Woodson 
Chancellor

SUBJECT: Recommendation to continue the NSF-funded I/UCRC known as the Center for Dielectrics and Piezoelectrics (CDP) under Regulation 10.10.04

DATE: March 5, 2019

In response to your Memorandum dated March 4, 2019, authorization is hereby granted to forward the request to continue the NSF-funded I/UCRC known as the Center for Dielectrics and Piezoelectrics (CDP) to the Board of Trustees for approval.

WRW/mh

cc: Louis Martin-Vega, Dean, College of Engineering
John Gilligan, Executive Associate Dean
Elizabeth Dickey, Director, CDP
Jonathan Horowitz, Assistant Vice Chancellor, Research Administration
Larisa Slark, Senior Administrative Coordinator – Centers and Institutes



Poole College of Management
Office of the Dean

Dr. Frank Buckless
Interim Dean and Professor of Accounting

Campus Box 8614
Nelson Hall 2102
Raleigh, NC 27695-8614
P: 919.515.4442
poole.ncsu.edu

Re: Dissolution of the Center for Innovation Management Studies (CIMS)

Jon Horowitz, Ph.D.
Assistant Vice Chancellor for Research
Office of Research and Innovation
NC State University

Dear Dr. Horowitz:

I am writing to request the dissolution of the Center for Innovation Management Studies (CIMS) which currently resides in the Poole College of Management.

CIMS was formed in 1984 at Lehigh University and moved to NC State in May 2000. At that time it was approved by the UNC Board of Governors as a Research Center. Since 2000, CIMS has continued to operate within the Poole College, most recently under the leadership of Paul Mugge. The mission of CIMS is to "create, synthesize and disseminate industry-relevant information on innovation management and to develop current and future generations of innovation management researchers and industry practitioners".

Over the years, CIMS has been an important contributor to the College and to the University. Notable highlights include the extensive work that the Center has done with IBM Watson, the development of a unique set of "innovation readiness" assessment tools and most recently the extensive work with the American Coatings Association. Throughout the years, CIMS has been managed by an incredibly dedicated and hardworking staff, who deserve all the credit for the Center's many achievements.

However, after extensive discussions, we have decided that it is time to dissolve CIMS and focus our attention on activities that more directly align with the College's strategic framework. In more recent years, the focus of CIMS has become increasingly directed towards seeking funded research, which while good at face value, has resulted in the Center effectively accepting dollars for areas that are not aligned with the core mission. In addition, the level of regulatory compliance required for a big C center limits our ability to respond quickly to new opportunities that align with the College's strategy.

We would like to stop new CIMS activity on June 30 2019. The Center has obligations to the ACA and to members that extend through to June 30, 2020. We propose honoring those commitments during that time.

Going forward, we expect to move rapidly to further strengthen our work in the area of Business Analytics, and we hope that the current staff of CIMS will play a role in that space.

Sincerely

A handwritten signature in black ink, appearing to read "Frank Buckless", written in a cursive style.

Frank Buckless




Office of Research and Innovation
Office of the Vice Chancellor
<http://research.ncsu.edu>

Campus Box 7003
Holladay Hall, Suite 1A
Raleigh, NC 27695-7003
P: 919.515.2117

MEMORANDUM

TO: W. Randolph Woodson
Chancellor
NC State University

FROM: Mladen A. Vouk 
Vice Chancellor for Research and Innovation
NC State University

SUBJECT: Recommendation to disestablish the Center for Innovation Management Studies (CIMS)
under Regulation 10.10.04

DATE: March 1, 2019

The Center for Innovation Management Studies was established in May 2000 by the UNC Board of Governors as a distinct University unit governed by Reg. 10.10.04. The Center was founded to create, synthesize and disseminate industry-relevant information on innovation management and to develop current and future generations of innovation management researchers and industry practitioners. The Center is administered by the NC State Poole College of Management (PCOM).

Thanks to dedicated staff and Center leadership, CIMS has spearheaded a variety of innovative programs that have benefitted industry and NC State University over nearly 20 years of operation. Over the years, however, the focus of the Center has drifted from the core mission of the College and is currently not well-aligned with the College's strategic plan. As a consequence, the College has requested that CIMS be disestablished as an independent University unit.

The Office of Research and Innovation endorses the request by PCOM to disestablish CIMS as a University Center as sanctioned by the Board of Trustees. I request your approval of this recommendation.

MAV/mh

cc: Frank Buckless, Interim Dean, Poole College of Management
Paul Mugge, Executive Director, CIMS
Richard Warr, Associate Dean for Research, Poole College of Management
Jonathan Horowitz, Assistant Vice Chancellor, Research Administration
Larisa Slark, Senior Administrative Coordinator—Centers and Institutes




Office of the Chancellor

ncsu.edu/chancellor

Campus Box 7001
Holladay Hall, Suite A
Raleigh, NC 27695-7001
P: 919.515.2191

MEMORANDUM

TO: Mladen Vouk
Vice Chancellor for Research and Innovation

FROM: W. Randolph Woodson 
Chancellor

SUBJECT: Recommendation to disestablish the Center for Innovation Management Studies (CIMS)
under Regulation 10.10.04

DATE: March 4, 2019

In response to your Memorandum dated March 1, 2019, authorization is hereby granted to disestablish the Center for Innovation Management Studies (CIMS) in accordance with NC State's policy on Centers and Institutes.

WRW/mh

cc: Frank Buckless, Interim Dean, Poole College of Management
Paul Mugge, Executive Director, CIMS
Richard Warr, Associate Dean for Research, Poole College of Management
Jonathan Horowitz, Assistant Vice Chancellor, Research Administration
Larisa Slark, Senior Administrative Coordinator – Centers and Institutes

Conferral of Academic Tenure:

The information regarding conferral of academic tenure is included in the Closed Session Materials – Tab 7.4A.

REQUESTED ACTION ITEMS

NC State University
Senior Academic and Administrative Officer Tier II (SAAO II)
Salary Range Methodology FY 2019-20

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 2019 - 2020
SAAO Tier II Salary Ranges**

Tab 7.2A
Page 3

Unit/College Name	Working Title	FY 2019-20 Minimum	FY 2019-20 50th Percentile	FY 2019-20 75th Percentile	FY 2019-20 Maximum
Chancellor	Secretary of the University and Assistant to the Chancellor	\$150,029	\$185,541	\$210,041	\$270,112
Chancellor	Assistant to the Chancellor	\$48,085	\$62,981	\$67,318	\$86,572
Chancellor	Assistant Director for Development, Kenan Fellows Program	\$47,233	\$57,874	\$66,126	\$85,039
Chancellor	Director of Internal Audit Division	\$187,764	\$201,854	\$262,870	\$338,051
Executive Vice Chancellor & Provost	Associate Vice Provost for Assessment and Accreditation	\$123,731	\$141,765	\$173,224	\$222,765
Executive Vice Chancellor & Provost	Assistant Vice Provost for Finance and Planning	\$110,662	\$144,966	\$154,926	\$199,235
Executive Vice Chancellor & Provost	Assistant Vice Provost for Academic Affairs	\$92,798	\$106,324	\$129,918	\$167,074
Executive Vice Chancellor & Provost	Vice Provost for Faculty Affairs	\$153,284	\$190,025	\$214,598	\$275,973
Executive Vice Chancellor & Provost	Associate Vice Provost for Academic Personnel & Policy	\$123,731	\$141,765	\$173,224	\$222,765
Executive Vice Chancellor & Provost	Senior Vice Provost, Academic Strategy and Resource Management	\$218,301	\$243,382	\$305,621	\$393,029
Executive Vice Chancellor & Provost	Vice Provost for Academic Strategy	\$153,284	\$190,025	\$214,598	\$275,973
Executive Vice Chancellor & Provost	Senior Vice Provost, Institutional Research and Planning	\$158,438	\$200,563	\$221,814	\$285,252
Executive Vice Chancellor & Provost	Director of University Planning and Analysis	\$78,125	\$95,041	\$109,376	\$140,657
Executive Vice Chancellor & Provost	Assistant Director of Accreditation	\$78,125	\$95,041	\$109,376	\$140,657
Executive Vice Chancellor & Provost	Director of Special Projects and Planning	\$80,425	\$92,147	\$112,595	\$144,798
Graduate School	Senior Associate Dean - Graduate Programs	\$140,884	\$177,367	\$197,238	\$253,648
Graduate School	Associate Dean of Program Evaluation	\$128,076	\$161,243	\$179,307	\$230,589
Graduate School	Assistant Dean of Outreach and Diversity	\$115,269	\$145,119	\$161,376	\$207,530
Graduate School	Assistant Dean of Graduate Student Admin & Academic Affairs	\$115,269	\$145,119	\$161,376	\$207,530
Graduate School	Assistant Dean for Professional Development	\$115,269	\$145,119	\$161,376	\$207,530
Graduate School	Assistant Dean for Business Operations	\$99,595	\$130,470	\$139,434	\$179,312
Graduate School	Director of Development	\$98,519	\$116,341	\$137,927	\$177,374
Graduate School	Director of Marketing & Communications	\$74,509	\$85,801	\$104,312	\$134,146
Office of Research and Innovation	Associate Vice Chancellor for Research Administration	\$167,906	\$208,160	\$235,068	\$302,298
Office of Research and Innovation	Assistant Vice Chancellor for Administration	\$110,662	\$144,966	\$154,926	\$199,235
Office of Research and Innovation	Associate Vice Chancellor for Research Infrastructure and Development	\$156,840	\$203,800	\$219,576	\$282,375
Office of Research and Innovation	Associate Vice Chancellor for Research Infrastructure Development	\$160,277	\$201,768	\$224,388	\$288,563

**NC State University
Proposed FY 2019 - 2020
SAAO Tier II Salary Ranges**

Tab 7.2A
Page 4

Unit/College Name	Working Title	FY 2019-20 Minimum	FY 2019-20 50th Percentile	FY 2019-20 75th Percentile	FY 2019-20 Maximum
Office of Research and Innovation	Assistant Vice Chancellor for Research Operations, Communications and Chief of Staff	\$120,208	\$151,326	\$168,291	\$216,422
Office of Research and Innovation	Asst Vice Chancellor of Tech Commercialization and New Ventures	\$217,275	\$263,879	\$304,186	\$391,183
Office of University Advancement	Executive Director of Talent Management	\$100,068	\$121,389	\$140,095	\$180,162
Office of University Advancement	Assistant Director for Student and Recent Graduate Philanthropy	\$63,184	\$74,126	\$88,458	\$113,757
Office of University Advancement	Assistant Vice Chancellor - Finance & Administration	\$110,662	\$144,966	\$154,926	\$199,235
Office of University Advancement	Director of Principal Gifts	\$72,472	\$92,503	\$101,461	\$130,478
Office of University Advancement	Chief Communications and Marketing Officer	\$192,998	\$229,788	\$270,197	\$347,474
Office of University Advancement	Assistant Vice Chancellor for Marketing & Creative Strategies	\$120,748	\$146,144	\$169,047	\$217,395
Office of University Advancement	Creative Director of Marketing Communications	\$85,153	\$98,059	\$119,214	\$153,309
Office of University Advancement	Executive Director of Development Communication & Stewardship	\$95,797	\$110,316	\$134,116	\$172,473
Office of University Advancement	Executive Director for Development	\$98,519	\$116,341	\$137,927	\$177,374
Office of University Advancement	Executive Director of College Advancement	\$98,519	\$116,341	\$137,927	\$177,374
Office of University Advancement	Executive Director of College Advancement	\$109,466	\$129,268	\$153,252	\$197,082
Office of University Advancement	Associate Director of Development	\$65,225	\$83,253	\$91,315	\$117,431
Office of University Advancement	Associate Director of Gift Planning	\$88,044	\$108,256	\$123,262	\$158,515
Office of University Advancement	Associate Director of Development	\$72,472	\$92,503	\$101,461	\$130,478
Office of University Advancement	Director of Gift Planning	\$88,044	\$108,256	\$123,262	\$158,515
Office of University Advancement	Associate Director of Annual Giving Marketing	\$56,866	\$66,714	\$79,612	\$102,381
Office of University Advancement	Associate Vice Chancellor for University Development	\$222,031	\$249,946	\$310,843	\$399,745
Office of University Advancement	Assistant Director of Development	\$63,184	\$74,126	\$88,458	\$113,757
Office of University Advancement	Assistant Vice Chancellor for University Development	\$147,606	\$175,799	\$206,648	\$265,749
Office of University Advancement	Director of Development, Major Gifts	\$72,472	\$92,503	\$101,461	\$130,478
Office of University Advancement	Director of Development, Major Gifts	\$72,472	\$92,503	\$101,461	\$130,478
Office of University Advancement	Director of Development, Major Gifts	\$72,472	\$92,503	\$101,461	\$130,478
Office of University Advancement	Director of Development, Major Gifts	\$72,472	\$92,503	\$101,461	\$130,478
Office of University Advancement	Director of Development, Major Gifts	\$72,472	\$92,503	\$101,461	\$130,478
Office of University Advancement	Director of Development	\$72,472	\$92,503	\$101,461	\$130,478
Office of University Advancement	Executive Director of Central Major Gifts	\$148,918	\$181,920	\$208,485	\$268,111

NC State University
Proposed FY 2019 - 2020
SAAO Tier II Salary Ranges

Tab 7.2A
Page 5

Unit/College Name	Working Title	FY 2019-20 Minimum	FY 2019-20 50th Percentile	FY 2019-20 75th Percentile	FY 2019-20 Maximum
Office of University Advancement	Executive Director of Corporate and Foundation Relations	\$140,479	\$174,385	\$196,671	\$252,919
Office of University Advancement	Executive Director of Gift Planning	\$118,085	\$140,639	\$165,318	\$212,599
Office of University Advancement	Executive Director for Annual Giving	\$115,196	\$149,922	\$161,275	\$207,399
Office of University Advancement	Associate Director Corporate Foundation Relations	\$63,184	\$74,126	\$88,458	\$113,757
Office of University Advancement	Assistant Director, Corporate and Foundation Relations	\$53,619	\$68,788	\$75,066	\$96,535
Office of University Advancement	Director of Special Projects and Fundraising Initiatives	\$53,619	\$68,788	\$75,066	\$96,535
Office of University Advancement	Associate Director Annual Giving for Constituent Programs	\$63,184	\$74,126	\$88,458	\$113,757
Office of University Advancement	Assistant Director of Annual Giving for Acquisition and Retention	\$39,740	\$52,585	\$55,636	\$71,548
Office of University Advancement	Associate Vice Chancellor Alumni Relations	\$171,259	\$221,863	\$239,762	\$308,334
Office of University Advancement	Assoc Exec Director of Membership and Affinity Partnerships	\$62,837	\$78,431	\$87,972	\$113,132
Office of University Advancement	Assoc Exec Director for Communications, Marketing and Alumni Travel	\$95,797	\$110,316	\$134,116	\$172,473
Office of University Advancement	Assoc Exec Director Alumni Outreach, Engagement and Events	\$62,837	\$78,431	\$87,972	\$113,132
Office of University Advancement	Associate Vice Chancellor for Advancement Services	\$177,625	\$199,957	\$248,675	\$319,796
Office of University Advancement	Senior Director of Advancement Services	\$113,887	\$121,514	\$159,441	\$205,041
Office of University Advancement	Director of Donor Services	\$92,810	\$96,643	\$129,934	\$167,095
Office of University Advancement	Director of Gifts and Records Management	\$92,810	\$96,643	\$129,934	\$167,095
Office of University Advancement	Director of Development - Central Major Gifts	\$72,472	\$92,503	\$101,461	\$130,478
Office of University Advancement	Assistant Director of Leadership Annual Giving	\$39,740	\$52,585	\$55,636	\$71,548
Office of University Advancement	Associate Director of Development and Leadership Annual Giving	\$62,322	\$72,036	\$87,251	\$112,204
Office of University Advancement	Director of Prospect Development	\$71,670	\$82,842	\$100,338	\$129,035
Office of University Advancement	Director of Development, NC State Entrepreneurship	\$72,472	\$92,503	\$101,461	\$130,478
McKimmon Center & Continuing Education	Vice Provost for Continuing Education	\$125,844	\$145,153	\$176,182	\$226,570
Athletics	Athletics Director	\$580,875	\$600,454	\$813,225	\$1,045,807
Athletics	Deputy Athletic Director for Internal Operations	\$158,227	\$173,933	\$221,517	\$284,871
Athletics	Deputy Athletic Director for External Operations	\$158,227	\$173,933	\$221,517	\$284,871
College of Agriculture & Life Sciences	Interim Associate Dean & Director, Academic Programs	\$174,472	\$211,719	\$244,261	\$314,120
College of Agriculture & Life Sciences	Senior Associate Dean, Agriculture	\$190,334	\$230,966	\$266,467	\$342,677

**NC State University
Proposed FY 2019 - 2020
SAAO Tier II Salary Ranges**

Tab 7.2A
Page 6

Unit/College Name	Working Title	FY 2019-20 Minimum	FY 2019-20 50th Percentile	FY 2019-20 75th Percentile	FY 2019-20 Maximum
College of Agriculture & Life Sciences	Senior Director of Development, Food Animal Systems	\$79,719	\$101,753	\$111,607	\$143,526
College of Agriculture & Life Sciences	Director of Gift Planning	\$72,472	\$92,503	\$101,461	\$130,478
College of Agriculture & Life Sciences	Associate Director of North Carolina 4-H Development Fund	\$72,472	\$92,503	\$101,461	\$130,478
College of Agriculture & Life Sciences	Executive Director and Assistant Dean of College Advancement	\$142,305	\$168,049	\$199,227	\$256,206
College of Agriculture & Life Sciences	Director of Development, Plant Sciences	\$65,225	\$83,253	\$91,315	\$117,431
College of Agriculture & Life Sciences	Assistant Director of Development, Foundation	\$65,225	\$83,253	\$91,315	\$117,431
College of Agriculture & Life Sciences	Director of Development, Crop Sciences	\$72,472	\$92,503	\$101,461	\$130,478
College of Agriculture & Life Sciences	Director of Development, North Carolina FFA Foundation	\$72,472	\$92,503	\$101,461	\$130,478
College of Agriculture & Life Sciences	Director of Gifts and Records Management, Agriculture Foundation	\$72,472	\$92,503	\$101,461	\$130,478
College of Agriculture & Life Sciences	Director of Major Gifts, Agriculture Foundation, Western Region	\$72,472	\$92,503	\$101,461	\$130,478
College of Agriculture & Life Sciences	Senior Director of Development	\$79,719	\$101,753	\$111,607	\$143,526
College of Agriculture & Life Sciences	Senior Director of Major and Leadership Gifts, Agriculture Foundation	\$79,719	\$101,753	\$111,607	\$143,526
College of Agriculture & Life Sciences	Senior Director of Development, Plant Sciences	\$79,719	\$101,753	\$111,607	\$143,526
College of Agriculture & Life Sciences	Executive Director - CALS Agricultural Foundation	\$79,719	\$101,753	\$111,607	\$143,526
College of Agriculture & Life Sciences	Assistant Director of CALS Alumni & Friends Society	\$52,365	\$65,359	\$73,310	\$94,277
College of Agriculture & Life Sciences	Executive Director of Alumni & External Relations, Agriculture Foundation	\$97,508	\$113,077	\$136,511	\$175,553
College of Agriculture & Life Sciences	Assoc Dir of Academic Prgms and Asst Dean for Diversity, Outreach & Engagement	\$149,745	\$183,332	\$209,642	\$269,600
College of Agriculture & Life Sciences	NC Plant Sciences Initiative Launch Director	\$142,750	\$173,225	\$199,850	\$257,007
College of Agriculture & Life Sciences	Associate Dean for Research CALS; Director NCARS	\$174,472	\$211,719	\$244,261	\$314,120
College of Agriculture & Life Sciences	Assistant Dean for Business Operations	\$110,662	\$144,966	\$154,926	\$199,235
College of Agriculture & Life Sciences	Director of Budgets and Planning	\$70,085	\$86,426	\$98,120	\$126,182
College of Agriculture & Life Sciences	Assistant Dean for Human Resources	\$91,729	\$111,273	\$128,420	\$165,148
College of Agriculture & Life Sciences	Director of Marketing and Communications, NCCES	\$74,509	\$85,801	\$104,312	\$134,146
College of Agriculture & Life Sciences	Associate Dean & Director Extension	\$174,472	\$211,719	\$244,261	\$314,120
College of Agriculture & Life Sciences	Director of Marketing & Communications	\$95,797	\$110,316	\$134,116	\$172,473
College of Design	Associate Dean	\$118,309	\$150,229	\$165,633	\$213,004
College of Design	Assoc Director of Development	\$44,229	\$51,888	\$61,921	\$79,630

**NC State University
Proposed FY 2019 - 2020
SAAO Tier II Salary Ranges**

Tab 7.2A
Page 7

Unit/College Name	Working Title	FY 2019-20 Minimum	FY 2019-20 50th Percentile	FY 2019-20 75th Percentile	FY 2019-20 Maximum
College of Design	Assistant Dean for Finance and Administration	\$99,595	\$130,470	\$139,434	\$179,312
College of Design	Assistant Dean for Student and Academic Services	\$86,043	\$109,258	\$120,460	\$154,912
College of Design	Assistant Director of Development	\$53,619	\$68,788	\$75,066	\$96,535
College of Design	Associate Dean of Operations	\$118,309	\$150,229	\$165,633	\$213,004
College of Design	Assistant Dean for Research and Extension	\$96,798	\$122,915	\$135,518	\$174,276
College of Education	Executive Director and Associate Dean of the College of Education	\$157,041	\$197,418	\$219,857	\$282,736
College of Education	Associate Director of Development	\$65,225	\$83,253	\$91,315	\$117,431
College of Education	Associate Dean for Academic Affairs	\$143,954	\$180,967	\$201,536	\$259,175
College of Education	Associate Dean for Research and Innovation	\$143,954	\$180,967	\$201,536	\$259,175
College of Education	Assistant Dean for Professional Education and Accreditation	\$117,781	\$148,064	\$164,893	\$212,052
College of Education	Assistant Dean for Finance	\$99,595	\$130,470	\$139,434	\$179,312
College of Education	Director of Marketing & Communications	\$74,509	\$85,801	\$104,312	\$134,146
College of Education	Assistant Dean Academic Affairs	\$101,256	\$117,331	\$141,759	\$182,301
College of Engineering	Associate Dean for Undergraduate Affairs	\$182,441	\$239,616	\$255,417	\$328,466
College of Engineering	Asst Dean for Development and College Relations and Exec Director of the NC State Eng Foundation	\$140,844	\$163,333	\$197,182	\$253,576
College of Engineering	Associate Dean for Faculty Development	\$182,441	\$239,616	\$255,417	\$328,466
College of Engineering	Associate Dean of Graduate and International Programs	\$182,441	\$239,616	\$255,417	\$328,466
College of Engineering	Director of External Relations	\$63,184	\$74,126	\$88,458	\$113,757
College of Engineering	Director of Marketing and Communications	\$85,153	\$98,059	\$119,214	\$153,309
College of Engineering	Director of Engagement and External Relations	\$81,683	\$104,057	\$114,356	\$147,061
College of Engineering	Assistant Dean Academic Affairs	\$132,684	\$174,267	\$185,758	\$238,885
College of Engineering	Associate Director of Annual Giving and Prospect Development	\$52,365	\$65,359	\$73,310	\$94,277
College of Engineering	Senior Director of Development	\$79,719	\$101,753	\$111,607	\$143,526
College of Engineering	Director of Development	\$79,719	\$101,753	\$111,607	\$143,526
College of Engineering	Director of Development	\$79,719	\$101,753	\$111,607	\$143,526
College of Engineering	Executive Director of Major Gifts and Campaign Planning	\$108,342	\$125,641	\$151,678	\$195,058
College of Engineering	Director of Development	\$72,472	\$92,503	\$101,461	\$130,478

NC State University
Proposed FY 2019 - 2020
SAAO Tier II Salary Ranges

Tab 7.2A
Page 8

Unit/College Name	Working Title	FY 2019-20 Minimum	FY 2019-20 50th Percentile	FY 2019-20 75th Percentile	FY 2019-20 Maximum
College of Engineering	Assistant Dean for Finance and Business Management	\$110,662	\$144,966	\$154,926	\$199,235
College of Engineering	Assistant Dean for Personnel and Administration	\$91,729	\$111,273	\$128,420	\$165,148
College of Natural Resources	Associate Dean for Diversity and Inclusion	\$123,956	\$135,268	\$173,539	\$223,171
College of Natural Resources	Director of Development	\$65,225	\$83,253	\$91,315	\$117,431
College of Natural Resources	Assistant Dean for College Advancement	\$119,176	\$138,205	\$166,846	\$214,564
College of Natural Resources	Assistant Dean for Finance and Business	\$99,595	\$130,470	\$139,434	\$179,312
College of Natural Resources	Director of Marketing & Communications	\$74,509	\$85,801	\$104,312	\$134,146
College of Natural Resources	Executive Director of Forest Assets	\$97,508	\$113,077	\$136,511	\$175,553
College of Natural Resources	Assistant Director of Annual Giving and Prospect Management	\$39,740	\$52,585	\$55,636	\$71,548
College of Natural Resources	Associate Dean for Academic Affairs	\$140,348	\$150,298	\$196,487	\$252,682
College of Natural Resources	Associate Dean for Research	\$140,348	\$150,298	\$196,487	\$252,682
College of Natural Resources	Associate Dean for Extension & Department Extension	\$126,313	\$135,268	\$176,838	\$227,414
College of Humanities & Social Sciences	Assistant Dean of Finance and Administration	\$110,662	\$144,966	\$154,926	\$199,235
College of Humanities & Social Sciences	Director of Donor and Alumni Relations	\$52,365	\$65,359	\$73,310	\$94,277
College of Humanities & Social Sciences	Assistant Dean of Undergraduate Programs	\$90,005	\$104,294	\$126,008	\$162,046
College of Humanities & Social Sciences	Associate Dean for Academic Affairs	\$122,668	\$160,081	\$171,735	\$220,851
College of Humanities & Social Sciences	Associate Dean for Research and Engagement	\$122,668	\$160,081	\$171,735	\$220,851
College of Humanities & Social Sciences	Assistant Dean of Diversity Programs and Faculty/Staff Diversity	\$149,745	\$183,332	\$209,642	\$269,600
College of Humanities & Social Sciences	Assistant Dean for Interdisciplinary Studies and International Programs	\$101,256	\$117,331	\$141,759	\$182,301
College of Sciences	Associate Director of Alumni and Donor Relations	\$52,365	\$65,359	\$73,310	\$94,277
College of Sciences	Assistant Dean of College Advancement	\$140,844	\$163,333	\$197,182	\$253,576
College of Sciences	Senior Associate Dean	\$170,748	\$201,249	\$239,047	\$307,414
College of Sciences	Director of Alumni and Donor Relations	\$57,601	\$71,895	\$80,641	\$103,705
College of Sciences	Assistant Dean for Academic Programs, Student Diversity and Engagement	\$113,832	\$134,166	\$159,364	\$204,943
College of Sciences	Assistant Dean for Culture, Talent and Human Resources	\$91,729	\$111,273	\$128,420	\$165,148
College of Sciences	Assistant Dean for Business Operations	\$110,662	\$144,966	\$154,926	\$199,235
College of Sciences	Director of Development	\$79,719	\$101,753	\$111,607	\$143,526

**NC State University
Proposed FY 2019 - 2020
SAAO Tier II Salary Ranges**

Tab 7.2A
Page 9

Unit/College Name	Working Title	FY 2019-20 Minimum	FY 2019-20 50th Percentile	FY 2019-20 75th Percentile	FY 2019-20 Maximum
College of Sciences	Director of Development, College of Sciences	\$79,719	\$101,753	\$111,607	\$143,526
College of Sciences	Associate Dean of Academic Affairs	\$156,519	\$184,478	\$219,126	\$281,796
College of Sciences	Associate Dean for Research	\$156,519	\$184,478	\$219,126	\$281,796
College of Textiles	Assistant Dean for Finance and Administration	\$99,595	\$130,470	\$139,434	\$179,312
College of Textiles	Director of Development	\$72,472	\$92,503	\$101,461	\$130,478
College of Textiles	Executive Director North Carolina Textile Foundation	\$119,176	\$138,205	\$166,846	\$214,564
College of Textiles	Associate Dean for Industry Research & Extension	\$142,290	\$167,708	\$199,206	\$256,178
College of Textiles	Marketing and Communications Director	\$74,509	\$85,801	\$104,312	\$134,146
College of Textiles	Assistant Director for Annual Giving and Prospect Development	\$39,740	\$52,585	\$55,636	\$71,548
College of Textiles	Associate Dean for Research	\$142,290	\$167,708	\$199,206	\$256,178
College of Textiles	Assistant Dean for IT and Facilities Site Director	\$78,683	\$100,482	\$110,156	\$141,661
College of Textiles	Assistant Dean for Academic Programs and Student Affairs	\$90,005	\$104,294	\$126,008	\$162,046
College of Textiles	Associate Dean for Academic Programs	\$142,290	\$167,708	\$199,206	\$256,178
College of Textiles	Director of Development, Major Gifts	\$65,225	\$83,253	\$91,315	\$117,431
College of Veterinary Medicine	Executive Director of Development	\$79,719	\$101,753	\$111,607	\$143,526
College of Veterinary Medicine	Director of Development	\$72,472	\$92,503	\$101,461	\$130,478
College of Veterinary Medicine	Assistant Dean for Human Resources	\$83,390	\$101,157	\$116,745	\$150,135
College of Veterinary Medicine	Assistant Dean, Business & Finance	\$99,595	\$130,470	\$139,434	\$179,312
College of Veterinary Medicine	Director of Communications and Marketing	\$85,153	\$98,059	\$119,214	\$153,309
College of Veterinary Medicine	Director of Development, Major Gifts	\$72,472	\$92,503	\$101,461	\$130,478
College of Veterinary Medicine	Associate Dean of College Advancement	\$130,010	\$150,769	\$182,014	\$234,070
College of Veterinary Medicine	Associate Dean & Director of Academic Affairs	\$174,826	\$206,358	\$244,756	\$314,757
College of Veterinary Medicine	Associate Dean and Director of Research and Graduate Studies	\$174,826	\$206,358	\$244,756	\$314,757
College of Veterinary Medicine	Associate Dean and Director, Veterinary Medical Services	\$174,826	\$206,358	\$244,756	\$314,757
College of Veterinary Medicine	Assistant Dean of Student Development	\$143,039	\$168,839	\$200,255	\$257,528
College of Veterinary Medicine	Major Gifts Officer	\$63,184	\$74,126	\$88,458	\$113,757
Poole College of Management	Director of Development	\$65,225	\$83,253	\$91,315	\$117,431

**NC State University
Proposed FY 2019 - 2020
SAAO Tier II Salary Ranges**

Tab 7.2A
Page 10

Unit/College Name	Working Title	FY 2019-20 Minimum	FY 2019-20 50th Percentile	FY 2019-20 75th Percentile	FY 2019-20 Maximum
Poole College of Management	Assistant Dean, Finance & Administration	\$99,595	\$130,470	\$139,434	\$179,312
Poole College of Management	Director of Development	\$65,225	\$83,253	\$91,315	\$117,431
Poole College of Management	Director of Alumni Relations and Special Events	\$52,365	\$65,359	\$73,310	\$94,277
Poole College of Management	Executive Director of College Advancement	\$119,176	\$138,205	\$166,846	\$214,564
Poole College of Management	Associate Dean for Faculty and Academic Affairs	\$209,676	\$245,994	\$293,546	\$377,501
Poole College of Management	Assistant Vice Provost and Executive Director of the Entrepreneurship Clinic	\$98,985	\$113,412	\$138,579	\$178,212
Poole College of Management	Associate Dean for Graduate Programs & Research	\$209,676	\$245,994	\$293,546	\$377,501
Poole College of Management	Assistant Dean, Jenkins MBA Program	\$115,269	\$145,119	\$161,376	\$207,530
Poole College of Management	Associate Dean of Undergraduate Programs	\$188,708	\$221,394	\$264,192	\$339,751
Division of Academic & Student Affairs	Student Ombuds	\$98,985	\$113,412	\$138,579	\$178,212
Division of Academic & Student Affairs	Assistant Vice Chancellor and Chief of Staff	\$110,313	\$134,378	\$154,439	\$198,608
Division of Academic & Student Affairs	Associate Vice Chancellor for Business Administration	\$123,731	\$141,765	\$173,224	\$222,765
Division of Academic & Student Affairs	Assistant Vice Chancellor for Finance	\$99,595	\$130,470	\$139,434	\$179,312
Division of Academic & Student Affairs	Assistant Vice Chancellor for Human Resources	\$83,390	\$101,157	\$116,745	\$150,135
Division of Academic & Student Affairs	Executive Director of College Advancement	\$97,508	\$113,077	\$136,511	\$175,553
Division of Academic & Student Affairs	Assoc Director of Development	\$53,619	\$68,788	\$75,066	\$96,535
Division of Academic & Student Affairs	Director of Marketing & Communications	\$74,509	\$85,801	\$104,312	\$134,146
Division of Academic & Student Affairs	Assistant Dean and Director of the Academic Support Program for Student Athletes	\$111,377	\$122,582	\$155,928	\$200,523
Division of Academic & Student Affairs	Associate Vice Chancellor, University College and Director for Academic Advising	\$126,072	\$153,575	\$176,501	\$226,981
Division of Academic & Student Affairs	Assistant Vice Chancellor of Pathways Programs, TRIO	\$118,193	\$143,977	\$165,470	\$212,795
Division of Academic & Student Affairs	Director of Facilities Planning and Management	\$105,612	\$125,263	\$147,857	\$190,144
Division of Academic & Student Affairs	Executive Director for the Arts	\$132,215	\$129,121	\$185,101	\$238,040
Division of Academic & Student Affairs	Director of Development for ARTS NC STATE	\$65,225	\$83,253	\$91,315	\$117,431
Division of Academic & Student Affairs	Assistant Director of Development, Arts Development	\$53,619	\$68,788	\$75,066	\$96,535
Division of Academic & Student Affairs	Senior Associate Vice Chancellor for Student Development, Health, and Wellness	\$157,591	\$191,969	\$220,627	\$283,726
Division of Academic & Student Affairs	Executive Director, Counseling & Prevention Services	\$117,357	\$147,063	\$164,300	\$211,290
Division of Academic & Student Affairs	Director, Student Health Services	\$130,564	\$160,322	\$182,790	\$235,068

**NC State University
Proposed FY 2019 - 2020
SAAO Tier II Salary Ranges**

Tab 7.2A
Page 11

Unit/College Name	Working Title	FY 2019-20 Minimum	FY 2019-20 50th Percentile	FY 2019-20 75th Percentile	FY 2019-20 Maximum
Division of Academic & Student Affairs	Associate Vice Provost for Student Leadership and Engagement	\$96,559	\$115,909	\$135,182	\$173,844
Division of Academic & Student Affairs	Senior Associate Dean, University College	\$112,507	\$130,367	\$157,509	\$202,557
Division of Academic & Student Affairs	Assistant Dean for the University College and Director for Academic Advising	\$99,503	\$117,852	\$139,304	\$179,144
NCSU Libraries	Senior Vice Provost and Director of Libraries	\$189,158	\$239,953	\$264,821	\$340,560
NCSU Libraries	Asst Director of Development	\$56,866	\$66,714	\$79,612	\$102,381
NCSU Libraries	Director, Finance and Business	\$99,595	\$130,470	\$139,434	\$179,312
NCSU Libraries	Director of Development, Major Gifts	\$65,225	\$83,253	\$91,315	\$117,431
NCSU Libraries	Executive Director of Development	\$97,508	\$113,077	\$136,511	\$175,553
NCSU Libraries	Deputy Director of Libraries	\$113,475	\$136,985	\$158,866	\$204,301
External Affairs, Partnerships & Economic Development	Assistant to the Chancellor for External Affairs	\$153,793	\$178,948	\$215,311	\$276,889
External Affairs, Partnerships & Economic Development	Associate Vice Chancellor, Partnerships and Economic Development	\$141,156	\$183,420	\$197,618	\$254,137
External Affairs, Partnerships & Economic Development	Assistant Vice Chancellor / State Director, SBTDC	\$125,472	\$163,040	\$175,661	\$225,900
Office of General Counsel	Associate General Counsel	\$142,497	\$144,857	\$199,496	\$256,552
Office of General Counsel	Associate General Counsel	\$142,497	\$144,857	\$199,496	\$256,552
Office of General Counsel	Senior Associate General Counsel for Business Ventures	\$155,451	\$158,025	\$217,632	\$279,875
Office of General Counsel	Associate General Counsel	\$142,497	\$144,857	\$199,496	\$256,552
Office of General Counsel	Associate General Counsel	\$103,634	\$105,350	\$145,088	\$186,583
Office of General Counsel	Assistant General Counsel	\$103,634	\$105,350	\$145,088	\$186,583
Office of General Counsel	Deputy General Counsel	\$234,968	\$249,560	\$328,955	\$423,036
Office of General Counsel	University Compliance Manager	\$101,471	\$109,740	\$142,059	\$182,688
Office of General Counsel	University Records Officer	\$76,103	\$82,305	\$106,544	\$137,016
Division of Enrollment Management & Services	Associate Vice Provost and Director of Undergraduate Admissions	\$138,151	\$162,978	\$193,412	\$248,728
Division of Enrollment Management & Services	Associate Vice Provost for Enrollment Systems and Operations	\$99,384	\$130,109	\$139,137	\$178,931
Division of Enrollment Management & Services	Associate Vice Provost and Director of Communication	\$94,800	\$111,972	\$132,720	\$170,678
Division of Enrollment Management & Services	Senior Vice Provost for Enrollment Management and Services	\$203,747	\$227,777	\$285,245	\$366,825
Division of Enrollment Management & Services	Assistant Vice Provost, Financial Operations and Audit	\$99,595	\$130,470	\$139,434	\$179,312
Division of Enrollment Management & Services	Associate Vice Provost of Enrollment Management and Director of Scholarship and Financial Aid	\$129,619	\$149,298	\$181,466	\$233,366

**NC State University
Proposed FY 2019 - 2020
SAAO Tier II Salary Ranges**

Tab 7.2A
Page 12

Unit/College Name	Working Title	FY 2019-20 Minimum	FY 2019-20 50th Percentile	FY 2019-20 75th Percentile	FY 2019-20 Maximum
Academic Outreach & Entrepreneurship	Associate Vice Provost, Online and Distance Education	\$130,125	\$123,137	\$182,174	\$234,276
Academic Outreach & Entrepreneurship	Associate Vice Provost, Academic Technology Innovation	\$113,672	\$141,127	\$159,140	\$204,655
Academic Outreach & Entrepreneurship	Associate Vice Provost for Marketing and Partnership Development	\$123,618	\$116,981	\$173,066	\$222,562
Academic Outreach & Entrepreneurship	Asst Vice Provost and Managing Director for NC State Entrepreneurship Alliance	\$98,985	\$113,412	\$138,579	\$178,212
Academic Outreach & Entrepreneurship	Assistant Vice Provost, Business Operations	\$110,662	\$144,966	\$154,926	\$199,235
Academic Outreach & Entrepreneurship	Senior Vice Provost for Academic Outreach and Entrepreneurship	\$218,301	\$243,382	\$305,621	\$393,029
Institute for Emerging Issues	Director of Development	\$65,225	\$83,253	\$91,315	\$117,431
Institute for Emerging Issues	Annual Gifts Director	\$56,866	\$66,714	\$79,612	\$102,381
Institute for Emerging Issues	Director, IEI and Vice Provost for Outreach and Engagement	\$199,955	\$243,194	\$279,938	\$360,000
Office of Institutional Equity & Diversity	Associate Vice Provost for Diversity Engagement, Training and Education	\$88,915	\$112,773	\$124,481	\$160,083
Office of Institutional Equity & Diversity	Assistant Vice Provost, Student Diversity	\$80,832	\$102,521	\$113,165	\$145,530
Office of Institutional Equity & Diversity	Associate Vice Provost for Equal Opportunity and Deputy Title IX Coordinator	\$88,915	\$112,773	\$124,481	\$160,083
Office of Institutional Equity & Diversity	Assistant Equal Opportunity Officer	\$72,749	\$92,269	\$101,848	\$130,977
Office of Institutional Equity & Diversity	Vice Provost for Institutional Equity and Diversity	\$131,455	\$180,705	\$184,037	\$236,671
Office of Global Engagement	Associate Vice Provost, Director External Relations and Development	\$86,673	\$100,513	\$121,343	\$156,047
Office of Global Engagement	Vice Provost for International Affairs	\$187,465	\$227,053	\$262,451	\$337,511
Office of Global Engagement	Associate Vice Provost of the Global Training Initiative	\$76,827	\$92,642	\$107,558	\$138,319
Vice Chancellor for Finance & Administration	Executive Director, University Business Operations	\$110,662	\$144,966	\$154,926	\$199,235
Vice Chancellor for Finance & Administration	Director of Operations, Analysis and Planning	\$110,662	\$144,966	\$154,926	\$199,235
Environmental Health & Public Safety	Director of Security Applications & Technology	\$115,612	\$141,512	\$161,856	\$208,147
Environmental Health & Public Safety	Director of Transportation	\$121,512	\$147,266	\$170,117	\$218,770
Environmental Health & Public Safety	Police Chief	\$154,928	\$187,042	\$216,900	\$278,933
Environmental Health & Public Safety	Associate Vice Chancellor for Environmental Health & Public Safety	\$185,914	\$224,450	\$260,279	\$334,719
Environmental Health & Public Safety	Radiation Safety Officer/Assistant Director of EH&S	\$89,561	\$110,363	\$125,385	\$161,245
Environmental Health & Public Safety	Director of Risk Management	\$115,558	\$132,686	\$161,782	\$208,051
Environmental Health & Public Safety	Director, Environmental Health and Safety	\$137,785	\$169,789	\$192,900	\$248,069
Environmental Health & Public Safety	Manager of Environmental Affairs	\$82,671	\$101,873	\$115,740	\$148,841

**NC State University
Proposed FY 2019 - 2020
SAAO Tier II Salary Ranges**

Tab 7.2A
Page 13

Unit/College Name	Working Title	FY 2019-20 Minimum	FY 2019-20 50th Percentile	FY 2019-20 75th Percentile	FY 2019-20 Maximum
University Real Estate & Development	Director of Real Estate	\$118,941	\$136,107	\$166,518	\$214,142
University Real Estate & Development	Associate Vice Chancellor for University Real Estate Operations	\$190,306	\$217,771	\$266,429	\$342,628
University Real Estate & Development	Director of Centennial Campus Real Estate	\$118,941	\$136,107	\$166,518	\$214,142
Facilities Division	Associate Vice Chancellor for Facilities	\$207,628	\$256,119	\$290,679	\$373,813
Facilities Division	Director for Capital Project Management	\$147,494	\$142,024	\$206,491	\$265,547
Facilities Division	University Architect	\$155,602	\$164,266	\$217,842	\$280,145
Facilities Division	Senior Director, Facilities Services	\$147,494	\$142,024	\$206,491	\$265,547
Facilities Division	Senior Director, Energy Systems	\$130,000	\$149,532	\$181,999	\$234,051
Budget & Resource Management	Associate Vice Chancellor for Budget & Resource Management	\$170,686	\$204,557	\$238,960	\$307,302
Budget & Resource Management	Assistant Budget Director, Operations	\$72,472	\$92,503	\$101,461	\$130,478
Budget & Resource Management	Assistant Budget Director, Reporting	\$72,472	\$92,503	\$101,461	\$130,478
Budget & Resource Management	Associate Director and University Budget Deputy Director	\$126,474	\$150,602	\$177,063	\$227,703
Budget & Resource Management	Director of Cost Analysis	\$103,076	\$118,846	\$144,306	\$185,578
Campus Enterprises	Associate Vice Chancellor for Campus Enterprises	\$179,788	\$200,306	\$251,703	\$323,691
Campus Enterprises	Senior Director of Administrative Services	\$99,595	\$130,470	\$139,434	\$179,312
Campus Enterprises	Senior Director of Hospitality Services	\$128,420	\$155,866	\$179,788	\$231,208
Campus Enterprises	Senior Director for Auxiliary Services	\$125,852	\$140,214	\$176,192	\$226,583
Campus Enterprises	Director, NC State Trademark & Licensing	\$66,353	\$86,550	\$92,894	\$119,461
Campus Enterprises	Director of NC State Bookstores	\$91,430	\$108,588	\$128,002	\$164,610
Human Resources	Associate Vice Chancellor for University Human Resources	\$220,147	\$260,013	\$308,206	\$396,353
Human Resources	Assistant Vice Chancellor, HR Operations	\$125,207	\$164,570	\$175,290	\$225,423
Human Resources	Assistant Vice Chancellor, HR Strategy	\$125,207	\$164,570	\$175,290	\$225,423
Human Resources	Director of Human Resources Information Management	\$120,939	\$141,596	\$169,315	\$217,739
Human Resources	Director of Talent Acquisition and Employment	\$93,090	\$123,760	\$130,326	\$167,599
Human Resources	Director, Executive Search Services	\$85,699	\$92,493	\$119,978	\$154,292
Human Resources	Director of Classification & Compensation	\$124,746	\$124,938	\$174,645	\$224,593
Human Resources	Director of Employee Benefits & Programs	\$98,380	\$112,580	\$137,733	\$177,124

NC State University
Proposed FY 2019 - 2020
SAAO Tier II Salary Ranges

Tab 7.2A
Page 14

Unit/College Name	Working Title	FY 2019-20 Minimum	FY 2019-20 50th Percentile	FY 2019-20 75th Percentile	FY 2019-20 Maximum
Human Resources	Director of Learning and Organizational Development	\$112,556	\$119,912	\$157,579	\$202,646
Finance Division	Associate Vice Chancellor for Finance and University Treasurer	\$237,696	\$254,189	\$332,774	\$427,947
Finance Division	Senior Director, Strategic Debt and Financial Management	\$118,125	\$150,539	\$165,375	\$212,672
Finance Division	Director, University Cashier	\$102,341	\$126,852	\$143,277	\$184,254
Finance Division	Foundations Controller	\$103,540	\$117,545	\$144,956	\$186,413
Finance Division	Senior Director - Foundations Accounting & Investments	\$145,385	\$185,279	\$203,538	\$261,750
Finance Division	Director of Investments	\$127,211	\$162,119	\$178,096	\$229,032
Finance Division	Director, Materials Management	\$137,154	\$154,722	\$192,016	\$246,933
Finance Division	Associate University Controller	\$103,540	\$117,545	\$144,956	\$186,413
Finance Division	University Controller	\$153,268	\$173,140	\$214,575	\$275,943
Finance Division	Financial Reporting Director	\$92,035	\$104,484	\$128,849	\$165,700
Finance Division	Director of Payroll	\$102,100	\$124,697	\$142,939	\$183,820
Finance Division	Director of Contracts and Grants	\$145,768	\$162,270	\$204,075	\$262,441
Office of Information Technology	Chief Information Security Officer	\$154,149	\$188,682	\$215,808	\$277,529
Office of Information Technology	Assistant Vice Chancellor for Technology Support Services	\$122,130	\$155,020	\$170,982	\$219,882
Office of Information Technology	Assistant Vice Chancellor of Enterprise Application Services	\$139,617	\$193,297	\$195,463	\$251,366
Office of Information Technology	Assistant Vice Chancellor for Communication Technology	\$127,071	\$169,938	\$177,899	\$228,778
Office of Information Technology	Assistant Vice Chancellor for Shared Services	\$167,155	\$190,394	\$234,017	\$300,946
Office of Information Technology	Director of Platform Services	\$114,695	\$142,151	\$160,573	\$206,497

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 2018-19:

- 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	54
Endowment Fund of NCSU	0	0
Natural Resources Foundation	1	1
Pulp and Paper Foundation	1	3
NC Textiles Foundation	0	2
TOTALS	17	60

Undergraduate Admissions

Special Consideration Process Update

Louis Hunt

Senior Vice Provost

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 980 (EBRW and Math)
 - SAT EBRW less than 470
 - SAT Math less than 460



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
 - Faculty Athletics Representative
- Each case is individually reviewed in detail
- Additional materials may be required from internal or external sources



Selection Results

2014 – 2018 Cohorts



Admissions Data

All Freshmen

	2014	2015	2016	2017	2018
Enrolled	4374	4210	4227	4657	4,845
High School GPA	4.45	4.44	4.53	4.54	4.59
SAT Total	1248	1250	1261	1309	1320
SAT EBRW	607	610	616	647	650
SAT Math	641	641	644	662	670
ACT	28	29	29	29	29

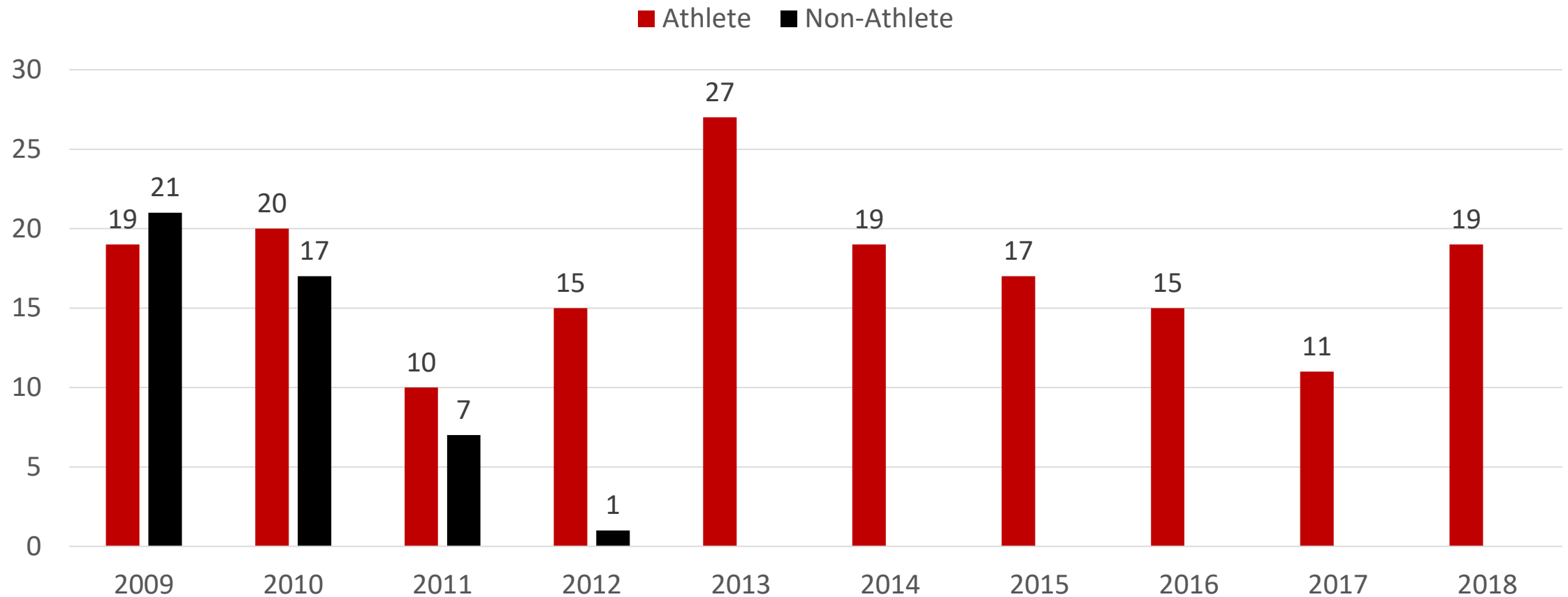
Admissions Data

Special Consideration Cases

	2014	2015	2016	2017	2018
Enrolled	19	17	15	11	19
High School GPA	3.08	3.03	2.72	2.96	2.98
SAT Total	827	836	873	878	938
SAT EBRW	401	389	425	430	473
SAT Math	426	447	448	448	465
ACT	17	17	18	19	20

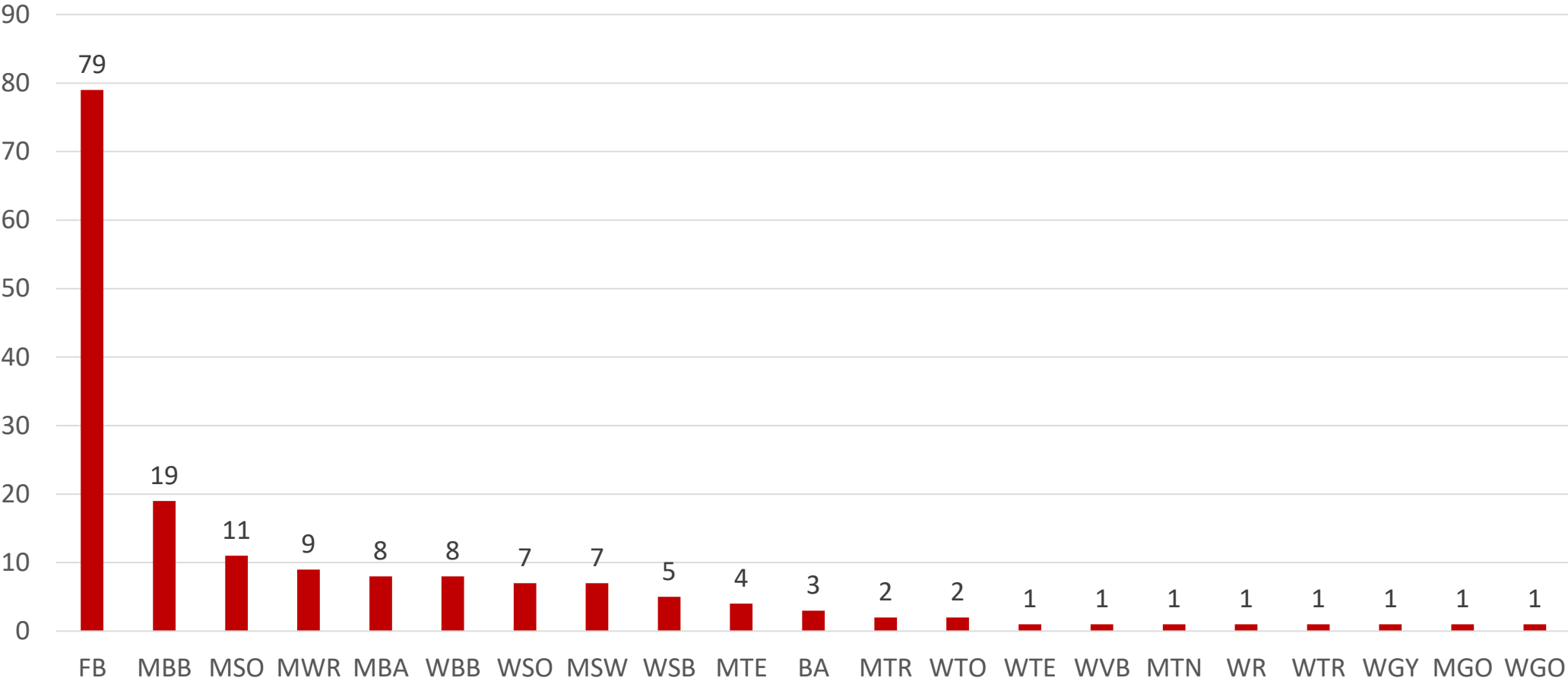
Special Consideration

Ten-Year Enrollment



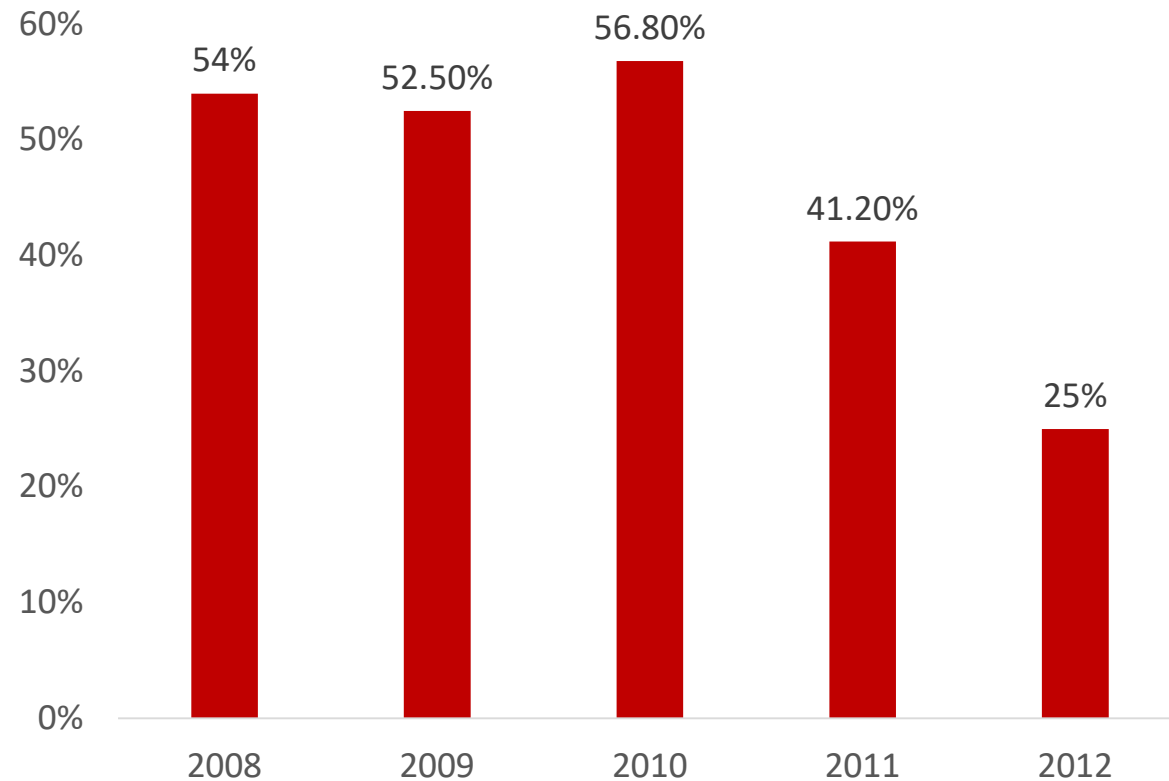
Special Consideration by Sport

Ten-Year Enrollment



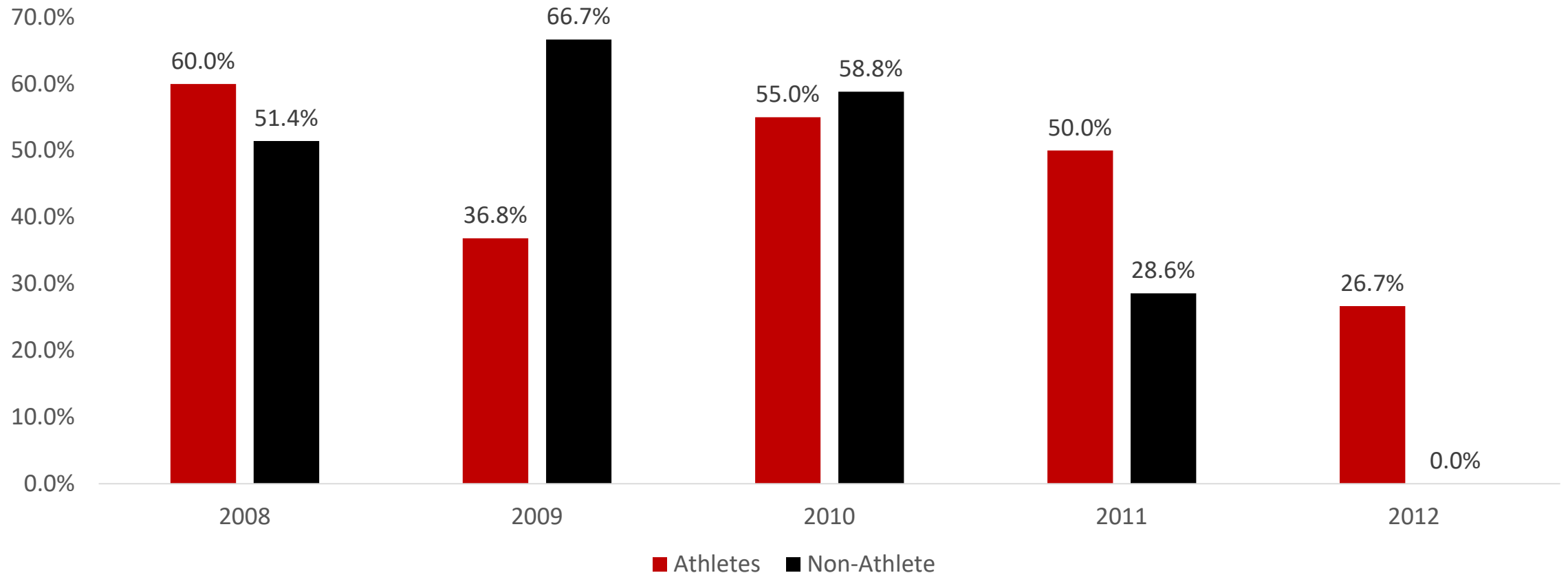
Academic Performance of Special Consideration Cohorts

Graduation Rates of Students Admitted through Special Consideration



Year	Athletes	Non-Athletes	Total
2008	15	35	50
2009	19	21	40
2010	20	17	37
2011	10	7	17
2012	15	1	16

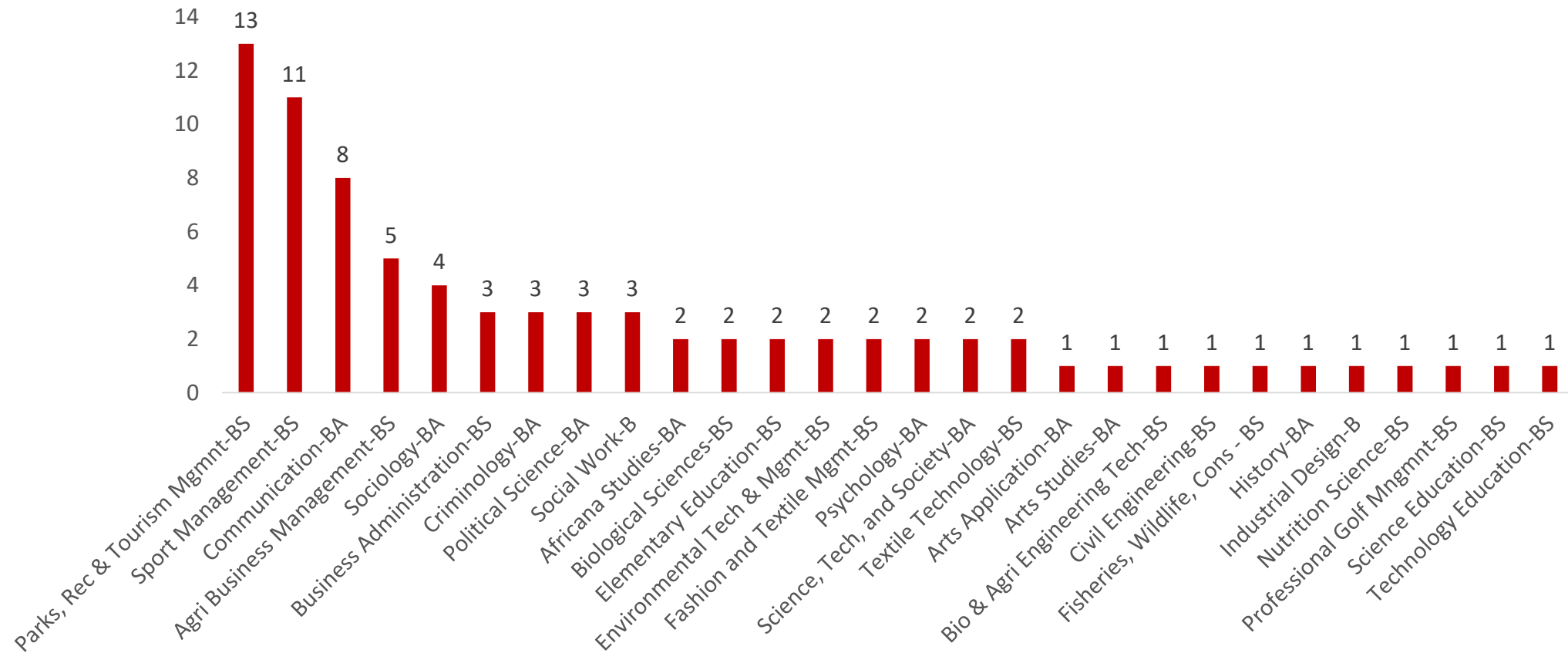
Graduation Rates of Students Admitted through Special Consideration



Ten-Year Enrollment Update

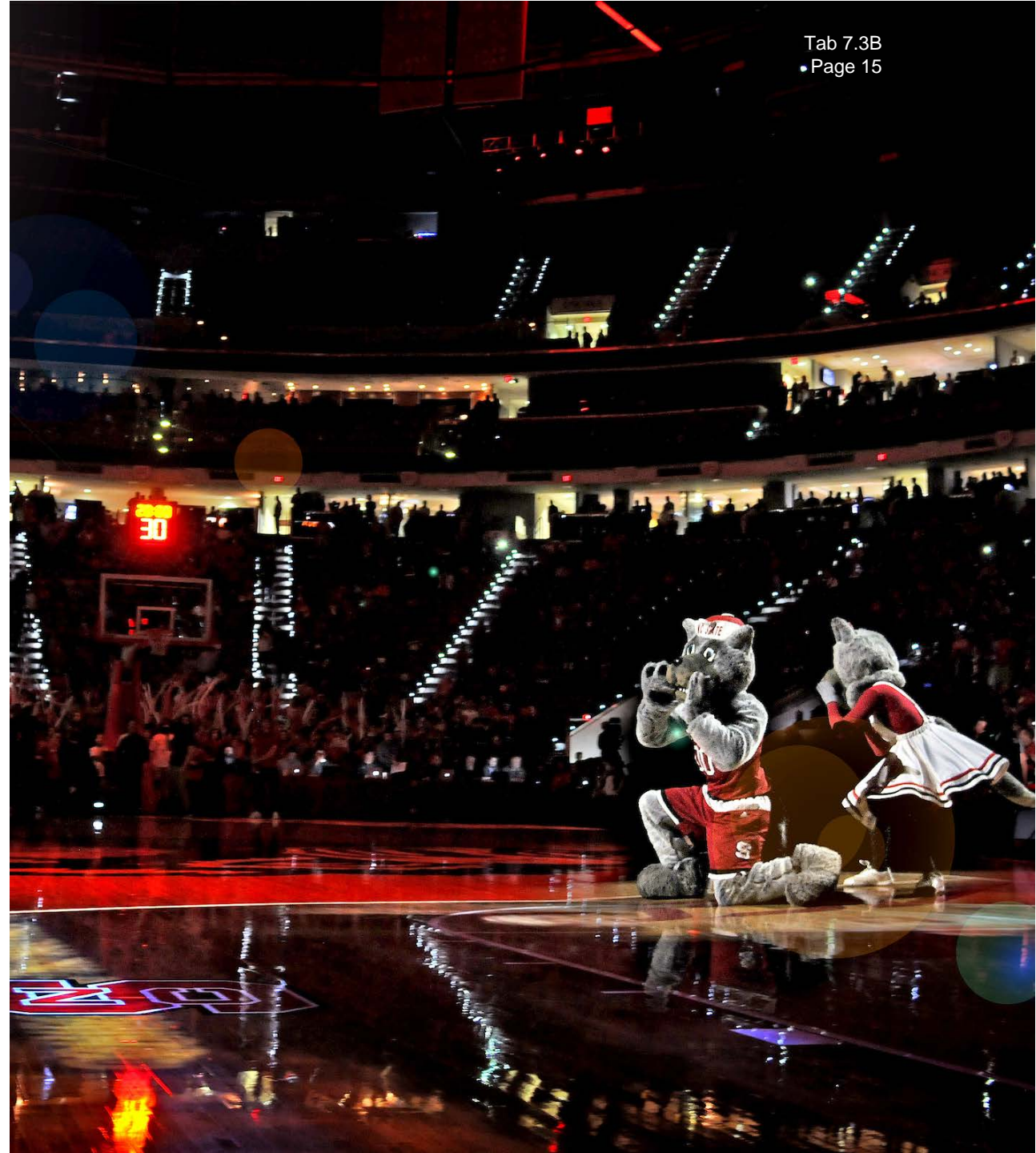
Year	Enrolled	Graduated	Suspended	Went Professional	Withdrew	Total
2009	1	7	5	1	5	19
2010	0	11	3	1	5	20
2011	0	5	1	0	4	10
2012	0	4	0	1	10	15
2013	1	14	0	0	12	27
2014	2	7	0	0	10	19
2015	6	3	0	1	7	17
2016	10	0	0	0	5	15
2017	5	0	0	0	6	11
2018	16	0	0	0	3	19

Graduation Rates of Students Admitted through Special Consideration 2008 – 2012 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
Annual Human Resources Compliance Report – FY 2017-18

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 by the Chancellor and then shared with the institution's Board of Trustees as an information item 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. In addition, past reports required approval by the Board of Trustees; however the UNC System Office has recently determined that approval is no longer required.

NC State's Annual Human Resources Compliance Report for Fiscal Year 2017-18 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 IRIT 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: EHRA IRIT Position Actions
- Part 5: Harassment Complaints
- Part 6: Report of Hiring Activity
- Part 7: Certification of Board of Trustees Approval of Parts 1 - 4

The university's FY 2017-18 report should be submitted to the UNC System Office by no later than **May 31, 2019**.

Annual Human Resources Compliance Report
PART 1: SAAO Tier I Non-Salary Compensation FY 2017-2018

Employee Name	CUPA Classification Code and Title	Senior Academic and Administrative (SAAO) Tier I Title	Was this position created or substantially modified this fiscal year? Y/N	Non-Salary Compensation (in dollars)					
				Athletic Tickets	Club Membership	Clinical Fac Benefits	Moving Expenses	Temporary Housing	Personal Vehicle
Arden, Warwick	102000: Executive Vice Chancellor	Executive Vice Chancellor and Provost	N		\$ 308				
Braden, Jeffery	153220: Dean Humanities	Dean - Humanities and Social Sciences	N						
Danowitz, Mary Ann	153120: Dean Education	Dean - Education	N						
Douglass, Scott	107000: Chief Business Officer	Vice Chancellor for Finance and Administration	N						
Goldgeier, Eileen	137000: Chief Legal Affairs Officer	Vice Chancellor and General Counsel	N						
Harries, Peter	153190: Dean Graduate School	Dean - Graduate School	N						
Hinks, David	999999: No CUPA Match	Dean - Textiles	N						
Hoit, Marc	129000: Chief Information/IT Officer	Vice Chancellor for Information Technology	N						
Hoversten, Mark	153020: Dean Architecture/Design	Dean - Design	N					\$ 2,000	
Linton, Richard	153010: Dean Agriculture	Dean - Agriculture and Life Sciences	N						
Lunn, David	153410: Dean Veterinary Medicine	Dean - Veterinary Medicine	N						
Martin, Louis	153130: Dean Engineering	Dean - Engineering	N						
McGahan, Mary	153360: Dean Sciences	Dean - Sciences	N						
Mullen, Michael	145000:Chief Student Affairs/Stud Life Officer	Vice Chancellor and Dean for Division of Academic and Student Affairs	N						
Ranft, Annette	153060: Dean Business	Dean - Management	N						
Rebar, Alan	143000: Chief Research Officer	Vice Chancellor for Research and Innovation	N						
Sischo, Brian	113000: Chief Development/Adv Officer	Vice Chancellor for University Advancement	N						\$ 1,436
Vacant	119000: Chief External Affairs Officer	Vice Chancellor for External Affairs, Partnerships and Economic Development	Y						
Watzin, Mary	153170: Dean Forestry & Environ Studies	Dean - Natural Resources	N						
Woodson, W. Randolph	101000: Chief Executive Officer, Single Inst	Chancellor	N						\$ 4,241

INSTRUCTIONS: ☐

List all Senior Academic and Administrative Officer (SAAO) Tier I employees (including chancellor) as of June 30, 2018.
For the non-salary compensation columns, enter the total dollar value of the amount received in FY 17-18 in each category.
Leave cells blank if no compensation was provided to the employee during FY 17-18 in that category.

Total Number of SAAO Tier 1 Employees	Total Amount of Non-Salary Compensation for SAAO Tier 1
20	\$ 7,985.00

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

<input type="checkbox"/>	Our institution used the UNC System Office published Senior Academic and Administrative Officer (SAAO) Tier II salary ranges in FY 17-18.
<input checked="" type="checkbox"/>	Our institution's SAAO Tier II salary ranges and methodology for FY 17-18 are attached.

Attach your institution's SAAO Tier II salary ranges and methodology for FY 17-18 below (Cell B7).



institution's methodology HERE.

EHRA IRIT Salary Ranges (check one)

<input type="checkbox"/>	Our institution used the UNC System Office published, recommended Institutional, Research and Information Technology (IRIT) salary ranges in FY 17-18.
<input checked="" type="checkbox"/>	In lieu of providing IRIT 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 17-18 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

37	Number of faculty reviewed for tenure
36	Number of faculty granted tenure
8	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) 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.

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 B41).



institution's document HERE.

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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If "NO", please briefly explain how you do distinguish between base pay and supplemental pay:

PART 4: EHRA IRIT Position Actions

Does your institution have delegated authority for IRIT position actions?

<input checked="" type="checkbox"/>	YES	My institution has independent IRIT authority to create and reclassify IRIT positions (excepting those that may require special review under periodic legislation, such as the state-mandated Consultation process), with the exception of RADA/CADA position actions which are submitted to UNC System Office for review and approval. Our institution's Annual IRIT Report for FY 17-18 is completed in the Tab Titled "IRIT Annual Report"
<input type="checkbox"/>	NO	My institution does not have delegated authority to create and revise IRIT positions. We submit all requests for new or reclassified IRIT positions to UNC System Office for review and approval.

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

Our institution's Annual IRIT Report for FY 17-18 is completed in the Tab Titled "IRIT Annual Report".

PART 5: Harassment Complaints

Please affirm that your institution has measures in place to track harassment complaints and can provide this information to the System Office upon request. Internal tracking mechanisms should include the following data elements **(which we are only confirming you have prepared, and are not asking that you provide as part of this report):**

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 the System Office, 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 17-18 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 2017-2018. Hiring activity should include competitive events and waivers of recruitment for **permanent positions only** (exclude temporary employees/appointments). *Please note that, starting next fiscal year, campuses will need to report on three separate fields: internal campus hires; hires from other UNC constituent institutions; and external hires.*

Employee Category	Internal Hire Count ^(a)	External Hire Count (including other UNC constituent institutions) ^(b)
EHRA Faculty	47	147
EHRA Senior Academic and Administrative Officer Tier I	2	0
EHRA Senior Academic and Administrative Officer Tier II	15	14
EHRA IRIT	48	259
All Other EHRA Non-Faculty Not Otherwise Categorized	0	0
SHRA Staff	200	516
Grand Totals	312	936

- 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	
I certify that I reviewed and approved <u>NC State University</u> Annual Human Resources Compliance Report for the Fiscal Year ending June 30, 2018 and this report was approved by the Board of Trustees on <u>19-Apr-19</u> .	
Name:	
Chancellor	Date

INSTITUTIONS WITHOUT MANAGEMENT FLEXIBILITY	
I certify that I reviewed and approved <u>[INSTITUTION NAME]'s</u> Annual Human Resources Compliance Report for the Fiscal Year ending June 30, 2018.	
Name:	
Chancellor	Date

For Institutions with the Special Authority to Create or Modify IRIT Positions

Those campuses with special IRIT authority should use this template to report all new or modified positions that happened during 2017-2018.

Institution	EHRA Title	EHRA Position Number	Previous Designation	Previous SHRA Position (if applicable)		IRIT Code	Effective Date
			(SHRA, EHRA or New Position)	Classification (Plus Competency)	Position Number		
NC State University	Asst Extension Agent	00002120	EHRA			IRPS-15	7/1/2017
NC State University	County Extension Dire	00002257	EHRA			IRPS-15	7/1/2017
NC State University	Head Coach	00002792	EHRA			IRPS-05	7/1/2017
NC State University	Asst Director	00003944	EHRA			IRPS-01	7/1/2017
NC State University	Coach	00060135	EHRA			IRPS-05	7/1/2017
NC State University	Research Scholar	00060438	EHRA			IRPS-17	7/1/2017
NC State University	Asst Director	00061269	EHRA			IRPS-18	7/1/2017
NC State University	Asst Vice Provost	00100532	EHRA			IRPS-21	7/1/2017
NC State University	Assoc Director	00101608	EHRA			IRPS-17	7/1/2017
NC State University	Asst Director	00102902	EHRA			IRPS-15	7/1/2017
NC State University	Assoc Director	00103015	EHRA			IRPS-21	7/1/2017
NC State University	Asst Director	00103193	EHRA			IRPS-02	7/1/2017
NC State University	Coordinator	00104631	SHRA	University Program Sp	00104631	IRPS-07	7/1/2017
NC State University	Manager	00105468	EHRA			IRPS-15	7/1/2017
NC State University	Research Asst	00106114	NEW			IRPS-17	7/1/2017
NC State University	Research Asst	00106251	NEW			IRPS-17	7/1/2017
NC State University	Coordinator	00106365	NEW			IRPS-13	7/1/2017
NC State University	Senior Research Schol	00106389	NEW			IRPS-17	7/1/2017
NC State University	Research Scholar	00106413	NEW			IRPS-17	7/1/2017
NC State University	Program Coordinator	00106415	NEW			IRPS-15	7/1/2017
NC State University	Research Asst	00106439	NEW			IRPS-17	7/1/2017
NC State University	Program Coordinator	00060953	SHRA	Administrative Suppor	00060953	IRPS-21	7/2/2017
NC State University	Director	00061019	EHRA			IRPS-15	7/2/2017
NC State University	Asst Area Agent	00002538	EHRA			IRPS-15	7/3/2017
NC State University	Asst Area Agent	00003100	EHRA			IRPS-08	7/3/2017
NC State University	Asst Extension Agent	00100820	EHRA			IRPS-15	7/3/2017
NC State University	Research Assoc	00102034	EHRA			IRPS-17	7/5/2017
NC State University	Research Asst	00106424	NEW			IRPS-17	7/10/2017
NC State University	Asst Director	00106435	NEW			IRPS-21	7/14/2017
NC State University	Research Assoc	00106459	NEW			IRPS-17	7/27/2017
NC State University	County Extension Dire	00002344	EHRA			IRPS-15	8/1/2017
NC State University	County Extension Dire	00002456	EHRA			IRPS-15	8/1/2017
NC State University	Asst Extension Agent	00002492	EHRA			IRPS-15	8/1/2017
NC State University	Coordinator	00004026	EHRA			IRPS-18	8/1/2017
NC State University	Asst Area Spec Agent	00042662	EHRA			IRPS-08	8/1/2017
NC State University	Assoc Director	00060652	EHRA			IRPS-18	8/1/2017
NC State University	Research Scholar	00061094	EHRA			IRPS-17	8/1/2017
NC State University	Research Assoc	00062690	EHRA			IRPS-17	8/1/2017
NC State University	Director	00065064	EHRA			IRPS-15	8/1/2017
NC State University	Research Assoc	00104915	EHRA			IRPS-17	8/1/2017
NC State University	Extension Asst	00106441	NEW			IRPS-15	8/1/2017
NC State University	Extension Asst	00106442	NEW			IRPS-15	8/1/2017
NC State University	Visiting Scholar	00106443	NEW			IRPS-17	8/1/2017
NC State University	Program Manager	00106460	NEW			IRPS-12	8/1/2017
NC State University	Research Asst	00106489	NEW			IRPS-17	8/1/2017
NC State University	Research Asst	00106491	NEW			IRPS-17	8/1/2017
NC State University	Research Asst	00106493	NEW			IRPS-17	8/1/2017
NC State University	Program Coordinator	00106484	NEW			IRPS-18	8/11/2017
NC State University	Environmental Meteo	00106436	NEW			IRPS-21	8/14/2017
NC State University	Project Manager	00061486	SHRA	Accountant - Journey	00061486	IRPS-04	8/15/2017
NC State University	Teaching Technician	00106499	NEW			IRPS-11	8/15/2017
NC State University	Program Specialist	00106500	NEW			IRPS-17	8/15/2017
NC State University	Asst Director	00000401	EHRA			IRPS-14	8/17/2017
NC State University	Research Asst	00106492	NEW			IRPS-17	8/18/2017
NC State University	Assoc Director	00101403	EHRA			IRPS-21	8/21/2017
NC State University	Assoc Director	00065586	EHRA			IRPS-02	8/25/2017
NC State University	Research Assoc	00106186	EHRA			IRPS-17	8/25/2017
NC State University	Research Scholar	00104980	EHRA			IRPS-17	8/28/2017
NC State University	Assoc Director	00106463	NEW			IRPS-18	8/28/2017
NC State University	Research Asst	00106511	NEW			IRPS-17	8/28/2017
NC State University	Career Services Couns	00001623	EHRA			IRPS-18	9/1/2017
NC State University	Senior Research Schol	00007491	EHRA			IRPS-17	9/1/2017
NC State University	Project Coordinator	00043077	SHRA	Administrative Suppor	00043077	IRPS-15	9/1/2017
NC State University	Director	00065170	EHRA			IRPS-15	9/1/2017
NC State University	Asst Director	00101798	EHRA			IRPS-18	9/1/2017
NC State University	Assoc Director	00102663	EHRA			IRPS-16	9/1/2017
NC State University	Assoc Director	00103380	EHRA			IRPS-18	9/1/2017
NC State University	Assoc Registrar	00105242	EHRA			IRPS-18	9/1/2017

NC State University	Research Assoc	00105435	EHRA			IRPS-17	9/1/2017
NC State University	Senior Research Schol	00106283	NEW			IRPS-17	9/1/2017
NC State University	Asst Director	00106462	NEW			IRPS-18	9/1/2017
NC State University	Asst Director	00106524	NEW			IRPS-18	9/1/2017
NC State University	Research Asst	00106531	NEW			IRPS-17	9/1/2017
NC State University	Asst Director	00043492	SHRA	Budget Analyst - Adva	00043492	IRPS-18	9/11/2017
NC State University	County Extension Dire	00002470	EHRA			IRPS-15	9/18/2017
NC State University	Research Asst	00106501	NEW			IRPS-17	9/18/2017
NC State University	Extension Asst	00106544	NEW			IRPS-15	9/18/2017
NC State University	Asst Coach	00063087	EHRA			IRPS-05	9/19/2017
NC State University	Research Assoc	00106562	NEW			IRPS-17	9/25/2017
NC State University	Program Administrator	00106565	NEW			IRPS-15	9/25/2017
NC State University	Visiting Scholar	00106569	NEW			IRPS-17	9/27/2017
NC State University	Director	00106571	NEW			IRPS-05	9/28/2017
NC State University	Research Assoc	00106572	NEW			IRPS-17	9/28/2017
NC State University	Asst Extension Agent	00003177	EHRA			IRPS-08	10/1/2017
NC State University	Assoc Director	00004256	EHRA			IRPS-18	10/1/2017
NC State University	Executive Director	00004840	EHRA			IRPS-18	10/1/2017
NC State University	Director	00008142	EHRA			IRPS-17	10/1/2017
NC State University	Asst Director	00008144	EHRA			IRPS-18	10/1/2017
NC State University	Assoc Director	00060693	EHRA			IRPS-04	10/1/2017
NC State University	Asst Athletics Director	00061268	SHRA	University Program As	00061268	IRPS-05	10/1/2017
NC State University	Program Manager	00062120	EHRA			IRPS-15	10/1/2017
NC State University	Director	00062597	EHRA			IRPS-12	10/1/2017
NC State University	Project Manager	00105861	SHRA	Research Technician -	00105861	IRPS-17	10/1/2017
NC State University	Research Assoc	00105884	EHRA			IRPS-17	10/1/2017
NC State University	Research Asst	00106534	NEW			IRPS-17	10/1/2017
NC State University	Research Asst	00106535	NEW			IRPS-17	10/1/2017
NC State University	Research Asst	00106546	NEW			IRPS-17	10/1/2017
NC State University	Research Scholar	00106600	NEW			IRPS-17	10/1/2017
NC State University	Asst Extension Agent	00002656	EHRA			IRPS-15	10/2/2017
NC State University	Specialist	00061014	EHRA			IRPS-19	10/2/2017
NC State University	Asst Extension Agent	00061210	EHRA			IRPS-15	10/2/2017
NC State University	Research Assoc	00106570	NEW			IRPS-17	10/2/2017
NC State University	Research Scholar	00106580	NEW			IRPS-17	10/9/2017
NC State University	Research Scholar	00102340	EHRA			IRPS-17	10/10/2017
NC State University	Research Asst	00106591	NEW			IRPS-17	10/11/2017
NC State University	Research Assoc	00102001	EHRA			IRPS-17	10/14/2017
NC State University	Research Asst	00106595	NEW			IRPS-17	10/16/2017
NC State University	Research Scholar	00106596	NEW			IRPS-17	10/16/2017
NC State University	BTEC Scientist	00106599	NEW			IRPS-15	10/17/2017
NC State University	Director	00106601	NEW			IRPS-15	10/19/2017
NC State University	Program Manager	00106605	NEW			IRPS-15	10/20/2017
NC State University	Assoc Director	00106607	NEW			IRPS-17	10/20/2017
NC State University	Specialist	00104307	EHRA			IRPS-19	10/23/2017
NC State University	Research Scholar	00106614	NEW			IRPS-17	10/24/2017
NC State University	Project Coordinator	00106616	NEW			IRPS-12	10/24/2017
NC State University	Senior IT Architect	00060013	SHRA	Systems Programmer,	00060013	IRPS-04	10/25/2017
NC State University	Program Director	00106620	NEW			IRPS-15	10/25/2017
NC State University	Research Assoc	00106622	NEW			IRPS-17	10/26/2017
NC State University	Asst Director	00060640	EHRA			IRPS-18	10/27/2017
NC State University	Director	00101481	EHRA			IRPS-18	10/27/2017
NC State University	Asst Director	00102912	SHRA	Public Comm Specialis	00102912	IRPS-15	10/30/2017
NC State University	Research Asst	00106626	NEW			IRPS-17	10/30/2017
NC State University	Assoc Director	00001378	EHRA			IRPS-21	11/1/2017
NC State University	Assoc Director	00001649	EHRA			IRPS-03	11/1/2017
NC State University	Asst Area Agent	00002155	EHRA			IRPS-15	11/1/2017
NC State University	Asst Area Agent	00002387	EHRA			IRPS-15	11/1/2017
NC State University	Asst Extension Agent	00002461	EHRA			IRPS-15	11/1/2017
NC State University	County Extension Dire	00002666	EHRA			IRPS-15	11/1/2017
NC State University	Asst Vice Chancellor	00007114	EHRA			IRPS-18	11/1/2017
NC State University	Asst Director	00008298	EHRA			IRPS-21	11/1/2017
NC State University	Senior IT Architect	00046826	SHRA	Bus & Tech App Specia	00046826	IRPS-04	11/1/2017
NC State University	Asst Director	00065322	EHRA			IRPS-01	11/1/2017
NC State University	Director	00065513	EHRA			IRPS-18	11/1/2017
NC State University	Senior Associate Direc	00100377	EHRA			IRPS-12	11/1/2017
NC State University	Assoc Director	00100559	EHRA			IRPS-01	11/1/2017
NC State University	Asst Director	00100800	EHRA			IRPS-01	11/1/2017
NC State University	Senior Director	00101938	EHRA			IRPS-18	11/1/2017
NC State University	Asst Director	00102128	EHRA			IRPS-17	11/1/2017
NC State University	Assoc Director	00102780	EHRA			IRPS-18	11/1/2017
NC State University	Senior Research Schol	00103817	EHRA			IRPS-17	11/1/2017
NC State University	Visiting Scholar	00106581	NEW			IRPS-17	11/1/2017
NC State University	Asst Director	00106588	NEW			IRPS-15	11/1/2017
NC State University	Research Asst	00106609	NEW			IRPS-17	11/1/2017

NC State University	Coordinator	00106610	NEW			IRPS-15	11/1/2017
NC State University	Director	00100279	EHRA			IRPS-15	11/6/2017
NC State University	Research Assoc	00106638	NEW			IRPS-17	11/8/2017
NC State University	Research Scholar	00106640	NEW			IRPS-17	11/9/2017
NC State University	Extension Asst	00106645	NEW			IRPS-15	11/10/2017
NC State University	Research Assoc	00106646	NEW			IRPS-17	11/13/2017
NC State University	Specialist	00102375	SHRA	IT Security Specialist -	00102375	IRPS-21	11/14/2017
NC State University	Director	00106655	NEW			IRPS-18	11/17/2017
NC State University	Academic Coordinator	00106656	NEW			IRPS-18	11/17/2017
NC State University	Academic Coordinator	00106657	NEW	Academic Coordinator		IRPS-18	11/17/2017
NC State University	Research Assoc	00106630	NEW			IRPS-17	11/19/2017
NC State University	Research Assoc	00106631	NEW			IRPS-17	11/20/2017
NC State University	Research Asst	00106663	NEW			IRPS-17	11/27/2017
NC State University	Program Coordinator	00106664	NEW			IRPS-18	11/27/2017
NC State University	Specialist	00104612	SHRA	Public Comm Specialis	00104612	IRPS-21	11/28/2017
NC State University	Senior Research Schol	00050194	SHRA	University Program Sp	00050194	IRPS-17	11/29/2017
NC State University	Director	00105310	SHRA	Business Officer - Jour	00105310	IRPS-16	11/29/2017
NC State University	Sr. Technology App. St	00105721	SHRA	Technology Support A	00105721	IRPS-04	11/29/2017
NC State University	Research Asst	00106672	NEW			IRPS-17	11/30/2017
NC State University	Extension Assoc	00002041	EHRA			IRPS-15	12/1/2017
NC State University	Asst Director	00002724	EHRA			IRPS-21	12/1/2017
NC State University	Director	00100546	EHRA			IRPS-21	12/1/2017
NC State University	Academic Coordinator	00100703	SHRA	University Program As	00100703	IRPS-01	12/1/2017
NC State University	Asst Director	00101147	EHRA			IRPS-09	12/1/2017
NC State University	Academic Advisor	00105553	EHRA			IRPS-01	12/1/2017
NC State University	Research Asst	00106647	NEW			IRPS-17	12/1/2017
NC State University	Research Scholar	00106667	NEW			IRPS-17	12/1/2017
NC State University	Laboratory Manager	00106671	NEW			IRPS-13	12/1/2017
NC State University	County Extension Dire	00002206	EHRA			IRPS-15	12/4/2017
NC State University	Research Asst	00106683	NEW			IRPS-17	12/4/2017
NC State University	Engineer	00040207	SHRA	Bus & Tech App Specia	00040207	IRPS-21	12/5/2017
NC State University	Research Asst	00106681	NEW			IRPS-17	12/7/2017
NC State University	Research Asst	00106682	NEW			IRPS-17	12/7/2017
NC State University	Instructional Designer	00106686	NEW			IRPS-12	12/8/2017
NC State University	Director	00061664	EHRA			IRPS-04	12/11/2017
NC State University	Visiting Scholar	00106688	NEW			IRPS-17	12/11/2017
NC State University	Research Project Coord	00042537	SHRA	Research Specialist - C	00042537	IRPS-17	12/12/2017
NC State University	Coordinator	00106695	NEW			IRPS-18	12/14/2017
NC State University	Asst Director	00063030	EHRA			IRPS-15	12/15/2017
NC State University	Program Coordinator	00102559	EHRA			IRPS-18	12/15/2017
NC State University	Extension Assoc	00106702	NEW			IRPS-15	12/19/2017
NC State University	Academic Advisor	00106704	NEW			IRPS-01	12/20/2017
NC State University	Academic Advisor	00106709	NEW			IRPS-01	12/20/2017
NC State University	Program Coordinator	00101970	EHRA			IRPS-18	12/21/2017
NC State University	BTEC Sr. Scientist	00106599	EHRA			IRPS-15	12/22/2017
NC State University	County Extension Dire	00002377	EHRA			IRPS-15	1/1/2018
NC State University	Assoc Extension Agent	00002493	EHRA			IRPS-15	1/1/2018
NC State University	Asst Extension Agent	00002551	EHRA			IRPS-15	1/1/2018
NC State University	Contract Negotiator	00060204	EHRA			IRPS-16	1/1/2018
NC State University	Program Manager	00060953	EHRA			IRPS-21	1/1/2018
NC State University	Asst Athletics Director	00062742	EHRA			IRPS-05	1/1/2018
NC State University	Assoc Director	00103104	EHRA			IRPS-05	1/1/2018
NC State University	Program Manager	00103723	SHRA	University Program As	00103723	IRPS-18	1/1/2018
NC State University	Program Manager	00105831	EHRA			IRPS-17	1/1/2018
NC State University	Asst Director	00105866	SHRA	Business Officer - Jour	00105866	IRPS-16	1/1/2018
NC State University	Research Assoc	00106286	NEW			IRPS-17	1/1/2018
NC State University	Program Manager	00106332	SHRA	University Program Sp	00106332	IRPS-15	1/1/2018
NC State University	Research Scholar	00106615	NEW			IRPS-17	1/1/2018
NC State University	Academic Advisor	00106679	NEW			IRPS-01	1/1/2018
NC State University	Visiting Scholar	00106699	NEW			IRPS-17	1/1/2018
NC State University	Asst Extension Agent	00002256	EHRA			IRPS-15	1/2/2018
NC State University	Asst Extension Agent	00002259	EHRA			IRPS-15	1/2/2018
NC State University	County Extension Dire	00002548	EHRA			IRPS-15	1/2/2018
NC State University	Director	00100047	EHRA			IRPS-21	1/2/2018
NC State University	Extension Asst	00007467	EHRA			IRPS-15	1/3/2018
NC State University	Research Scholar	00106713	NEW			IRPS-17	1/4/2018
NC State University	Research Asst	00106714	NEW			IRPS-17	1/4/2018
NC State University	Asst Director	00043492	EHRA			IRPS-18	1/5/2018
NC State University	Asst Extension Agent	00003230	EHRA			IRPS-15	1/8/2018
NC State University	Research Assoc	00106730	NEW			IRPS-17	1/10/2018
NC State University	Program Manager	00060205	EHRA			IRPS-19	1/11/2018
NC State University	Director	00062216	EHRA			IRPS-15	1/11/2018
NC State University	Extension Asst	00106745	NEW			IRPS-15	1/12/2018
NC State University	Research Assoc	00106747	NEW			IRPS-17	1/16/2018
NC State University	Assoc Director	00103659	EHRA			IRPS-15	1/19/2018

NC State University	Research Assoc	00106684	NEW			IRPS-17	1/22/2018
NC State University	Research Asst	00106752	NEW			IRPS-17	1/22/2018
NC State University	Research Assoc	00100284	EHRA			IRPS-17	1/23/2018
NC State University	Research Asst	00106754	NEW			IRPS-17	1/23/2018
NC State University	Research Assoc	00106757	NEW			IRPS-17	1/25/2018
NC State University	Extension Asst	00104969	SHRA	Research Operation M	00104969	IRPS-15	1/29/2018
NC State University	Extension Assoc	00106765	NEW			IRPS-15	1/29/2018
NC State University	Research Asst	00106766	NEW			IRPS-17	1/29/2018
NC State University	Director	00104295	EHRA			IRPS-15	1/30/2018
NC State University	Director	00001692	EHRA			IRPS-21	2/1/2018
NC State University	Asst Extension Agent	00002111	EHRA			IRPS-15	2/1/2018
NC State University	Asst Extension Agent	00002302	EHRA			IRPS-15	2/1/2018
NC State University	Asst Area Agent	00002441	EHRA			IRPS-15	2/1/2018
NC State University	Area Agent	00002641	EHRA			IRPS-15	2/1/2018
NC State University	Asst Director	00050100	SHRA	University Program Sp	00050100	IRPS-15	2/1/2018
NC State University	Asst Extension Agent	00061443	EHRA			IRPS-15	2/1/2018
NC State University	Director	00065671	EHRA			IRPS-18	2/1/2018
NC State University	Sr. Project Manager	00100039	EHRA			IRPS-15	2/1/2018
NC State University	Asst Extension Agent	00100720	EHRA			IRPS-15	2/1/2018
NC State University	Asst Director	00100726	SHRA	Public Comm Specialis	00100726	IRPS-02	2/1/2018
NC State University	Assoc Director	00102512	EHRA			IRPS-17	2/1/2018
NC State University	Research Scholar	00106767	NEW			IRPS-17	2/1/2018
NC State University	Research Asst	00106770	NEW			IRPS-17	2/1/2018
NC State University	Program Coordinator	00106786	NEW			IRPS-18	2/1/2018
NC State University	Research Assoc	00106772	NEW			IRPS-17	2/5/2018
NC State University	Sr. Technology App. St	00044311	SHRA	Bus & Tech App Specia	00044311	IRPS-21	2/9/2018
NC State University	Research Asst	00106776	NEW			IRPS-17	2/9/2018
NC State University	Research Asst	00106777	NEW			IRPS-17	2/12/2018
NC State University	Research Assoc	00106778	NEW			IRPS-16	2/12/2018
NC State University	Coordinator	00106780	NEW			IRPS-18	2/12/2018
NC State University	Research Asst	00106781	NEW			IRPS-17	2/12/2018
NC State University	Research Asst	00106783	NEW			IRPS-17	2/13/2018
NC State University	Director	00008293	EHRA			IRPS-18	2/15/2018
NC State University	Research Asst	00106788	NEW			IRPS-17	2/15/2018
NC State University	Extension Asst	00106789	NEW			IRPS-17	2/15/2018
NC State University	Research Asst	00106794	NEW			IRPS-17	2/21/2018
NC State University	Director	00106795	NEW			IRPS-02	2/21/2018
NC State University	BTEC Sr. Scientist	00106796	NEW			IRPS-13	2/21/2018
NC State University	Research Scholar	00106802	NEW			IRPS-17	2/26/2018
NC State University	Extension Assoc	00106803	NEW			IRPS-15	2/26/2018
NC State University	Coordinator	00106807	NEW			IRPS-18	2/27/2018
NC State University	Specialist	00106808	NEW			IRPS-18	2/28/2018
NC State University	Asst Extension Agent	00002581	EHRA			IRPS-15	3/1/2018
NC State University	Asst Extension Agent	00002582	EHRA			IRPS-15	3/1/2018
NC State University	County Extension Dire	00002586	EHRA			IRPS-15	3/1/2018
NC State University	Asst Extension Agent	00004340	EHRA			IRPS-15	3/1/2018
NC State University	Assoc Director	00007526	EHRA			IRPS-16	3/1/2018
NC State University	Research Assoc	00042037	SHRA	Research Specialist - J	00042037	IRPS-17	3/1/2018
NC State University	Asst Extension Agent	00061532	EHRA			IRPS-15	3/1/2018
NC State University	Asst Extension Agent	00062754	EHRA			IRPS-15	3/1/2018
NC State University	Program Manager	00065506	EHRA			IRPS-21	3/1/2018
NC State University	Senior Research Schol	00101911	EHRA			IRPS-17	3/1/2018
NC State University	Asst Director	00102303	EHRA			IRPS-01	3/1/2018
NC State University	Specialist	00106852	NEW			IRPS-17	3/1/2018
NC State University	Director	00106878	NEW			IRPS-15	3/1/2018
NC State University	Senior Research Schol	00065505	EHRA			IRPS-17	3/2/2018
NC State University	Research Assoc	00100464	EHRA			IRPS-17	3/2/2018
NC State University	Senior Research Schol	00100696	EHRA			IRPS-17	3/2/2018
NC State University	Information Specialist	00106824	NEW			IRPS-21	3/8/2018
NC State University	Specialist	00106825	NEW			IRPS-18	3/9/2018
NC State University	Asst Extension Agent	00060170	EHRA			IRPS-15	3/12/2018
NC State University	Research Asst	00106827	NEW			IRPS-17	3/12/2018
NC State University	Information Specialist	00061102	SHRA	Systems Programmer/	00061102	IRPS-21	3/13/2018
NC State University	Research Asst	00106833	NEW			IRPS-17	3/14/2018
NC State University	Extension Asst	00106837	NEW			IRPS-15	3/14/2018
NC State University	Assoc Director	00007623	EHRA			IRPS-18	3/15/2018
NC State University	Director	00061741	EHRA			IRPS-15	3/17/2018
NC State University	Coordinator	00002820	EHRA			IRPS-18	3/19/2018
NC State University	Research Asst	00106840	NEW			IRPS-17	3/19/2018
NC State University	Extension Assoc	00106845	NEW			IRPS-15	3/20/2018
NC State University	Extension Assoc	00106846	NEW			IRPS-15	3/20/2018
NC State University	Research Assoc	00106871	NEW			IRPS-17	3/20/2018
NC State University	Specialist	00007547	EHRA			IRPS-16	3/21/2018
NC State University	Research Assoc	00104355	EHRA			IRPS-17	3/21/2018
NC State University	Coordinator	00106849	NEW			IRPS-15	3/21/2018

NC State University	Director	00106850	NEW			IRPS-18	3/21/2018
NC State University	Research Asst	00106868	NEW			IRPS-17	3/26/2018
NC State University	Research Assoc	00106873	NEW			IRPS-17	3/27/2018
NC State University	Coordinator	00106874	NEW			IRPS-18	3/28/2018
NC State University	Senior Director	00062360	EHRA			IRPS-16	3/29/2018
NC State University	Program Manager	00106877	NEW			IRPS-18	3/29/2018
NC State University	Assoc Director	00001617	EHRA			IRPS-18	4/1/2018
NC State University	Asst Area Agent	00002483	EHRA			IRPS-15	4/1/2018
NC State University	Executive Director	00004641	EHRA			IRPS-21	4/1/2018
NC State University	Asst Director	00004696	EHRA			IRPS-18	4/1/2018
NC State University	Master Ergonomist	00007624	EHRA			IRPS-16	4/1/2018
NC State University	Master Ergonomist	00060959	EHRA			IRPS-17	4/1/2018
NC State University	Senior Executive Direc	00060961	EHRA			IRPS-15	4/1/2018
NC State University	Director	00061952	EHRA			IRPS-21	4/1/2018
NC State University	Project Manager	00100512	EHRA			IRPS-18	4/1/2018
NC State University	Asst Director	00102807	SHRA	University Program As	00102807	IRPS-15	4/1/2018
NC State University	Asst Extension Agent	00002489	EHRA			IRPS-15	4/2/2018
NC State University	Research Assoc	00106883	NEW			IRPS-17	4/2/2018
NC State University	Extension Assoc	00106884	NEW			IRPS-15	4/2/2018
NC State University	Academic Advisor	00106887	NEW			IRPS-01	4/3/2018
NC State University	Program Manager	00106890	NEW			IRPS-18	4/4/2018
NC State University	Visiting Scholar	00106891	NEW			IRPS-17	4/4/2018
NC State University	Visiting Scholar	00106892	NEW			IRPS-16	4/4/2018
NC State University	Research Asst	00106893	NEW			IRPS-17	4/4/2018
NC State University	Senior Associate Direc	00102378	EHRA			IRPS-15	4/9/2018
NC State University	Specialist	00103151	EHRA			IRPS-17	4/9/2018
NC State University	Program Manager	00103795	EHRA			IRPS-12	4/9/2018
NC State University	Research Asst	00106896	NEW			IRPS-17	4/9/2018
NC State University	Academic Advisor	00106897	NEW			IRPS-01	4/9/2018
NC State University	Director	00106900	NEW			IRPS-05	4/12/2018
NC State University	Senior Research Schol	00106901	NEW			IRPS-17	4/13/2018
NC State University	Research Asst	00106904	NEW			IRPS-17	4/13/2018
NC State University	Program Coordinator	00106906	NEW			IRPS-18	4/17/2018
NC State University	Research Assoc	00065505	EHRA			IRPS-17	4/21/2018
NC State University	Research Asst	00106914	NEW			IRPS-17	4/25/2018
NC State University	Asst Extension Agent	00002182	EHRA			IRPS-15	5/1/2018
NC State University	Asst Extension Agent	00002191	EHRA			IRPS-15	5/1/2018
NC State University	Asst Extension Agent	00002349	EHRA			IRPS-15	5/1/2018
NC State University	Asst Area Spec Agent	00002700	EHRA			IRPS-15	5/1/2018
NC State University	Director	00007357	EHRA			IRPS-18	5/1/2018
NC State University	Director	00007965	EHRA			IRPS-01	5/1/2018
NC State University	Assoc Director	00046240	EHRA			IRPS-21	5/1/2018
NC State University	Research Scholar	00060376	EHRA			IRPS-17	5/1/2018
NC State University	Information Specialist	00060519	SHRA	IT Project Analyst/Ma	00060519	IRPS-04	5/1/2018
NC State University	University Registrar	00061578	EHRA			IRPS-03	5/1/2018
NC State University	Sr. Project Manager	00065407	EHRA			IRPS-15	5/1/2018
NC State University	Sr. Project Manager	00065652	EHRA			IRPS-15	5/1/2018
NC State University	Assoc Director	00101985	EHRA			IRPS-01	5/1/2018
NC State University	Senior Research Schol	00102234	EHRA			IRPS-17	5/1/2018
NC State University	Senior Research Schol	00102438	EHRA			IRPS-17	5/1/2018
NC State University	Sr. Program Manager	00104549	EHRA			IRPS-15	5/1/2018
NC State University	Sr. Project Manager	00105501	EHRA			IRPS-15	5/1/2018
NC State University	Specialist	00106943	NEW			IRPS-17	5/1/2018
NC State University	Specialist	00062674	EHRA			IRPS-16	5/2/2018
NC State University	Specialist	00100192	EHRA			IRPS-16	5/2/2018
NC State University	BTEC Scientist	00106796	EHRA			IRPS-13	5/2/2018
NC State University	Specialist	00106925	NEW			IRPS-15	5/2/2018
NC State University	Specialist	00106926	NEW			IRPS-15	5/2/2018
NC State University	Asst Area Agent	00002546	EHRA			IRPS-15	5/7/2018
NC State University	Coordinator	00061685	SHRA	Administrative Suppor	00061685	IRPS-18	5/8/2018
NC State University	Information Specialist	00105477	SHRA	Social/Clinical Researc	00105477	IRPS-21	5/8/2018
NC State University	Specialist	00106935	NEW			IRPS-11	5/9/2018
NC State University	Specialist	00106936	NEW			IRPS-11	5/9/2018
NC State University	Research Assoc	00106939	NEW			IRPS-17	5/10/2018
NC State University	Project Coordinator	00106940	NEW			IRPS-15	5/10/2018
NC State University	Project Manager	00106941	NEW			IRPS-15	5/10/2018
NC State University	Project Coordinator	00106940	EHRA			IRPS-15	5/11/2018
NC State University	Specialist	00106944	NEW			IRPS-13	5/11/2018
NC State University	Asst Extension Agent	00002268	EHRA			IRPS-15	5/14/2018
NC State University	Senior Assistant Direc	00065324	EHRA			IRPS-18	5/14/2018
NC State University	Program Director	00100673	EHRA			IRPS-18	5/14/2018
NC State University	Assoc Director	00103793	EHRA			IRPS-18	5/14/2018
NC State University	Director	00104755	EHRA			IRPS-15	5/14/2018
NC State University	Research Assoc	00106945	NEW			IRPS-17	5/14/2018
NC State University	Assoc Head Coach	00007550	EHRA			IRPS-05	5/15/2018

NC State University	Director	00106946	NEW			IRPS-01	5/15/2018
NC State University	Research Asst	00105775	EHRA			IRPS-17	5/16/2018
NC State University	Research Scholar	00061503	SHRA	Research Specialist - J	00061503	IRPS-17	5/18/2018
NC State University	Extension Asst	00065378	EHRA			IRPS-15	5/18/2018
NC State University	Sr. Technology App. St	00103908	SHRA	Bus & Tech App Specia	00103908	IRPS-21	5/21/2018
NC State University	Research Asst	00106954	NEW			IRPS-17	5/21/2018
NC State University	Laboratory Manager	00106960	NEW			IRPS-13	5/23/2018
NC State University	Asst Director	00106963	NEW			IRPS-01	5/25/2018
NC State University	Extension Asst	00106964	NEW			IRPS-15	5/25/2018
NC State University	Sr. Technology App. St	00040175	SHRA	Bus & Tech App Specia	00040175	IRPS-21	5/29/2018
NC State University	Sr. Technology App. St	00106965	NEW			IRPS-21	5/29/2018
NC State University	Assoc Director	00106655	EHRA			IRPS-18	5/30/2018
NC State University	Asst Extension Agent	00002258	EHRA			IRPS-15	6/1/2018
NC State University	Asst Extension Agent	00002385	EHRA			IRPS-15	6/1/2018
NC State University	Extension Assoc	00004999	EHRA			IRPS-15	6/1/2018
NC State University	Asst Director	00061136	EHRA			IRPS-15	6/1/2018
NC State University	Senior Research Schol	00061595	EHRA			IRPS-17	6/1/2018
NC State University	Asst Director	00062444	EHRA			IRPS-18	6/1/2018
NC State University	Assoc Director	00062886	EHRA			IRPS-18	6/1/2018
NC State University	Director	00101099	EHRA			IRPS-15	6/1/2018
NC State University	Program Director	00105596	EHRA			IRPS-15	6/1/2018
NC State University	Specialist	00105953	EHRA			IRPS-13	6/1/2018
NC State University	Senior Research Schol	00062464	EHRA			IRPS-13	6/2/2018
NC State University	Coordinator	00106973	NEW			IRPS-18	6/4/2018
NC State University	Specialist	00106852	EHRA			IRPS-11	6/7/2018
NC State University	Research Asst	00106981	NEW			IRPS-17	6/8/2018
NC State University	Research Asst	00106982	NEW			IRPS-17	6/8/2018
NC State University	Instructional Designer	00106983	NEW			IRPS-12	6/9/2018
NC State University	Asst Director	00106985	NEW			IRPS-18	6/11/2018
NC State University	Project Coordinator	00106993	NEW			IRPS-15	6/12/2018
NC State University	Project Coordinator	00106994	NEW			IRPS-15	6/12/2018
NC State University	Project Coordinator	00106995	NEW			IRPS-15	6/12/2018
NC State University	Project Coordinator	00106996	NEW			IRPS-15	6/12/2018
NC State University	Project Coordinator	00106997	NEW			IRPS-15	6/12/2018
NC State University	Project Coordinator	00106998	NEW			IRPS-15	6/12/2018
NC State University	Project Coordinator	00106999	NEW			IRPS-15	6/12/2018
NC State University	Project Coordinator	00107000	NEW			IRPS-15	6/12/2018
NC State University	Project Coordinator	00107001	NEW			IRPS-15	6/12/2018
NC State University	Project Coordinator	00107002	NEW			IRPS-15	6/12/2018
NC State University	Project Coordinator	00107003	NEW			IRPS-15	6/12/2018
NC State University	Project Coordinator	00107004	NEW			IRPS-15	6/12/2018
NC State University	Project Coordinator	00107005	NEW			IRPS-15	6/12/2018
NC State University	Project Coordinator	00107006	NEW			IRPS-15	6/12/2018
NC State University	Project Coordinator	00107007	NEW			IRPS-15	6/12/2018
NC State University	Project Coordinator	00107008	NEW			IRPS-15	6/12/2018
NC State University	Project Coordinator	00107009	NEW			IRPS-15	6/12/2018
NC State University	Project Coordinator	00107010	NEW			IRPS-15	6/12/2018
NC State University	Project Coordinator	00107011	NEW			IRPS-15	6/12/2018
NC State University	Research Database Ad	00061038	SHRA	Systems Programmer	00061038	IRPS-21	6/15/2018
NC State University	Research Scholar	00107015	NEW			IRPS-17	6/15/2018
NC State University	Senior Research Schol	00005075	EHRA			IRPS-17	6/18/2018
NC State University	Sr. Technology App. St	00105068	SHRA	Bus & Tech App Specia	00105068	IRPS-21	6/19/2018
NC State University	Coordinator	00103471	EHRA			IRPS-18	6/20/2018
NC State University	Research Scholar	00107023	NEW			IRPS-17	6/20/2018
NC State University	Sr. Technology App. St	00107025	NEW			IRPS-21	6/21/2018
NC State University	Research Scholar	00001739	EHRA			IRPS-17	6/22/2018
NC State University	Research Assoc	00107032	NEW			IRPS-17	6/25/2018
NC State University	Research Assoc	00107034	NEW			IRPS-17	6/25/2018
NC State University	Specialist	00007243	EHRA			IRPS-21	6/29/2018
NC State University	Research Scholar	00107039	NEW			IRPS-17	6/29/2018
NC State University	Research Asst	00107041	NEW			IRPS-17	6/29/2018
NC State University	Coordinator	00107043	NEW			IRPS-18	6/29/2018
NC State University	Asst Director	00103439	EHRA			IRPS-12	6/30/2018

NC State University FY 2017-18 SAAO Tier II Salary Ranges*

OUC	College / Division	Job Title	Minimum	Targeted Market Range		Maximum
				50th	75th	
01	Office of the Chancellor	Asst Director	\$50,442	\$56,209	\$70,618	\$90,815
		Asst Director	\$44,848	\$58,099	\$62,787	\$80,744
		Asst To Chancellor	\$145,070	\$173,581	\$203,099	\$261,185
		Asst To Chancellor	\$61,743	\$71,930	\$86,440	\$111,161
		Asst To Chancellor	\$152,297	\$177,464	\$213,216	\$274,195
		Asst To Chancellor	\$44,848	\$58,099	\$62,787	\$80,744
02	Office of the Executive Vice Chancellor and Provost	Director	\$169,410	\$195,173	\$237,174	\$305,005
		Assoc Vice Provost	\$122,299	\$154,213	\$171,219	\$220,188
		Assoc Vice Provost	\$122,299	\$154,213	\$171,219	\$220,188
		Asst Director	\$83,394	\$100,332	\$116,751	\$150,142
		Asst Vice Provost	\$111,116	\$137,389	\$155,563	\$200,054
		Asst Vice Provost	\$91,725	\$115,660	\$128,414	\$165,141
		Development Officer	\$67,265	\$76,932	\$94,170	\$121,103
		Development Officer	\$58,543	\$59,833	\$81,960	\$105,401
		Director	\$86,875	\$105,692	\$121,625	\$156,410
		Senior Vice Provost	\$145,055	\$163,701	\$203,077	\$261,157
		Senior Vice Provost	\$177,980	\$233,212	\$249,172	\$320,436
		Vice Provost	\$162,900	\$192,985	\$228,060	\$293,285
		Vice Provost	\$162,900	\$192,985	\$228,060	\$293,285
04	The Graduate School	Assoc Dean - Graduate School	\$138,585	\$175,217	\$194,018	\$249,508
		Assoc Dean - Graduate School	\$125,986	\$159,288	\$176,380	\$226,825
		Asst Dean	\$113,387	\$143,359	\$158,742	\$204,143
		Asst Dean - Graduate School	\$100,005	\$123,650	\$140,007	\$180,049
		Asst Dean - Graduate School	\$113,387	\$143,359	\$158,742	\$204,143
		Asst Dean - Graduate School	\$113,387	\$143,359	\$158,742	\$204,143
		Asst Dean - Graduate School	\$113,387	\$143,359	\$158,742	\$204,143
		Director	\$72,575	\$82,850	\$101,605	\$130,664
06	Office of Research, Innovation, and Economic Development	Director	\$85,209	\$101,412	\$119,293	\$153,411
		Assoc Vice Chancellor	\$178,102	\$225,228	\$249,342	\$320,654
		Assoc Vice Chancellor	\$167,288	\$191,572	\$234,204	\$301,186
		Assoc Vice Chancellor	\$148,946	\$197,952	\$208,524	\$268,162
		Asst Vice Chancellor	\$198,576	\$260,047	\$278,007	\$357,517
		Asst Vice Chancellor	\$111,116	\$137,389	\$155,563	\$200,054
		Asst Vice Chancellor	\$132,396	\$175,958	\$185,355	\$238,366
08	Office of University Advancement	Asst Vice Chancellor	\$132,396	\$175,958	\$185,355	\$238,366
		Assoc Director	\$67,265	\$76,932	\$94,170	\$121,103
		Assoc Director	\$78,934	\$101,856	\$110,507	\$142,112
		Assoc Director	\$74,738	\$85,480	\$104,634	\$134,559
		Assoc Director	\$78,934	\$101,856	\$110,507	\$142,112
		Assoc Director	\$65,048	\$66,481	\$91,067	\$117,112
		Assoc Director	\$65,048	\$66,481	\$91,067	\$117,112
		Assoc Vice Chancellor	\$162,462	\$197,899	\$227,446	\$292,496
		Assoc Vice Chancellor	\$160,547	\$170,955	\$224,765	\$289,048
		Assoc Vice Chancellor	\$200,683	\$213,694	\$280,957	\$361,310
		Assoc Vice Chancellor	\$189,431	\$211,653	\$265,204	\$341,052
		Associate Executive Director	\$62,240	\$80,879	\$87,136	\$112,057
		Associate Executive Director	\$93,311	\$106,521	\$130,635	\$167,997
		Associate Executive Director	\$62,240	\$80,879	\$87,136	\$112,057
		Asst Director	\$44,803	\$51,006	\$62,724	\$80,663
		Asst Director	\$65,048	\$66,481	\$91,067	\$117,112
		Asst Director	\$58,543	\$59,833	\$81,960	\$105,401
		Asst Director	\$65,048	\$66,481	\$91,067	\$117,112
		Asst Vice Chancellor	\$140,569	\$179,631	\$196,797	\$253,081
		Asst Vice Chancellor	\$141,778	\$169,987	\$198,489	\$255,257
		Asst Vice Chancellor	\$111,116	\$137,389	\$155,563	\$200,054
		Director	\$74,738	\$85,480	\$104,634	\$134,559
		Director	\$74,738	\$85,480	\$104,634	\$134,559
		Director	\$85,209	\$101,412	\$119,293	\$153,411
		Director	\$86,964	\$102,070	\$121,750	\$156,570
		Director	\$96,627	\$113,411	\$135,278	\$173,967

NC State University FY 2017-18 SAAO Tier II Salary Ranges*

OUC	College / Division	Job Title	Minimum	Targeted Market Range		Maximum
				50th	75th	
08	Office of University Advancement	Director	\$74,738	\$85,480	\$104,634	\$134,559
		Director	\$74,738	\$85,480	\$104,634	\$134,559
		Director	\$82,943	\$94,686	\$116,120	\$149,330
		Director	\$74,738	\$85,480	\$104,634	\$134,559
		Director	\$74,738	\$85,480	\$104,634	\$134,559
		Director	\$51,088	\$62,786	\$71,524	\$91,980
		Director	\$85,209	\$101,412	\$119,293	\$153,411
		Executive Director	\$138,204	\$180,229	\$193,486	\$248,823
		Executive Director	\$108,661	\$103,766	\$152,125	\$195,633
		Executive Director	\$134,289	\$166,538	\$188,005	\$241,774
		Executive Director	\$112,456	\$143,705	\$157,438	\$202,465
		Executive Director	\$110,788	\$132,676	\$155,103	\$199,463
		Executive Director	\$93,311	\$106,521	\$130,635	\$167,997
		Executive Director	\$94,677	\$112,680	\$132,548	\$170,457
		Senior Director	\$128,010	\$119,391	\$179,213	\$230,468
09	McKimmon Center for Extension and Continuing Education	Vice Provost	\$107,432	\$130,257	\$150,405	\$193,421
10	Athletics	Director	\$507,616	\$582,952	\$710,662	\$913,912
		Executive Sr Assoc Ath Dir	\$139,656	\$169,541	\$195,519	\$251,437
		Executive Sr Assoc Ath Dir	\$139,656	\$169,541	\$195,519	\$251,437
11	College Of Agriculture & Life Sciences	Assoc Dean	\$162,421	\$213,858	\$227,389	\$292,423
		Assoc Dean & Director	\$162,421	\$213,858	\$227,389	\$292,423
		Assoc Dean & Director Ext'n	\$162,421	\$213,858	\$227,389	\$292,423
		Assoc Director	\$74,738	\$85,480	\$104,634	\$134,559
		Asst Dean	\$123,080	\$146,484	\$172,312	\$221,594
		Asst Dean	\$111,116	\$137,389	\$155,563	\$200,054
		Asst Dean - Ag & Life Science	\$99,606	\$95,119	\$139,448	\$179,330
		Asst Dean - Ag & Life Science	\$132,906	\$158,246	\$186,069	\$239,284
		Asst Director	\$67,265	\$76,932	\$94,170	\$121,103
		Asst Director	\$67,265	\$76,932	\$94,170	\$121,103
		Director	\$61,733	\$77,339	\$86,426	\$111,144
		Director	\$74,738	\$85,480	\$104,634	\$134,559
		Director	\$67,265	\$76,932	\$94,170	\$121,103
		Director	\$74,738	\$85,480	\$104,634	\$134,559
		Director	\$74,738	\$85,480	\$104,634	\$134,559
		Director	\$72,575	\$82,850	\$101,605	\$130,664
		Director	\$74,738	\$85,480	\$104,634	\$134,559
		Director	\$93,311	\$106,521	\$130,635	\$167,997
		Director	\$74,738	\$85,480	\$104,634	\$134,559
		Director	\$74,738	\$85,480	\$104,634	\$134,559
		Director, NC Plant Sciences Initiative Launch	\$134,707	\$166,400	\$188,590	\$242,527
		Executive Director	\$82,212	\$94,028	\$115,097	\$148,015
		Executive Director	\$82,212	\$94,028	\$115,097	\$148,015
		Executive Director	\$82,212	\$94,028	\$115,097	\$148,015
		Executive Director	\$82,212	\$94,028	\$115,097	\$148,015
		Executive Director	\$82,212	\$94,028	\$115,097	\$148,015
		Executive Director	\$67,427	\$87,619	\$94,398	\$121,396
		Sr. Assoc Dean	\$177,186	\$233,299	\$248,061	\$319,006
12	College of Design	Assoc Dean - Design	\$123,380	\$150,770	\$172,732	\$222,133
		Assoc Dean - Design	\$123,380	\$150,770	\$172,732	\$222,133
		Asst Dean	\$72,575	\$82,850	\$101,605	\$130,664
		Asst Dean - Design	\$100,005	\$123,650	\$140,007	\$180,049
		Asst Dean - Design	\$89,731	\$109,651	\$125,623	\$161,552
13	College of Education	Asst Dean - Design	\$100,947	\$123,357	\$141,326	\$181,745
		Assoc Dean	\$103,801	\$116,798	\$145,322	\$186,884
		Assoc Dean - Education	\$140,147	\$173,926	\$196,206	\$252,321
		Assoc Dean - Education	\$140,147	\$173,926	\$196,206	\$252,321
		Assoc Director	\$67,265	\$76,932	\$94,170	\$121,103
		Asst Dean - Education	\$114,666	\$142,303	\$160,532	\$206,445
		Asst Dean - Education	\$100,005	\$123,650	\$140,007	\$180,049

NC State University FY 2017-18 SAAO Tier II Salary Ranges*

OUC	College / Division	Job Title	Minimum	Targeted Market Range		Maximum
				50th	75th	
14	College Of Engineering	Assoc Dean	\$184,573	\$225,111	\$258,402	\$332,305
		Assoc Dean - Engineering	\$184,573	\$225,111	\$258,402	\$332,305
		Assoc Dean - Engineering	\$184,573	\$225,111	\$258,402	\$332,305
		Assoc Dean - Engineering	\$201,352	\$245,576	\$281,893	\$362,515
		Assoc Director	\$51,867	\$67,399	\$72,614	\$93,381
		Asst Dean - Engineering	\$111,116	\$137,389	\$155,563	\$200,054
		Asst Dean - Engineering	\$99,606	\$95,119	\$139,448	\$179,330
		Asst Dean - Engineering	\$134,235	\$163,717	\$187,929	\$241,677
		Asst Dean - Engineering	\$123,080	\$146,484	\$172,312	\$221,594
		Director	\$82,212	\$94,028	\$115,097	\$148,015
		Director	\$82,212	\$94,028	\$115,097	\$148,015
		Director	\$82,212	\$94,028	\$115,097	\$148,015
		Director	\$82,212	\$94,028	\$115,097	\$148,015
		Director	\$74,738	\$85,480	\$104,634	\$134,559
		Director	\$65,048	\$66,481	\$91,067	\$117,112
		Director	\$82,943	\$94,686	\$116,120	\$149,330
		Executive Director	\$94,677	\$112,680	\$132,548	\$170,457
		Vice Provost	\$150,797	\$185,253	\$211,116	\$271,496
15	College of Natural Resources	Assoc Dean	\$123,226	\$102,810	\$172,516	\$221,856
		Assoc Dean - Natural Resources	\$136,918	\$114,234	\$191,685	\$246,506
		Assoc Dean - Natural Resources	\$136,918	\$114,234	\$191,685	\$246,506
		Assoc Director	\$67,265	\$76,932	\$94,170	\$121,103
		Asst Dean	\$104,145	\$123,948	\$145,803	\$187,502
		Asst Dean - Natural Resources	\$100,005	\$123,650	\$140,007	\$180,049
		Director	\$72,575	\$82,850	\$101,605	\$130,664
		Executive Director	\$85,209	\$101,412	\$119,293	\$153,411
16	College Of Humanities & Social Sciences	Manager	\$51,088	\$62,786	\$71,524	\$91,980
		Assoc Dean - Human & Social Sc	\$143,447	\$169,806	\$200,826	\$258,263
		Assoc Dean - Human & Social Sc	\$143,447	\$169,806	\$200,826	\$258,263
		Asst Dean - Human & Social Sci	\$92,268	\$103,820	\$129,175	\$166,119
		Asst Dean - Human & Social Sci	\$132,906	\$158,246	\$186,069	\$239,284
		Asst Dean - Human & Social Sci	\$103,801	\$116,798	\$145,322	\$186,884
		Asst Dean - Human & Social Sci	\$111,116	\$137,389	\$155,563	\$200,054
17	College of Sciences	Director	\$51,867	\$67,399	\$72,614	\$93,381
		Assoc Dean - Sciences	\$145,840	\$190,787	\$204,175	\$262,570
		Assoc Dean - Sciences	\$145,840	\$190,787	\$204,175	\$262,570
		Assoc Director	\$50,442	\$56,209	\$70,618	\$90,815
		Asst Dean	\$68,393	\$78,700	\$95,750	\$123,135
		Asst Dean	\$99,606	\$95,119	\$139,448	\$179,330
		Asst Dean	\$123,080	\$146,484	\$172,312	\$221,594
		Asst Dean	\$111,116	\$137,389	\$155,563	\$200,054
		Director	\$82,212	\$94,028	\$115,097	\$148,015
		Director	\$82,212	\$94,028	\$115,097	\$148,015
18	College Of Textiles	Director	\$57,054	\$74,139	\$79,875	\$102,719
		Sr. Assoc Dean	\$159,098	\$208,132	\$222,737	\$286,440
		Assoc Dean - Textiles	\$132,581	\$173,443	\$185,614	\$238,700
		Assoc Dean - Textiles	\$132,581	\$173,443	\$185,614	\$238,700
		Assoc Dean - Textiles	\$132,581	\$173,443	\$185,614	\$238,700
		Asst Dean - Textiles	\$79,643	\$98,080	\$111,500	\$143,389
		Asst Dean - Textiles	\$100,005	\$123,650	\$140,007	\$180,049
		Director	\$67,265	\$76,932	\$94,170	\$121,103
19	College Of Veterinary Medicine	Director	\$72,575	\$82,850	\$101,605	\$130,664
		Executive Director	\$104,145	\$123,948	\$145,803	\$187,502
		Assoc Dean - Veterinary Med	\$156,028	\$204,823	\$218,440	\$280,913
		Assoc Dean - Veterinary Med	\$156,028	\$204,823	\$218,440	\$280,913
		Assoc Dean - Veterinary Med	\$113,613	\$135,216	\$159,058	\$204,548
		Assoc Dean & Director	\$156,028	\$204,823	\$218,440	\$280,913
		Assoc Director	\$74,738	\$85,480	\$104,634	\$134,559
		Asst Dean	\$100,005	\$123,650	\$140,007	\$180,049
		Asst Dean - Veterinary Med	\$90,551	\$86,472	\$126,771	\$163,027
		Asst Dean - Veterinary Med	\$127,659	\$167,583	\$178,723	\$229,838
		Asst Dean - Veterinary Med	\$100,005	\$123,650	\$140,007	\$180,049
		Director	\$82,943	\$94,686	\$116,120	\$149,330
		Director	\$65,048	\$66,481	\$91,067	\$117,112
		Director	\$74,738	\$85,480	\$104,634	\$134,559
		Executive Director	\$82,212	\$94,028	\$115,097	\$148,015

NC State University FY 2017-18 SAAO Tier II Salary Ranges*

OUC	College / Division	Job Title	Minimum	Targeted Market Range		Maximum
				50th	75th	
20	Poole College Of Management	Assoc Dean - Management	\$183,858	\$236,681	\$257,401	\$331,017
		Assoc Dean & Director	\$204,286	\$262,979	\$286,001	\$367,797
		Asst Dean - Management	\$113,387	\$143,359	\$158,742	\$204,143
		Asst Dean - Management	\$100,005	\$123,650	\$140,007	\$180,049
		Director	\$67,265	\$76,932	\$94,170	\$121,103
		Director	\$51,867	\$67,399	\$72,614	\$93,381
		Director	\$67,265	\$76,932	\$94,170	\$121,103
24	Division of Academic and Student Affairs	Executive Director	\$104,145	\$123,948	\$145,803	\$187,502
		Assoc Dean & Director	\$133,673	\$145,547	\$187,142	\$240,664
		Assoc Vice Chancellor	\$116,330	\$152,933	\$162,862	\$209,440
		Assoc Vice Chancellor	\$145,412	\$191,166	\$203,577	\$261,800
		Assoc Vice Chancellor	\$111,116	\$137,389	\$155,563	\$200,054
		Assoc Vice Provost	\$94,905	\$102,789	\$132,868	\$170,868
		Assoc Vice Provost	\$122,299	\$154,213	\$171,219	\$220,188
		Asst Dean	\$87,304	\$108,409	\$122,225	\$157,182
		Asst Dean	\$88,990	\$113,896	\$124,586	\$160,218
		Asst Director	\$51,088	\$62,786	\$71,524	\$91,980
		Asst Vice Chancellor	\$100,005	\$123,650	\$140,007	\$180,049
		Asst Vice Chancellor	\$90,551	\$86,472	\$126,771	\$163,027
		Asst Vice Provost	\$97,839	\$123,370	\$136,975	\$176,150
		Director	\$83,337	\$103,042	\$116,672	\$150,040
		Director	\$68,592	\$85,932	\$96,029	\$123,493
		Director	\$108,447	\$137,571	\$151,826	\$195,249
		Director	\$67,265	\$76,932	\$94,170	\$121,103
		Director	\$89,944	\$114,923	\$125,922	\$161,935
		Director	\$127,493	\$146,430	\$178,490	\$229,538
25	NCSU Libraries	Executive Director	\$85,209	\$101,412	\$119,293	\$153,411
		Vice Provost	\$128,911	\$167,045	\$180,475	\$232,091
		Assoc Vice Provost	\$108,184	\$138,354	\$151,457	\$194,774
		Development Officer	\$58,543	\$59,833	\$81,960	\$105,401
		Director	\$83,337	\$103,042	\$116,672	\$150,040
27	Office of General Counsel	Director	\$67,265	\$76,932	\$94,170	\$121,103
		Executive Director	\$85,209	\$101,412	\$119,293	\$153,411
		Assoc General Couns	\$144,616	\$169,280	\$202,462	\$260,366
		Assoc General Couns	\$144,616	\$169,280	\$202,462	\$260,366
		Assoc General Couns	\$144,616	\$169,280	\$202,462	\$260,366
		Assoc General Couns	\$144,616	\$169,280	\$202,462	\$260,366
		Asst General Counsel	\$105,175	\$123,113	\$147,245	\$189,357
		Asst General Counsel	\$105,175	\$123,113	\$147,245	\$189,357
32	Division Of Enrollment Management & Services	Deputy General Counsel	\$199,130	\$204,731	\$278,782	\$358,513
		Manager	\$97,483	\$79,808	\$136,476	\$175,508
		University Records Officer	\$73,112	\$59,856	\$102,357	\$131,631
		Assoc Vice Provost	\$96,198	\$118,871	\$134,677	\$173,194
		Assoc Vice Provost	\$87,857	\$117,007	\$123,000	\$158,178
		Assoc Vice Provost	\$146,596	\$153,582	\$205,234	\$263,932
33	Academic Outreach and Entrepreneurship	Asst Vice Provost	\$100,005	\$123,650	\$140,007	\$180,049
		Director	\$114,373	\$136,190	\$160,122	\$205,917
		Senior Vice Provost	\$176,669	\$213,445	\$247,336	\$318,074
		Assoc Vice Provost	\$107,828	\$111,582	\$150,959	\$194,134
		Assoc Vice Provost	\$113,503	\$117,454	\$158,905	\$204,351
38	Office for Institutional Equity & Diversity	Assoc Vice Provost	\$105,648	\$124,960	\$147,907	\$190,209
		Asst Vice Provost	\$111,116	\$137,389	\$155,563	\$200,054
		Senior Vice Provost	\$177,980	\$233,212	\$249,172	\$320,436
		Assoc Vice Provost	\$91,795	\$100,700	\$128,513	\$165,268
		Asst Vice Provost	\$83,450	\$91,545	\$116,830	\$150,243
39	Office of International Affairs	Asst Vice Provost	\$75,105	\$82,391	\$105,147	\$135,219
		Asst Vice Provost	\$83,450	\$91,545	\$116,830	\$150,243
		Vice Provost	\$138,277	\$163,716	\$193,588	\$248,954
		Assoc Vice Provost	\$74,598	\$94,035	\$104,437	\$134,306
41	Office of Finance and Administration	Assoc Vice Provost	\$79,159	\$98,884	\$110,823	\$142,518
		Vice Provost	\$166,723	\$203,679	\$233,412	\$300,167
		Director	\$61,743	\$71,930	\$86,440	\$111,161
		Executive Director	\$111,116	\$137,389	\$155,563	\$200,054

NC State University FY 2017-18 SAAO Tier II Salary Ranges*

OUC	College / Division	Job Title	Minimum	Targeted Market Range		Maximum
				50th	75th	
42	Enviromental Health and Safety	Assoc Vice Chancellor	\$177,072	\$215,065	\$247,901	\$318,801
		Director	\$105,485	\$129,203	\$147,680	\$189,916
		Director	\$114,038	\$141,227	\$159,653	\$205,314
		Director	\$147,560	\$179,221	\$206,584	\$265,667
		Director	\$103,936	\$127,799	\$145,510	\$187,126
		Director	\$137,790	\$164,270	\$192,905	\$248,076
		Manager	\$82,674	\$98,562	\$115,743	\$148,846
		Radiation Safety Officer	\$89,563	\$106,776	\$125,388	\$161,250
43	University Real Estate & Development	Assoc Vice Chancellor	\$178,642	\$190,448	\$250,098	\$321,627
		Director	\$111,651	\$119,030	\$156,312	\$201,017
		Director	\$111,651	\$119,030	\$156,312	\$201,017
44	Facilities Division	Assoc Vice Chancellor	\$177,418	\$224,698	\$248,386	\$319,424
		Asst Vice Chancellor	\$119,925	\$153,231	\$167,896	\$215,914
		Director	\$126,544	\$113,926	\$177,162	\$227,830
		Director	\$126,544	\$113,926	\$177,162	\$227,830
		Director	\$67,870	\$90,508	\$95,017	\$122,192
		University Architect	\$139,741	\$162,162	\$195,637	\$251,589
46	Budget & Resource Management	Assoc Director	\$98,759	\$119,650	\$138,262	\$177,805
		Assoc Vice Chancellor	\$157,848	\$184,955	\$220,987	\$284,190
		Director	\$104,321	\$111,003	\$146,049	\$187,819
47	Campus Enterprises	Assoc Vice Chancellor	\$156,447	\$187,968	\$219,025	\$281,666
		Director	\$81,114	\$89,306	\$113,559	\$146,037
		Director	\$100,005	\$123,650	\$140,007	\$180,049
		Director	\$113,767	\$142,784	\$159,274	\$204,827
		Director	\$97,998	\$111,716	\$137,197	\$176,436
		Senior Director	\$109,513	\$131,577	\$153,318	\$197,166
48	Human Resources	Assoc Vice Chancellor	\$202,866	\$247,112	\$284,013	\$365,240
		Director	\$96,320	\$102,545	\$134,848	\$173,414
		Director	\$81,495	\$77,825	\$114,094	\$146,724
		Director	\$101,305	\$121,096	\$141,827	\$182,389
		Director	\$90,600	\$111,487	\$126,840	\$163,117
		Director	\$102,823	\$113,231	\$143,952	\$185,122
		Director	\$102,340	\$108,954	\$143,276	\$184,253
		Director	\$75,607	\$94,768	\$105,850	\$136,123
		Director	\$123,598	\$152,699	\$173,037	\$222,525
49	Finance & University Treasurer	Director	\$100,264	\$124,654	\$140,370	\$180,515
		Assoc Univ Controller	\$106,399	\$111,374	\$148,958	\$191,561
		Assoc Vice Chanc & Treasurer	\$235,648	\$258,548	\$329,908	\$424,262
		Director	\$136,721	\$164,983	\$191,409	\$246,152
		Director	\$127,328	\$148,171	\$178,259	\$229,241
		Director	\$112,965	\$150,778	\$158,151	\$203,382
		Director	\$121,654	\$162,376	\$170,316	\$219,026
		Director	\$94,444	\$118,855	\$132,222	\$170,037
		Director	\$106,399	\$111,374	\$148,958	\$191,561
		Senior Director	\$139,033	\$185,573	\$194,647	\$250,316
		University Cashier	\$108,445	\$125,534	\$151,823	\$195,244
51	Office of Information Technology	University Controller	\$146,069	\$172,016	\$204,497	\$262,983
		Asst Director	\$124,854	\$141,325	\$174,796	\$224,788
		Asst Vice Chancellor	\$107,582	\$135,611	\$150,614	\$193,690
		Asst Vice Chancellor	\$120,651	\$151,909	\$168,911	\$217,219
		Asst Vice Chancellor	\$147,524	\$159,763	\$206,533	\$265,602
		Asst Vice Chancellor	\$136,725	\$180,039	\$191,414	\$246,159
		Chief Information Security Off	\$138,581	\$170,399	\$194,014	\$249,501

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.

*The FY 2017-18 NC State SAAO Tier II salary ranges were approved by the NC State Board of Trustees on April 21, 2017.

NC State University

Senior Academic and Administrative Officer Tier II (SAAO II)

Salary Range Methodology FY 2017-18

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.

Part 1: EHRA IRIT Salary Ranges

NC State EHRA - IRIT Compensation Methodology

EHRA non-faculty IRIT (instructional, research, and information technology) positions support the core mission of the University by creating and disseminating knowledge through direct instruction, research, and public service, or performing professional-level duties that are integral to and uniquely supportive of that work, including professional information technology positions.

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;

Part 1: EHRA IRIT Salary 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.

NC State FY 2017-2018 Faculty Salary Ranges*

College/Division	Discipline	RANK	2017 - 18 Faculty Salary Ranges (9-mo Salary Basis)		
			Minimum	Market Reference	Maximum
College of Agriculture and Life Sciences	Agricultural & Extension Education	Professor	\$92,256	\$115,320	\$230,640
		Associate Professor	\$67,502	\$84,377	\$147,660
		Assistant Professor	\$61,178	\$76,473	\$114,709
	Agriculture & Resource Economics	Professor	\$110,458	\$138,073	\$276,146
		Associate Professor	\$81,882	\$102,352	\$179,116
		Assistant Professor	\$70,977	\$88,721	\$133,081
	Animal Sciences	Professor	\$94,652	\$118,316	\$236,631
		Associate Professor	\$72,171	\$90,214	\$157,874
		Assistant Professor	\$62,906	\$78,632	\$117,949
	Applied Ecology	Professor	\$112,065	\$140,081	\$280,163
		Associate Professor	\$79,480	\$99,350	\$173,863
		Assistant Professor	\$64,510	\$80,637	\$120,956
	Biochemistry	Professor	\$117,836	\$147,295	\$294,590
		Associate Professor	\$75,277	\$94,096	\$164,668
		Assistant Professor	\$65,295	\$81,619	\$122,428
	Biological & Agricultural Engineering	Professor	\$104,473	\$130,591	\$261,182
		Associate Professor	\$80,792	\$100,990	\$176,733
		Assistant Professor	\$67,656	\$84,570	\$126,855
	Crop Science	Professor	\$90,765	\$113,457	\$226,913
		Associate Professor	\$69,348	\$86,685	\$151,698
		Assistant Professor	\$62,301	\$77,876	\$116,814
	Entomology	Professor	\$92,530	\$115,663	\$231,325
		Associate Professor	\$69,950	\$87,438	\$153,016
		Assistant Professor	\$62,517	\$78,146	\$117,219
	Food Science	Professor	\$102,692	\$128,365	\$256,730
		Associate Professor	\$70,947	\$88,684	\$155,196
		Assistant Professor	\$63,102	\$78,877	\$118,316
	Horticulture Science	Professor	\$90,765	\$113,457	\$226,913
		Associate Professor	\$69,348	\$86,685	\$151,698
		Assistant Professor	\$62,301	\$77,876	\$116,814
	Plant Biology	Professor	\$92,291	\$115,364	\$230,729
		Associate Professor	\$70,112	\$87,640	\$153,369
		Assistant Professor	\$63,719	\$79,649	\$119,474
	Plant Pathology	Professor	\$90,765	\$113,457	\$226,913
		Associate Professor	\$69,348	\$86,685	\$151,698
		Assistant Professor	\$62,301	\$77,876	\$116,814
	Poultry Science	Professor	\$94,652	\$118,316	\$236,631
		Associate Professor	\$72,171	\$90,214	\$157,874
		Assistant Professor	\$62,906	\$78,632	\$117,949

NC State FY 2017-2018 Faculty Salary Ranges*

College/Division	Discipline	RANK	2017 - 18 Faculty Salary Ranges (9-mo Salary Basis)		
			Minimum	Market Reference	Maximum
College of Agriculture and Life Sciences (Continued)	Soil Science	Professor	\$94,790	\$118,488	\$236,975
		Associate Professor	\$68,312	\$85,390	\$149,432
		Assistant Professor	\$61,954	\$77,443	\$116,164
	Youth, Family & Community Sciences	Professor	\$104,169	\$130,211	\$260,422
		Associate Professor	\$69,149	\$86,436	\$151,264
		Assistant Professor	\$60,744	\$75,930	\$113,895
College of Design	Design	Professor	\$91,304	\$114,130	\$228,259
		Associate Professor	\$67,701	\$84,626	\$148,095
		Assistant Professor	\$55,385	\$69,231	\$103,847
	Includes: Architecture, Art & Design, Graphic Design, Industrial Design, and Landscape Architecture				
College of Education	Teacher Education & Learning Sciences (TELS)	Professor	\$88,909	\$111,137	\$222,273
		Associate Professor	\$66,222	\$82,777	\$144,860
		Assistant Professor	\$55,931	\$69,913	\$104,870
	Education Leadership & Policy / Adult & Higher Education	Professor	\$96,447	\$120,559	\$241,118
		Associate Professor	\$70,264	\$87,830	\$153,703
		Assistant Professor	\$58,178	\$72,723	\$109,085
	Math, Science, & Technology Education	Professor	\$93,441	\$116,801	\$233,601
		Associate Professor	\$66,378	\$82,973	\$145,202
		Assistant Professor	\$58,184	\$72,729	\$109,094
College of Engineering	Biomedical	Professor	\$130,995	\$163,743	\$327,487
		Associate Professor	\$89,302	\$111,628	\$195,349
		Assistant Professor	\$74,226	\$92,783	\$139,174
	Chemical & Biomolecular	Professor	\$127,430	\$159,287	\$318,574
		Associate Professor	\$86,970	\$108,712	\$190,246
		Assistant Professor	\$75,065	\$93,832	\$140,747
	Civil, Construction & Environmental	Professor	\$116,094	\$145,118	\$290,236
		Associate Professor	\$85,424	\$106,780	\$186,865
		Assistant Professor	\$73,361	\$91,701	\$137,552
	Computer Science	Professor	\$127,329	\$159,162	\$318,324
		Associate Professor	\$94,091	\$117,614	\$205,824
		Assistant Professor	\$79,795	\$99,744	\$149,615
	Electrical & Computer	Professor	\$126,674	\$158,343	\$316,686
		Associate Professor	\$89,543	\$111,929	\$195,875
		Assistant Professor	\$76,632	\$95,790	\$143,685
	Industrial	Professor	\$125,161	\$156,451	\$312,902
		Associate Professor	\$84,520	\$105,651	\$184,889
		Assistant Professor	\$74,525	\$93,156	\$139,733
	Materials	Professor	\$131,929	\$164,911	\$329,823
		Associate Professor	\$90,527	\$113,159	\$198,029
		Assistant Professor	\$73,068	\$91,335	\$137,002

NC State FY 2017-2018 Faculty Salary Ranges*

College/Division	Discipline	RANK	2017 - 18 Faculty Salary Ranges (9-mo Salary Basis)		
			Minimum	Market Reference	Maximum
College of Engineering (Continued)	Mechanical & Aerospace	Professor	\$126,547	\$158,183	\$316,367
		Associate Professor	\$88,382	\$110,478	\$193,336
		Assistant Professor	\$73,266	\$91,583	\$137,374
	Nuclear	Professor	\$136,670	\$170,837	\$341,674
		Associate Professor	\$92,252	\$115,315	\$201,802
		Assistant Professor	\$75,551	\$94,438	\$141,657
College of Humanities and Social Sciences	Anthropology	Professor	\$106,555	\$133,194	\$266,388
		Associate Professor	\$69,286	\$86,607	\$151,563
		Assistant Professor	\$59,316	\$74,146	\$111,218
	Communication	Professor	\$98,074	\$122,592	\$245,184
		Associate Professor	\$66,931	\$83,664	\$146,412
		Assistant Professor	\$57,171	\$71,464	\$107,196
	English	Professor	\$97,745	\$122,181	\$244,363
		Associate Professor	\$66,904	\$83,630	\$146,352
		Assistant Professor	\$55,605	\$69,506	\$104,259
	Foreign Languages & Literatures	Professor	\$94,923	\$118,654	\$237,308
		Associate Professor	\$63,888	\$79,860	\$139,755
		Assistant Professor	\$53,511	\$66,889	\$100,333
	History	Professor	\$93,861	\$117,326	\$234,652
		Associate Professor	\$65,440	\$81,800	\$143,150
		Assistant Professor	\$54,449	\$68,061	\$102,092
	Interdisciplinary Studies	Professor	\$95,757	\$119,696	\$239,393
		Associate Professor	\$63,294	\$79,118	\$138,456
		Assistant Professor	\$51,210	\$64,012	\$96,019
	Philosophy & Religion	Professor	\$99,237	\$124,047	\$248,094
		Associate Professor	\$65,524	\$81,905	\$143,334
		Assistant Professor	\$54,888	\$68,610	\$102,916
	Political Science	Professor	\$107,035	\$133,794	\$267,588
		Associate Professor	\$72,549	\$90,686	\$158,701
		Assistant Professor	\$60,574	\$75,718	\$113,577
	Public Administration	Professor	\$118,117	\$147,646	\$295,292
		Associate Professor	\$78,621	\$98,276	\$171,983
		Assistant Professor	\$68,308	\$85,385	\$128,078
	Psychology	Professor	\$109,089	\$136,361	\$272,722
		Associate Professor	\$72,808	\$91,010	\$159,267
		Assistant Professor	\$63,094	\$78,868	\$118,301
	Social Work	Professor	\$105,880	\$132,350	\$264,700
		Associate Professor	\$70,164	\$87,705	\$153,483
		Assistant Professor	\$58,863	\$73,579	\$110,369
	Sociology	Professor	\$106,555	\$133,194	\$266,388
		Associate Professor	\$69,286	\$86,607	\$151,563
		Assistant Professor	\$59,316	\$74,146	\$111,218

NC State FY 2017-2018 Faculty Salary Ranges*

College/Division	Discipline	RANK	2017 - 18 Faculty Salary Ranges (9-mo Salary Basis)		
			Minimum	Market Reference	Maximum
Poole College of Management	Accounting	Professor	\$172,071	\$215,089	\$430,177
		Associate Professor	\$139,357	\$174,197	\$304,844
		Assistant Professor	\$146,169	\$182,711	\$274,066
	Business Management	Professor	\$168,865	\$211,081	\$422,162
		Associate Professor	\$134,306	\$167,882	\$293,793
		Assistant Professor	\$132,722	\$165,902	\$248,854
	Economics	Professor	\$114,766	\$143,457	\$286,914
		Associate Professor	\$95,729	\$119,661	\$209,407
		Assistant Professor	\$87,381	\$109,226	\$163,839
	Entrepreneurship	Professor	\$180,473	\$225,592	\$451,184
		Associate Professor	\$115,570	\$144,462	\$252,809
		Assistant Professor	\$117,120	\$146,401	\$219,601
	Finance	Professor	\$177,433	\$221,791	\$443,581
		Associate Professor	\$146,156	\$182,695	\$319,716
		Assistant Professor	\$149,646	\$187,058	\$280,587
	Human Resources Management	Professor	\$154,262	\$192,827	\$385,654
		Associate Professor	\$106,238	\$132,798	\$232,396
		Assistant Professor	\$117,776	\$147,221	\$220,831
	Management Information Systems	Professor	\$151,348	\$189,185	\$378,369
		Associate Professor	\$115,878	\$144,848	\$253,483
		Assistant Professor	\$115,283	\$144,103	\$216,155
	Marketing	Professor	\$161,748	\$202,185	\$404,371
		Associate Professor	\$123,150	\$153,937	\$269,390
		Assistant Professor	\$116,063	\$145,078	\$217,617
	Operations Management	Professor	\$173,909	\$217,386	\$434,773
		Associate Professor	\$128,435	\$160,544	\$280,951
		Assistant Professor	\$120,715	\$150,894	\$226,341
	Organizational Behavior	Professor	\$154,262	\$192,827	\$385,654
		Associate Professor	\$106,238	\$132,798	\$232,396
		Assistant Professor	\$117,776	\$147,221	\$220,831
College of Natural Resources	Forest Biomaterials	Professor	\$89,551	\$111,939	\$223,878
		Associate Professor	\$69,209	\$86,511	\$151,394
		Assistant Professor	\$61,185	\$76,481	\$114,722
	Forestry & Environmental Resources	Professor	\$95,738	\$119,672	\$239,344
		Associate Professor	\$71,080	\$88,851	\$155,488
		Assistant Professor	\$61,282	\$76,603	\$114,904
	Parks, Recreation, and Tourism Mgmt.	Professor	\$101,035	\$126,294	\$252,588
		Associate Professor	\$69,574	\$86,967	\$152,192
		Assistant Professor	\$58,771	\$73,464	\$110,195

NC State FY 2017-2018 Faculty Salary Ranges*

College/Division	Discipline	RANK	2017 - 18 Faculty Salary Ranges (9-mo Salary Basis)		
			Minimum	Market Reference	Maximum
College of Sciences	Applied Mathematics	Professor	\$117,819	\$147,274	\$294,548
		Associate Professor	\$75,452	\$94,315	\$165,051
		Assistant Professor	\$74,410	\$93,013	\$139,519
	Atmospheric Sciences	Professor	\$114,317	\$142,896	\$285,792
		Associate Professor	\$81,618	\$102,023	\$178,540
		Assistant Professor	\$68,524	\$85,655	\$128,482
	Biological Sciences	Professor	\$111,115	\$138,894	\$277,788
		Associate Professor	\$74,804	\$93,505	\$163,633
		Assistant Professor	\$64,842	\$81,053	\$121,579
	Biology	Professor	\$111,115	\$138,894	\$277,788
		Associate Professor	\$74,804	\$93,505	\$163,633
		Assistant Professor	\$64,842	\$81,053	\$121,579
	Chemistry	Professor	\$114,504	\$143,130	\$286,260
		Associate Professor	\$74,937	\$93,672	\$163,926
		Assistant Professor	\$63,871	\$79,838	\$119,757
	Genetics	Professor	\$115,791	\$144,739	\$289,477
		Associate Professor	\$82,951	\$103,688	\$181,455
		Assistant Professor	\$67,359	\$84,198	\$126,297
	Geology & Earth Sciences	Professor	\$100,912	\$126,140	\$252,281
		Associate Professor	\$73,132	\$91,415	\$159,976
		Assistant Professor	\$63,213	\$79,017	\$118,525
	Marine and Oceanographic Sciences	Professor	\$112,065	\$140,081	\$280,163
		Associate Professor	\$79,480	\$99,350	\$173,863
		Assistant Professor	\$64,510	\$80,637	\$120,956
	Mathematics	Professor	\$104,156	\$130,195	\$260,389
		Associate Professor	\$72,693	\$90,866	\$159,016
		Assistant Professor	\$64,851	\$81,064	\$121,596
	Microbiology	Professor	\$116,041	\$145,051	\$290,101
		Associate Professor	\$78,712	\$98,390	\$172,183
		Assistant Professor	\$64,060	\$80,075	\$120,112
	Physics	Professor	\$104,007	\$130,009	\$260,018
		Associate Professor	\$74,299	\$92,874	\$162,530
		Assistant Professor	\$65,058	\$81,322	\$121,983
	Statistics	Professor	\$112,658	\$140,823	\$281,646
		Associate Professor	\$77,092	\$96,365	\$168,639
		Assistant Professor	\$70,538	\$88,172	\$132,258
	Toxicology	Professor	\$121,034	\$151,292	\$302,584
		Associate Professor	\$81,765	\$102,206	\$178,861
		Assistant Professor	\$62,442	\$78,052	\$117,078

NC State FY 2017-2018 Faculty Salary Ranges*

College/Division	Discipline	RANK	2017 - 18 Faculty Salary Ranges (9-mo Salary Basis)		
			Minimum	Market Reference	Maximum
College of Textiles	Apparel / Textiles	Professor	\$91,123	\$113,904	\$227,808
		Associate Professor	\$67,651	\$84,563	\$147,986
		Assistant Professor	\$58,191	\$72,738	\$109,107
	Textile Sciences & Engineering	Professor	\$117,219	\$146,524	\$293,047
		Associate Professor	\$90,079	\$112,599	\$197,049
		Assistant Professor	\$65,190	\$81,487	\$122,231
College of Veterinary Medicine	Veterinary Medicine	Professor	\$103,281	\$129,102	\$258,203
		Associate Professor	\$82,747	\$103,434	\$181,009
		Assistant Professor	\$73,950	\$92,438	\$138,657
Division of Academic & Student Affairs	Music	Professor	\$83,448	\$104,310	\$208,621
		Associate Professor	\$61,798	\$77,248	\$135,184
		Assistant Professor	\$51,464	\$64,330	\$96,496
	Health & Exercise Science	Professor	\$96,857	\$121,071	\$242,142
		Associate Professor	\$71,331	\$89,164	\$156,037
		Assistant Professor	\$60,466	\$75,582	\$113,374

*NC State FY 2017-18 Faculty Salary Ranges were approved by Chancellor Woodson on August 16, 2017.

NC State University
Faculty Salary Ranges – Methodology
FY 2017 - 2018

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.

Part 3: Institution Policies



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.

Part 3: Institution Policies

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

Part 3: Institution Policies

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.

FACULTY SENATE REPORT

NC STATE UNIVERSITY

Chair of the NC State University Faculty Report

to the North Carolina State University Board of Trustees, University Affairs Committee

Submitted March 25, 2019

This report contains two sections. The first section reports on the recent activities of Faculty Senate and General Faculty meetings. The second section is a report of major initiatives or significant events that occurred during the two-year term of the current Chair of the Faculty.

The last report to the Board of Trustees on Faculty Senate meetings was submitted on February 8, 2019. Since that time, through March 19, 2019 the following topics have been **discussed at the regular Faculty Senate Meetings and the Spring General Faculty Meeting**:

1. Non-Tenure Track Faculty Employment Conditions and Faculty Designation (February 19)

Phil Sannes, Co-Chair, Governance and Personnel Policy Committee

Marina Bykova, Co-Chair, Governance and Personnel Policy Committee

The first discussion on this topic took place December 4, 2018 during which Senators posed additional questions to be explored. The revised proposal was presented and discussed during this meeting. Senators were in agreement with the recommendations and provided additional clarifying information for incorporation in the final report to the Provost.

2. Evaluation of Teaching – Spring General Faculty Meeting (March 5)

The discussion of evaluation of teaching explored current methods at NC State, procedures to encourage student response, cautions regarding over-reliance on numbers and interpretation of statistics, research regarding national trends in approaches to evaluation of teaching, and information on new procedures under review and development. Each speaker made 5-minute introductory remarks prior to opening up to questions from the floor.

Moderator:

Dr. Richard Kotek, Co-Chair Academic Policy Committee and Executive Committee Member

An Overview of Evaluation of Teaching:

Dr. Anna Howard, Chair, University Standing Committee on Evaluation of Teaching

Student Participation, Trends, and Class Eval Reports:

Mr. Grae Desmond, Office of Institutional Research and Planning

Data Concerns and Cautions:

Dr. Jason Osborne Member, University Standing Committee on Evaluation of Teaching

Research and Trends in Student Evaluation:

Dr. Jade Berry-James, Co-Chair Academic Policy Committee and Member, Executive Committee Member

New Directions in Evaluation of Teaching:

Dr. Anna Howard, Chair, University Standing Committee on Evaluation of Teaching

Dr. Katharine Stewart, Vice Provost for Faculty Affairs

There were 70 people in attendance in-person with another 13 attending virtually for a total of 83 people in attendance. The virtual attendance was up from 8 persons for the previous General Faculty Meeting.

3. **Delta Grants Showcase Spring 2019** (March 19)

Cathi Phillips Dunnagan, Lead Instructional Designer, DELTA Instructional Innovation Services

It was announced that the very first showcase, at Hunt Library Teaching and Visualization Lab will be held March 25-29. The event will celebrate and share completed DELTA grant projects featuring collaborations with faculty across multiple colleges. "Interactive digital posters" will showcase projects. The event is designed to foster conversations among faculty who may have interest in similar events and act as a catalyst for the upcoming DELTA Grants application season.

4. **NC State Sponsored Childcare** (March 19)

Marie Williams, Associate Vice Chancellor, Human Resources

Mary Peloquin Dodd, Interim Vice Chancellor for Finance and Administration

The discussion provided an update on the transition plan and accommodations available to families utilizing the services at the Dortehea Dix Childcare Facility. Plans for additional locations, increased capacity to serve families, and expanded services were discussed. The presentation was very thorough in bringing everyone along with the process and series of events. The Senators were equipped with background information and details they did not previously have. This was important given the number and variety of reports received from faculty regarding the transition.

Chair's Report of Major Initiatives and Highlights for 2017-2019

This section of the Chair of the Faculty's final report presents major initiatives and/or highlights actions taken to advance faculty well-being taken over her two-year term of July 1, 2017 through June 30, 2019.

1. General Faculty Meetings

General Faculty Meeting topics were selected with the goal of providing information on topics perceived to be interest to faculty, and in some cases, developed into a topic as we responded to an Issue of Concern. At most meetings, the Chair's remarks were devoted to highlighting a resource for faculty.

Fall 2017 – F&A Where Does It Go & Are Our Rates Too Low?

Faculty resource announcement: New Faculty Commons in D.H. Hill Library and 2FA Implementation.

Spring 2018 – Academic Integrity in a Technology-Rich Environment

Candidates for Chair-Elect spoke.

Fall 2018 (October 31) – Student Well-Being

Faculty resource announcement: Employee Benefits Program website, highlighting concierge feature.

Spring 2019 (March 5) – Evaluation of Teaching

Faculty resource announcement: The FacultyCentral website, a new portal for ease of access to a multitude of resources useful for faculty work.

2. Transportation

Faculty Senate as a representative body effectively communicated the challenges inherent in the proposed "Park Once" model. The model was set aside.

3. Professional Mediation Training

The first step in the faculty grievance process is mediation. While there are few grievances it is important to have qualified and trained mediators available. The Faculty Senate collaborated with the

Office of General Council and the Office of Faculty Affairs to provide mediation training for 15 faculty members of whom a significant portion (9) were full professors. The Provost's Office provided support to secure Carolina Dispute Settlement Services for three days (24 hours) of on-site training.

4. Faculty Burden Survey – Human Resources Items

The survey was administered to better understand a range of areas where faculty experienced additional workload or barriers with processes. Results were presented to the General Faculty (March 21, 2017) during Dr. Jeanette Moore's last semester in office. Chair Bird learned of Associate Vice Chancellor (AVC) William's initiative to examine Human Resources processes. She then gleaned from the survey all responses related to Human Resources and provided them to AVC Williams. As a result, several specific faculty concerns, for example; the length of time to hire faculty and department heads, are being addressed. Associate Vice Chancellor Williams formed a work group that includes academic campus partners of the Office of Institutional Equity and Diversity, the Office of Faculty Affairs, and three Faculty Senate representatives (two current Senators and a Former Chair of the Faculty).

5. Non-Tenure Track Faculty Employment Conditions and Faculty Designation

In Spring 2018, the Faculty Senate received an Issue of Concern regarding the employment conditions of Non-Tenure Track Faculty who comprise approximately 35% of NC State faculty. The Grievance and Personnel Policy Committee engaged in a careful examination of the well-being and equitable treatment of this important group of faculty. The Committee engaged in extensive conversations with faculty (Non-Tenure Track and Tenure Track), University leadership, and through discussions during two regular sessions of the Faculty Senate. A final report was provided to the Provost in Spring 2019. Key recommendations addressed terminology (faculty designation), rights and benefits, minimum compensation, collegiality, support from the Provost's Office, contract lengths and renewal practices, hiring practices, and strategies for appropriate inclusion in departmental academic life.

6. Faculty Senate Elections

Elections will launch March 25th to elect faculty to serve as Senators and on two committees: the Grievance and Non-Reappointment Committee and the Hearing Committee. Senators, the General Faculty, Department Heads, and Deans expended efforts to ensure there were candidates for every open seat. For many of the seats, the election will be competitive. Long time faculty members commented that this level of engagement is a historic moment.

7. Faculty Senate Bylaws (in-progress)

Appointed Committee: Carolyn Bird (Chair), Sarah Ash (Parliamentarian), Paul Williams (Senator), Hans Kellner (Chair-Elect) Katharine Stewart (Vice Provost Faculty Affairs). Faculty Senate Bylaws revisions were presented to Senators at the March 19th meeting. Bylaw revisions included recognition of the representative nature of the Faculty Senate, codifying the Issue of Concern process, improving the organization of the sections, and modifying the Officers section to ensure that the Chair of the Faculty is a person who is fully in a faculty role. Senators discussed the proposed changes and one edit will be corrected prior to discussion and vote at the April 2nd meeting. It is expected that the proposed revisions will be accepted as presented.

Other items:

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.
Professor of Family Resource Management
Chair of the NC State University Faculty, 2017-2019

STAFF SENATE REPORT

Board of Trustees Report

March 22, 2019

Honorable Trustees,

It has been an honor to serve as the Chair of the Staff Senate for the 2018 - 2019 session. Since my last report that covered Staff Senate activities for Fall 2018, I am excited to report on Staff Senate activities during the Winter and early Spring 2019.

In January, the Staff Senate worked with the Cybersecurity Awareness Team (CSAT) to inform staff about staying safe online and completing an online data security module by April 4th. The online data security module will need to be done annually by all employees and covers topics on phishing, data sensitivity, strong passwords, physical security, and best practices. The Staff Senate also collaborated with Wellness and Recreation to inspire a culture of wellness with all NC State staff. We are looking forward to the new Wellness and Recreation Center and are encouraging staff to take advantage of staff memberships for \$25/month that include benefits such as equipment checkout, renovated locker rooms, family recreation, and many great fitness programs and intramural sports. Finally, in January, we communicated with Transportation about upcoming projects and initiatives in 2019 and 2020. It is critical that staff understand the parking program and alternatives that are available to them including Wolfline, GoPass, Carpool, Zipcar, and LimeBike. It is also important that staff understand the business operations of Transportation so that they understand the need for parking fees and, unfortunately, the need for increased parking fees. We are making staff aware of future transportation challenges including the loss of 1,100 spaces in the coliseum Deck, the opening of Fitts Woolard and Plant Sciences, and new development on Centennial campus that will impact existing parking resources and allocations.

In February, the Staff Senate put on a very successful winter coat drive that gave away hundreds of coats, blankets, scarves, and hats. We also provided a home efficiency workshop. The major task that was completed in February was reviewing and revising Staff Senate bylaws by both the Executive Committee and the Staff Senate body. The Staff Senate also changed the election of committee chairs to be done at the same time as the election of officers. In the past, election of committee chairs was done during the Staff Retreat after the new session had already started. This change allows for the entire Staff Senate to vote on committee chairs and forms the executive committee prior to the next session so that the incoming executive committee can work together on goals and objectives for the upcoming session. Finally, the Executive Committee instituted stronger penalties for absences to Staff Senate general and committee meetings. We hope to approve all bylaw changes by May.

In March, the Staff Senate heard from Marie Williams regarding the Human Resources 2018 - 2021 Strategic Plan. The Staff Senate applauds Marie's vision and the new HR Organizational Excellence Business Model to: 1) attract, develop, and retain a diverse and highly talented workforce; 2) model agility through innovation, process re-engineering, and continuous improvement; 3) invest in NC State employees through professional development and training; 4) measure success through HR metrics and workforce analytics; and 5) demonstrate HR strategic and operational excellence. The plan Marie laid out was not only transformational but also inspirational to all of us serving on the Staff Senate. The Staff Senate also hosted an Agroecology Education Farm Tour and a Sustainable Lawn Care event for staff in March.

The Staff Senate was very pleased to see the Chancellor's cabinet approve leave without pay as an option for adverse weather. We were also delighted to see a new policy to make clearer the designation of who is mandatory and non-mandatory for every employee for every unit on campus in an adverse weather or emergency event situation. We are currently in our election cycle for next year and were thrilled to receive over 215 nominations for Senators for our next session. Finally, the Staff Senate was grateful to see House Bill DRH10232-LR-84 introduced in the General Assembly to direct the Program Evaluation Division to study the maternity and paternity leave benefits of state government employees which was brought through NC State's Staff Senate, then through the UNC Staff Assembly by NC State's Council for the Status of Women.

Respectfully Submitted,



Jason Painter, PhD
Director, The Science House
Chair, NC State Staff Senate, 2018-2019

PROVOST UPDATE ITEMS

MEMORANDUM OF AGREEMENT FOR “3+X” PROGRAM

BETWEEN

**NORTH CAROLINA STATE UNIVERSITY
RALEIGH, NC, U. S. A.**

AND

**QINGDAO UNIVERSITY
QINGDAO, CHINA**

This Agreement is to formalize the academic exchange between the Wilson College of Textiles at North Carolina State University (hereafter referred to as NC State) and Qingdao University (hereafter referred to as QU) for a 3+X Master's program. The two institutions subscribe to the statement of principles and procedures given below and to the terms of agreement regarding the responsibilities of each institution. This agreement is based on a spirit of cooperation, reciprocity, and of mutual benefit to both parties.

Both Universities wish to enter into an arrangement as set forth below:

1. Undergraduate students who complete three (3) years' course studies at QU and one semester of studies at NC State that result in a bachelor's degree from QU may be considered for enrollment in an NC State Master's degree program (hereafter referred to as the Program).
2. The Program may be completed in one additional year plus one summer session. Some degrees may require a total of 3 or more semesters due to the schedule of graduate course offerings during the academic year or any necessary pre-requisite courses, or optional elective courses the student may take.
3. Admission to the Master's program is contingent upon the student meeting the relevant entry requirements as established by NC State and the degree program to which they are applying.
4. Upon successful completion of NC State's Master's program, QU students may be accepted into QU's PhD programs provided they pass the relevant entry exam set by QU.

Both Universities have agreed to the terms and conditions stated below.

ENTRY AGREEMENT FOR 3+X PROGRAM

- (1) QU will select qualified rising senior students at the end of their first semester in their third year of education to attend NC State for their fourth year of study. QU students need to have:
 - a) completed the third year of the bachelor's program at QU and achieved an overall GPA (Grade Point Average) of more than 3.0 on a 4.0 scale;
 - b) obtained minimum requirement for TOEFL or IELTS scores needed for admission into a graduate program at NC State as listed online;
 - c) obtained an official written recommendation statement from QU confirming the student has successfully passed the QU evaluation.
- (2) This 3+X Master's program will focus on the existing degree programs offered by NC State's Wilson College of Textiles. The specific Master's programs offered in one year may depend on the interests of QU students and specific course availability at NC State.

Participating Master's Programs in the Wilson College of Textiles at NC State:

- Master of Textiles
 - Master of Science in Textiles
 - Master of Science in Textile Chemistry
 - Master of Science in Textile Engineering
- (3) The number of admitted students will be negotiated annually. The NC State-QU Program plans to admit up to 10 students per year in the first phase (1-2 years) of this program, with students coming to NC State in Fall 2019. Depending on the total number of applicants from QU, this number may increase.
 - (4) NC State will evaluate those selected QU students using NC State's admission standards for their qualifications. NC State faculty may conduct an on-site interview to ensure student quality. The selected QU students who meet both NC State and the Program's entry qualifications will begin studies at NC State as "GTI Certificate students" in the Global Training Initiative (GTI) program.
 - (5) As NC State's policy will not allow admitting students into graduate programs prior to completion of their bachelor's degree, these admitted students will first apply to and matriculate via the GTI Certificate Program for the first (fall) semester (and may come during an optional "early start" program in July). As GTI Certificate students they will be expected to register full-time (minimum 12 credit hours) and to take the required courses that are designed for the specific Program as well as the required GTI 401 Colloquium. Credit and non-credit English courses are also available during this first semester and students will have the opportunity to take the TOEFL or other standardized tests after arrival, but prior to October 15. The GTI has a separate on-line application process, which must be completed before a student visa certificate can be issued. See <https://projects.ncsu.edu/gti/> for more information.

- (6) After they have successfully completed the course work needed to complete their bachelor's degree (minimum 12 credit hours) as GTI Certificate students at NC State, QU will grant each of these students a statement that the student has completed bachelor's degree requirements in their respective discipline. Students will be required to provide an official letter from QU indicating the bachelor's degree requirements are satisfied prior to being approved for the Program. They must also provide a final transcript once the bachelor's degree has been conferred.
- (7) NC State will officially review QU students for admission to the respective Master's degree in the College of Textiles upon completion of the GTI semester and certification of bachelor's degree.
- (8) The graduate programs in the Wilson College of Textiles has specific degree requirements, as outlined in the appendix. It is required that at least 18 credit hours be taken after the student is admitted into the program at NC State.
- (9) QU students will pay out-of-state tuition, fees and living expenses during their studies at NC State. Current NC State tuition and fee rates are available for reference online at <https://studentservices.ncsu.edu/your-money/tuition-and-fees/>. To complete the Program in one (1) year, it is anticipated that students may also need to register for a minimum of six (6) credits during the Summer Session(s). NC State may provide guidance and logistical help with student housing and other relevant arrangements. The amount of living expenses may vary depending on the type of housing and living preferences.
- (10) Upon successful completion of all program requirements, students will be granted one of the following degrees by NC State:
 - Master of Textiles
 - Master of Science in Textiles
 - Master of Science in Textile Chemistry
 - Master of Science in Textile Engineering
- (11) Graduates who return to QU with their Master's degree may enter QU's PhD programs should they meet the relevant requirements set by QU.
- (12) Graduates who want to enter a Ph.D. program at NC State will be required to apply following the normal application procedures and admission requirements set by NC State.

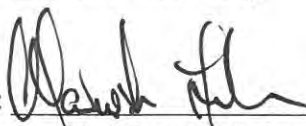
GENERAL AGREEMENT

- 1) This Agreement represents the entire understanding between the parties and supersedes all other arrangements. This Agreement may only be changed with the written consent of both parties. This Agreement has been prepared in the English language, which shall be the governing language for this Agreement. Any translations or other versions of this Agreement are solely for the convenience of the parties and are not controlling.

- 2) If either party shall temporarily fail to enforce any provision of this Agreement such temporary forbearance shall not constitute a waiver.
- 3) The two parties shall be in regular communication to resolve any problems or issues relating to this agreement.
- 4) Neither party may assign, transfer or sub-contract its commitments under this Agreement.
- 5) Either party may terminate this Agreement if the other shall be in material breach and following written notice of such breach shall not have remedied the breach within a period of 30 days. If the Agreement is discontinued, a teach-out plan will be required for those students remaining in the Program.
- 6) The relationship of NC State and QU under this Agreement shall be that of independent contractors, and a party shall not be deemed, nor hold itself out as being a partner or agent of the other party. In addition, neither NC State nor QU shall be liable for the acts of the other, and they shall not be liable for the acts of participating students in the Program.
- 7) Subject to the governing law of each Institutions' jurisdiction regarding public records, the Institutions agree not to use or disclose to anyone information belonging to the other party which is disclosed in connection with this Agreement which is of confidential nature and agree not to make any announcements of any nature in respect of this Agreement without the consent of the other party hereto.
- 8) Either party may terminate this Agreement for any reason upon nine (9) months' prior written notice to the other. If the Agreement is discontinued, a teach-out plan will be required for those students remaining in the Program.
- 9) This Agreement shall remain subject to laws and regulations of both countries.
- 10) This Agreement is for a period of five years, unless otherwise specified. Prior to the end of the fifth year the agreement must be reviewed and re-approved if requesting an extension. Upon the scheduled review date, responses to review criteria will be required to be completed and provided to the university review committee. If the Agreement will be discontinued, a teach-out plan will be required for those students remaining in the Program.

SIGNATURES

Executive Vice Chancellor and Provost
North Carolina State University

Signature: 
Dr. Warwick Arden

Date: 11/3/19

President
Qingdao University

Signature: _____
Dr. XIA Dongwei


Date: _____

Dean, Graduate School
North Carolina State University

Signature: 
Dr. Peter Harries

Date: 11/22/18

Dean, Wilson College of Textiles
North Carolina State University

Signature: 
Dr. David Hinks

Date: 11/8/18

Appendix I

Degree Requirements for Master of Science in Textiles (MS)

Master of Science – Textiles

The Master of Science in Textiles (MS) prepares students for industry positions. Students interested in continuing with a Ph.D. in Textile Technology and Management (TTM) or Fiber and Polymer Science (FPS) are also encouraged to pursue the MS degree. The MS degree requires a minimum of 36 hours including a thesis and typically takes 2 years to complete.

MS DEGREE REQUIREMENTS:

1. Students should form a thesis committee and have an approved Plan of Work (POW) by the end of the second semester (for full time students).
2. Thesis committee composition:
 - A minimum of three NC State Graduate Faculty members;
 - The committee chair must be a graduate faculty member in TATM; and
 - If the student has a minor, one committee member needs to represent the minor.
3. Students must successfully pass the thesis defense to graduate.
4. A minimum of 36 credit hours are required to earn the degree.
5. A maximum of 12 credit hours of relevant courses taken as non-degree studies (NDS) may be included in the program with the approval of the student's thesis committee.
6. Two (2) credit hours of TTM 601 (graduate seminar) are required for the degree. No more than 2 hours of TTM 601 count toward the degree.
7. A total of 6-10 credit hours of 600 level courses (TT/TTM 630, 693, 695) in the major for research and independent study can count towards the degree.
8. A maximum of nine (9) credit hours of supporting course work from outside the Department are allowed to count towards the degree. This may be increased to a maximum of 12 hours for students taking 6-credit hour classes in the College of Design.
9. All course work toward the degree must be at the 500 level or above. However, up to 3 credit hours of advanced undergraduate 400 level coursework from outside of the department may be allowed on the plan of work.
10. Each specialization requires a minimum of 15 credit hours of TT/TTM course work at the 500 or 700 levels.
11. If a minor is selected, a minimum of nine (9) hours must be taken in the minor area and nine (9) hours are counted toward the degree requirement.
12. The degree must be completed within six (6) years of the date of the first course completed that is on the Plan of Work. Students must be continuously enrolled once they begin their graduate program. Students may request a leave of absence from the program for one semester at a time; two (2) semesters maximum.
13. Graduate students must maintain a minimum 3.0 GPA to remain in the program and have a minimum 3.0 GPA at the time of graduation.

Students must meet all the rules outlined in the [Graduate School Administrative Handbook](#). Specific course requirements for specializations are as follows (*not all courses are offered every semester and/or may be cancelled*):

RECOMMENDED FOCUS IN TEXTILE DESIGN & FASHION DESIGN

- TT 551- Advanced Woven Fabric Design & Structures
- TT 570- Textile Digital Design and Technology
- TT 571- Professional Practices in Tex. Design and Tech.
- TTM 510- Apparel Technology Management
- TTM 515- Apparel Production
- TTM 517- Advanced Computer-Aided-Design for Fashion
- TT/TTM 591- Special Studies
- TT/TTM 630- Independent Study
- TT/TTM 632- Special Studies in Tex. Prod. Development
- TT/TTM 676- Special Projects

RECOMMENDED FOCUS IN BRANDING & RETAIL

- TTM 561- Strategic Technology Management in the Tex. Complex
- TTM 573- Management of Textile Product Development
- TTM 582- Global Text. Brand Management and Marketing
- TTM 583- Strategic Planning for Textile Firms
- TTM 585- Market Research In Textiles
- TTM 588 – Global Perspectives in Textile Supply Chain Management
- TT/TTM 591- Special Studies
- TT/TTM 630- Independent Study
- TT/TTM 676- Special Projects

RECOMMENDED FOCUS IN TEXTILE TECHNOLOGY

- TT 504- Introduction to Nonwovens Processes and Products
- TT 520- Yarn Processing Dynamics
- TT 530- Textile Quality and Process Control
- TT 541- Theory and Practice Of Knitted Fabric Production and Control
- TT 550- Production Mechanics and Properties of Woven Fabrics
- TT/TTM 591- Special Studies
- TT/TTM 630- Independent Study
- TT/TTM 676- Special Projects

RECOMMENDED FOCUS IN TEXTILE MANAGEMENT

- TTM 530- Textile Quality and Process Control
- TTM 533- Lean Six Sigma Quality
- TTM 535 – Research Methods and Management
- TTM 561- Strategic Technology Management in the Tex. Complex
- TTM 581 – Global Textile and Apparel Business Dynamics
- TTM 583- Strategic Planning for Textile Firms
- TTM 591- Special Studies
- TTM 630- Independent Study

OTHER SPECIALIZATIONS

- Multiple Specializations
- Use the optional 9 hours outside the department
- Use TT/TTM 591, TT/TTM 630, & TT/TTM 676 (12 hours) to structure a focus

Appendix II

Degree Requirements for Master of Textiles (MT)

Master of Textiles (MT): On-Campus

The Master of Textiles (MT) is a non-thesis degree that can be completed in only two semesters (1 year) of full-time on campus study or up to a maximum of six (6) years through distance education. The program is also available entirely via distance education and may be completed on a part time basis. The degree requires a minimum of 30 credit hours.

MT DEGREE REQUIREMENTS:

1. Students must work with an adviser throughout the program. A Graduate Committee is not required.
2. Students must submit a Plan of Work (POW) by the end of their first semester.
3. A minimum of 30 credit hours is required to complete the degree.
4. A maximum of six (6) credit hours independent study courses, TT/TTM 630/632, are allowed to count towards the degree.
5. A maximum of 12 credit hours of relevant courses taken as non-degree studies (NDS) may be included in the program with the approval of the student's adviser.
6. TTM 601 (Graduate Seminar) is not required for the degree. Students are allowed to take TTM 601, but no more than 2 credit hours of TTM 601 count toward the degree.
7. No minor can be declared.
8. Nine (9) credit hours of supporting coursework from outside the Department are allowed on the Plan of Work. This may be increased to 12 hours for students taking 6-credit hour classes in the College of Design.
9. All course work must be at the 500 level or above. However, up to 3 credit hours of advanced undergraduate 400 level coursework from outside of the department may be allowed on the Plan of Work.
10. The degree must be completed within six (6) years of the date of the first course included in the Plan of Work. Students must be continuously enrolled once they begin their graduate program. Students may request a leave of absence from the program for one semester at a time; two (2) semesters maximum.
11. Graduate students must maintain a minimum 3.0 GPA to remain in the program and must have a 3.0 GPA or higher at the time of graduation.

Students must meet all the rules outlined in the [Graduate School Administrative Handbook](#)

RECOMMENDED FOCUS IN TEXTILE DESIGN & FASHION DESIGN

- TT 551- Advanced Woven Fabric Design & Structures
- TT 570- Textile Digital Design and Technology
- TT 571- Professional Practices in Tex. Design and Tech.
- TTM 510- Apparel Technology Management
- TTM 515- Apparel Production
- TTM 517- Advanced Computer-Aided-Design for Fashion
- TT/TTM 591- Special Studies
- TT/TTM 630- Independent Study
- TT/TTM 632- Special Studies in Tex. Prod. Development
- TT/TTM 676- Special Projects

RECOMMENDED FOCUS IN BRANDING & RETAIL

- TTM 561- Strategic Technology Management in the Tex. Complex
- TTM 573- Management of Textile Product Development
- TTM 582- Global Text. Brand Management and Marketing
- TTM 583- Strategic Planning for Textile Firms
- TTM 585- Market Research In Textiles
- TTM 588 – Global Perspectives in Textile Supply Chain Management
- TT/TTM 591- Special Studies
- TT/TTM 630- Independent Study
- TT/TTM 676- Special Projects

RECOMMENDED FOCUS IN TEXTILE TECHNOLOGY

- TT 504- Introduction to Nonwovens Processes and Products
- TT 520- Yarn Processing Dynamics
- TT 530- Textile Quality and Process Control
- TT 541- Theory and Practice Of Knitted Fabric Production and Control
- TT 550- Production Mechanics and Properties of Woven Fabrics
- TT/TTM 591- Special Studies
- TT/TTM 630- Independent Study
- TT/TTM 676- Special Projects

RECOMMENDED FOCUS IN TEXTILE MANAGEMENT

- TTM 530- Textile Quality and Process Control
- TTM 533- Lean Six Sigma Quality
- TTM 535 – Research Methods and Management
- TTM 561- Strategic Technology Management in the Tex. Complex
- TTM 581 – Global Textile and Apparel Business Dynamics
- TTM 583- Strategic Planning for Textile Firms
- TTM 591- Special Studies
- TTM 630- Independent Study

OTHER SPECIALIZATIONS

- Multiple Specializations
- Use the optional 9 hours outside the department
- Use TT/TTM 591, TT/TTM 630, & TT/TTM 676 (12 hours) to structure a focus

Appendix III

Degree Requirements for Master of Science in Textile Chemistry (MS TC)

Master of Science in Textile Chemistry (MS TC)

The Master of Science (M.S.) in Textile Chemistry (TC) emphasizes the fundamental principles of polymer science, dyeing and finishing technology, color science, dye chemistry, analytical science, and fiber formation. Our program is highly relevant to many of the chemical, fiber, retail, and textile industries, as well as environmental, medical and forensic science. Some of the active research projects in textile chemistry include study of biomedical applications of polymers, surface treatment and finishing, color perception and imaging, energy harvesting and storage, polymer and fiber science, integration of biotechnology into polymers and fibers, molecular modeling of dyes and fibers, advanced analytical characterization techniques, and environmental sustainability and pollution prevention.

Graduates of Textile Chemistry are recruited by a broad range of employers across the globe, including fiber and textile companies, chemical and polymer industries, research and development laboratories, and even state and federal agencies involved with forensic science. Some graduates have also gone onto doctoral programs, particularly in fiber and polymer science (FPS) and textile technology management (TTM).

TC PROGRAM REQUIREMENTS

Note that we are in the process of changing this degree to what is proposed below, so it is tentative pending approval.

The Textile Chemistry M.S. degree program has both a thesis and a non-thesis track, as well as an online Distance Education (DE) option, which entail the following:

	THESIS TRACK	NON-THESIS AND DE TRACKS
Minimum Number of Credits:	32+ credit hours	32 credit hours ¹
Graduate Seminar (TC 601)	2 semesters (2 credit hours)	2 semesters (2 credit hours)
Graduate Coursework	24 credit hours ² (~8 courses)	24 credit hours ² (~8 courses)
M.S. Project Work	Thesis and Final Oral Examination (6+ credit hours)	2 semesters of TC 630, independent study (6 credit hours)
Minimum Committee Structure (All members must be part of the TC program graduate faculty, one must be NC State Graduate Faculty)	Chair + 2 Members; two must be part of outside of TECS core faculty. An optional Co-Chair can be a 4 th member	Chair only, selected from TC program graduate faculty
Total Timeline	3-4 semesters	2-3 semesters
Eligibility for Assistantships?	RA TA	TA
RA = research assistantship TA = teaching assistantship		

¹ Current non-thesis program is 35 credits, but we are proposing to drop it to 32 credits.

2 Current program requires 5 courses from an approved list (6 courses for non-thesis students), and 3 courses from a supporting area or minor. This approved course list for the current program is given below. The proposed changes provides more flexibility in course selections for the students.

Approved Course List for TC M.S. Degree Requirements:

Course ID	Title	Credits
TC 530	The Chemistry of Textile Auxiliaries	3
TC (MSE) 561	Organic Chemistry of Polymers	3
TC 565	Polymer Applications and Technology	3
TC 589	Special Studies in Textile Engineering Science	3
TC 704	Fiber Formation—Theory and Practice	3
TC 705	Theory of Dyeing	3
TC 706	Color Science	3
TC 707	Color Laboratory	1
TC 720	Chemistry of Dyes and Color	3
TC (CH,MAT) 762	Physical Chemistry of High Polymer – Bulk Properties	3
CH	<i>Any course at the 500 level and above</i>	1-4
TT (NW) 503	Materials, Polymers, and Fibers used in Nonwovens	3
TE (PY) 570	Polymer Physics	3
TMS 762	Physical Properties of Fiber Forming Polymers, Fibers & Fibrous Structures	3
TMS (MSE) 763	Characterization of Structure of Fiber Forming Polymers	3
FPS 710	Science of Dyeing, Printing, and Finishing	3
FPS 770	Advances in Polymer Science	3
BCH 751	Biophysical Chemistry	3
FB 516	Forest Products Colloids and Surfaces	3
MSE 565	Introduction to Nanomaterials	3
MSE (CHE) 761	Polymer Blends and Alloys	3
MSE 775	Structure of Semicrystalline Polymers	3
CHE (BEC) 562	Fundamentals of Bio-Nanotechnology	3

3+X Program in Textile Chemistry

<https://textiles.ncsu.edu/tecs/graduate/graduate-resources/tecs-graduate-handbook/#mstc-overview>

Semester 1: Fall	Semester 2: Spring	Summer
GTI 401 3	TC 601: Seminar 1	Internship or Research
Course 1: Chemistry ^{a,b,c} 3	Course 4 ^{a,b,c} 3	(Optional but recommended)
Course 2: Chemistry ^{a,b,c} 3	Course 5 ^{a,b,c} 3	
Course 3 ^{a,b,c} 3	Course 6 ^{a,b,c} 3	
	TC 630: Independent Study ^d 3	
Total Credits ^e 12	Total Credits ^e 13	
Semester 3: Fall	Semester 4: Spring	Summer
TC 601: Seminar 1	TC 695 ^e 1-6	Internship or Research
Course 7 ^{a,b,c} 3	(Thesis students only, if needed.)	(Only if needed)
Course 8 ^{a,b,c} 3		
TC 630 or TC 695 ^{d,e} 3		
Total Credits ^{f,g} 10	Total Credits ^{f,g} 1-6	

Total credits for non-thesis students: 3 + 32

Total credits for thesis students: 3 + 32+

NOTES:

^a 12 credits of letter-graded coursework must be chemistry courses at the 500-level or above. Those credits can be any TC (PCC) or CH course for which you meet the prerequisites; other courses can be approved, in writing, by the TECS Director of Graduate Programs, and a pre-approved list is available on the curriculum website given above.

^b 15 credits of letter-graded coursework must be courses at the 500-level or above that are taught by TECS faculty and for which you meet the prerequisites. Those courses could have the prefix: TE, TMS, TT, TC, FPS, or TTM. (Note that not all courses with these prefixes are taught by TECS faculty; if in doubt, please confirm with the TECS Director of Graduate Programs.) If you plan to continue into the FPS or TTM Ph.D. program, consider taking the core courses as part of your M.S. degree.

^c At least 18 credit hours must be letter graded courses at the 500 level or above; no credits below the 400 level will be counted toward the degree.

^d TC 630 versus TC 695: For non-thesis students, please choose TC 630. For thesis-track students, please register your first 3-6 credits of research as independent study (TC 630) as it will help you obtain structure for your project at the initial stages; in addition, it will also give you flexibility to be able to switch to non-thesis in the future.

^e Thesis students must also produce a Master's thesis and unanimously pass an oral examination of it.

^f The maximum number of credits that can be taken in a semester is 15.

For students on assistantships (TA or RA), the maximum number of credits that can be taken in a semester is 12 (or 13 if one is TE 601); if you are taking at least one 700-level course, we advise limiting credit load to 10.

For students NOT on assistantships, we strongly advise limiting credit load to 12, especially if you are taking at least one 700-level course.

^g The time limit for finishing all Master's degree requirement is 6 years, even if a student received an approved leave of absence. Eligibility for the Graduate Student Support Plan (GSSP) is 4 semesters.

Full-time Non-thesis students (Option B) should aim to finish up by no later than the third semester; ABM students have 12 months after their undergraduate degree is conferred.

Full-time Thesis students should work with their research advisors to determine their completion date. Thesis students should aim to finish up by the fourth semester, but can take up to a fifth semester if your research project necessitates it; ABM students have 18 months after their undergraduate degree is conferred.

Appendix IV

Degree Requirements for Master of Science in Textile Engineering (MS TE)

Master of Science in Textile Engineering (MS TE)

The Master of Science in Textile Engineering degree program offers unique educational and research opportunities within the domain of textile materials, structures, and technologies, as well as process design. The program is interdisciplinary in nature, drawing upon polymer and fiber science, mathematical sciences, other engineering disciplines, and the physical sciences. Current research activities in textile engineering include inventory and supply chain control, molecular modeling, nonwovens, thermal and protection sciences, polymer and fiber science, biomedical applications of textiles, wearable and smart textiles, textile composites, filtration, nanotextiles, and sustainability.

Graduates of Textile Engineering are recruited by a broad range of employers, including traditional textile areas such as performance athletic wear or outdoor apparel and equipment, or even areas outside of textiles, such as hospitals, research laboratories, or banks. Some graduates have also gone onto doctoral programs, particularly in fiber and polymer science (FPS) and textile technology management (TTM).

TE PROGRAM REQUIREMENTS

The Textile Engineering M.S. degree program has both a thesis and a non-thesis track, which entail the following:

	THESIS TRACK	NON-THESIS TRACK
Minimum Number of Credits:	32+ credit hours	32 credit hours
Graduate Seminar (TE 601)	2 semesters (2 credit hours)	2 semesters (2 credit hours)
Graduate Coursework	24 credit hours (~8 courses)	24 credit hours (~8 courses)
M.S. Project Work	Thesis and Final Oral Examination (6+ credit hours)	2 semesters of TE 630, independent study (6 credit hours)
Minimum Committee Structure (All members must be part of the NC State Graduate Faculty)	Chair + 2 Members; two must be part of the TC program graduate faculty, one must be outside of TECS core faculty. An optional Co-Chair can be a 4 th member	Chair only, selected from TC program graduate faculty
Total Timeline	3-4 semesters	2-3 semesters
Eligibility for Assistantships?	RA	TA
RA = research assistantship	TA	
TA = teaching assistantship		

3+X Program in Textile Engineering

<https://textiles.ncsu.edu/tecs/graduate/graduate-resources/tecs-graduate-handbook/#mste-overview>

Semester 1: Fall	Semester 2: Spring	Summer
GTI 401 3	TE 601: Seminar 1	Internship or Research
Course 1: Engineering ^{a,b,c} 3	Course 4 ^{a,b,c} 3	(Optional but recommended)
Course 2: Engineering ^{a,b,c} 3	Course 5 ^{a,b,c} 3	
Course 3 ^{a,b,c} 3	Course 6 ^{a,b,c} 3	
	TE 630: Independent Study ^d 3	
Total Credits ^e 12	Total Credits ^e 13	
Semester 3: Fall	Semester 4: Spring	Summer
TC 601: Seminar 1	TE 695 ^e 3+	Internship or Research
Course 7 ^{a,b,c} 3	(Thesis students only, if needed.)	(Only if needed)
Course 8 ^{a,b,c} 3		
TE 630 or TE 695 ^{d,e} 3		
Total Credits ^{f,g} 10	Total Credits ^{f,g} 3+	

Total credits for non-thesis students: **3 + 32**

Total credits for thesis students: **3 + 32+**

NOTES:

^a 12 credits of graded coursework must be engineering courses at the 500-level or above. Those credits can be TE, TMS, or any engineering course for which you meet the prerequisites.

^b 15 credits of letter-graded coursework must be courses at the 500-level or above that are taught by TECS faculty and for which you meet the prerequisites. Those courses could have the prefix: TE, TMS, TT, TC, FPS, or TTM. If you plan to continue into the FPS or TTM Ph.D. program, consider taking the core courses as part of your M.S. degree.

^c At least 18 credit hours must be letter graded courses at the 500 level or above; no credits below the 400 level will be counted toward the degree.

^d **TC 630 versus TC 695:** For non-thesis students, please choose TC 630. For thesis-track students, please register your first 3-6 credits of research as independent study (TC 630) as it will help you obtain structure for your project at the initial stages; in addition, it will also give you flexibility to be able to switch to non-thesis in the future.

^e **Thesis students** must also produce a Master's thesis and unanimously pass an oral examination of it.

^f The maximum number of credits that can be taken in a semester is 15. **For students on assistantships (TA or RA)**, the maximum number of credits that can be taken in a semester is 12 (or 13 if one is TE 601). **For students taking at least one 700-level course**, we strongly advise limiting credit load to 12 if not on an assistantship, and to 10 for those on assistantships.

^g **For full-time students:**

Non-thesis students (Option B) should aim to finish up by no later than the third semester; ABM students have 12 months after their undergraduate degree is conferred.

Thesis students should work with their research advisors to determine their completion date. Thesis students should aim to finish up by the fourth semester, but can take up to a fifth semester if your research project necessitates it; ABM students have 18 months after their undergraduate degree is conferred.

North Carolina State University
MOA for 3+X Master's Program with Qingdao University

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

Endorsed By:

Head, Department/Program

Date

Recommended By:

Chair, College Curriculum Committee

Date

Endorsed By:

See document signature

College Dean

Date

Recommended By:

N/A

Vice Provost, DELTA (if DE degree/certificate)

Date

Recommended By:

N/A

Chair, University Courses & Curricula Committee

Date

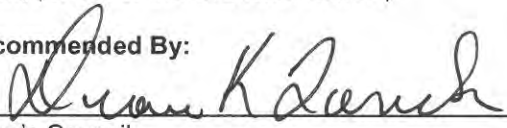
Approved By:

See document signature

Dean, (DASA or the Graduate School)

Date

Recommended By:

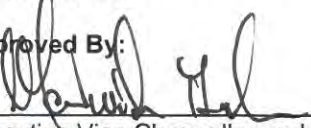


Dean's Council

1/31/19

Date

Approved By:



Executive Vice Chancellor and Provost

1/31/19

Date

Approved By:



Chancellor

2/25/19

Date

MEMORANDUM OF AGREEMENT FOR “3+X” PROGRAM

BETWEEN

**NORTH CAROLINA STATE UNIVERSITY
RALEIGH, NC, U. S. A.**

AND

**SOOCHOW UNIVERSITY
SUZHOU, CHINA**

This Agreement is to formalize the academic exchange between the Wilson College of Textiles at North Carolina State University (hereafter referred to as NC State) and Soochow University (hereafter referred to as SU) for a 3+X Master's program. The two institutions subscribe to the statement of principles and procedures given below and to the terms of agreement regarding the responsibilities of each institution. This agreement is based on a spirit of cooperation, reciprocity, and of mutual benefit to both parties.

Both Universities wish to enter into an arrangement as set forth below:

1. Undergraduate students who complete three (3) years' course studies at SU and one semester of studies at NC State that result in a bachelor's degree from SU may be considered for enrollment in an NC State Master's degree program (hereafter referred to as the Program).
2. The Program may be completed in one additional year plus one summer session. Some degrees may require a total of 3 or more semesters due to some graduate courses not being offered in summer sessions, any necessary pre-requisite courses, or optional elective courses the student may take.
3. Admission to the Master's program is contingent upon the student meeting the relevant entry requirements as established by NC State and the degree program to which they are applying.

Both Universities have agreed to the terms and conditions stated below.

ENTRY AGREEMENT FOR 3+X PROGRAM

- (1) SU will select qualified rising senior students at the end of their first semester in their third year of education to attend NC State for their fourth year of study. SU students need to have:
 - a) completed the third year of the bachelor's program at Soochow University and achieved an overall GPA (Grade Point Average) of more than 3.0 on a 4.0 scale;
 - b) obtained minimum requirement for TOEFL or IELTS scores needed for admission into a graduate program at NC State as listed online;
 - c) obtained an official written recommendation statement from SU confirming the student has successfully passed the SU evaluation.
- (2) This 3+X Master's program will focus on the existing degree programs offered by NC State's Wilson College of Textiles (see the list below for current Master's programs). The specific Master's programs offered in one year may depend on the interests of SU students and specific course availability at NC State.

Participating Master's Programs in the Wilson College of Textiles at NC State:

 - Master of Science in Textiles
 - Master of Textiles
 - Master of Science in Textile Chemistry
 - Master of Science in Textile Engineering
- (3) The number of admitted students will be negotiated annually. The program plans to admit up to 10 students per year in the first phase (1-2 years) of this program, with students coming to NC State in Fall 2019. Depending on the total number of applicants from SU, this number may increase.
- (4) NC State will evaluate those selected SU students using NC State's admission standards for their qualifications. NC State faculty may conduct an on-site interview to ensure student quality. The selected students who meet both NC State and the Program's entry qualifications will begin studies at NC State as "GTI Certificate students" in the Global Training Initiative (GTI) program.
- (5) As NC State's policy will not allow admitting students into graduate programs prior to completion of their bachelor's degrees, these admitted students will first apply to and matriculate via the GTI Certificate Program for the first (fall) semester (and may come during an optional "early start" program in July). As GTI Certificate students they will be expected to register full-time (minimum 12 credit hours) and to take the required courses that are designed for the specific Program as well as the required GTI 401 Colloquium. Credit and non-credit English courses are also available during this first semester and students will have the opportunity to take the TOEFL or other standardized tests after arrival, but prior to October 15. The GTI has a separate on-line application process, which must be completed before a student visa certificate can be issued. See <https://projects.ncsu.edu/gti/> for more information.

- (6) After they have successfully completed the course work needed to complete their bachelor's degree (minimum 12 credit hours) as GTI Certificate students at NC State, SU will grant each of these students a statement that the student has completed bachelor's degree requirements in their respective discipline. Students will be required to provide an official letter from SU indicating the bachelor's degree requirements are satisfied prior to being approved for the Program. They must also provide a final transcript once the bachelor's degree has been conferred.
- (7) NC State will officially review SU students for admission to the program upon completion of the GTI semester and certification of bachelor's degree.
- (8) The graduate programs in the Wilson College of Textiles has specific degree requirements, as outlined in the appendix. It is required that at least 18 credit hours be taken after the student is admitted into the program at NC State.
- (9) SU students will pay out-of-state tuition, fees and living expenses during their studies at NC State. Current NC State tuition and fee rates are available for reference online at <https://studentservices.ncsu.edu/your-money/tuition-and-fees/>. To complete the Program in one (1) year, it is anticipated that students may also need to register for a minimum of six (6) credits during the Summer Session(s). NC State may provide guidance and logistical help with student housing and other relevant arrangements. The amount of living expenses may vary depending on the type of housing and living preferences.
- (10) Upon successful completion of all program requirements, students will be granted one of the following degrees by NC State:
 - Master of Science in Textiles
 - Master of Textiles
 - Master of Science in Textile Chemistry
 - Master of Science in Textile Engineering
- (11) Graduates who want to enter a Ph.D. program at NC State will be required to apply following the normal application procedures and admission requirements set by NC State.

GENERAL AGREEMENT

- 1) This Agreement represents the entire understanding between the parties and supersedes all other arrangements. This Agreement may only be changed with the written consent of both parties.
- 2) If either party shall temporarily fail to enforce any provision of this Agreement such temporary forbearance shall not constitute a waiver.
- 3) The two parties shall be in regular communication to resolve any problems or issues relating to this agreement.

- 4) Neither party may assign, transfer or sub-contract its commitments under this Agreement.
- 5) Either party may terminate this Agreement if the other shall be in material breach and following written notice of such breach shall not have remedied the breach within a period of 30 days. If the Agreement is discontinued, a teach-out plan will be required for those students remaining in the Program.
- 6) The relationship of NC State and SU under this Agreement shall be that of independent contractors, and a party shall not be deemed, nor hold itself out as being a partner or agent of the other party. In addition, neither NC State nor SU shall be liable for the acts of the other, and they shall not be liable for the acts of participating students in the Program.
- 7) Subject to the governing law of each Institutions' jurisdiction regarding public records, the Institutions agree not to use or disclose to anyone information belonging to the other party which is disclosed in connection with this Agreement which is of confidential nature and agree not to make any announcements of any nature in respect of this Agreement without the consent of the other party hereto.
- 8) Either party may terminate this Agreement for any reason upon nine (9) months' prior written notice to the other. If the Agreement is discontinued, a teach-out plan will be required for those students remaining in the Program.
- 9) This Agreement shall remain subject to laws and regulations of both countries.
- 10) This Agreement is for a period of five years, unless otherwise specified. Prior to the end of the fifth year the agreement must be reviewed and re-approved if requesting an extension. Upon the scheduled review date, responses to review criteria will be required to be completed and provided to the university review committee. If the Agreement will be discontinued, a teach-out plan will be required for those students remaining in the Program.

SIGNATURES

Executive Vice Chancellor and Provost
North Carolina State University

Signature: _____

Dr. Warwick Arden

Date: _____

12/19,

Vice President
Soochow University

Signature: _____

Professor Xiaohong Zhang

Date: _____

Dean, Graduate School
North Carolina State University

Signature: _____

Dr. Peter Harries

Date: _____

11/29/18

Dean, Wilson College of Textiles
North Carolina State University

Signature: _____

Dr. David Hinks

Date: _____

11/8/18

Appendix I

Degree Requirements for Master of Science in Textiles (MS)

Master of Science – Textiles

The Master of Science in Textiles (MS) prepares students for industry positions. Students interested in continuing with a Ph.D. in Textile Technology and Management (TTM) or Fiber and Polymer Science (FPS) are also encouraged to pursue the MS degree. The MS degree requires a minimum of 36 hours including a thesis and typically takes 2 years to complete.

MS DEGREE REQUIREMENTS:

1. Students should form a thesis committee and have an approved Plan of Work (POW) by the end of the second semester (for full time students).
2. Thesis committee composition:
 - A minimum of three NC State Graduate Faculty members;
 - The committee chair must be a graduate faculty member in TATM; and
 - If the student has a minor, one committee member needs to represent the minor.
3. Students must successfully pass the thesis defense to graduate.
4. A minimum of 36 credit hours are required to earn the degree.
5. A maximum of 12 credit hours of relevant courses taken as non-degree studies (NDS) may be included in the program with the approval of the student's thesis committee.
6. Two (2) credit hours of TTM 601 (graduate seminar) are required for the degree. No more than 2 hours of TTM 601 count toward the degree.
7. A total of 6-10 credit hours of 600 level courses (TT/TTM 630, 693, 695) in the major for research and independent study can count towards the degree.
8. A maximum of nine (9) credit hours of supporting course work from outside the Department are allowed to count towards the degree. This may be increased to a maximum of 12 hours for students taking 6-credit hour classes in the College of Design.
9. All course work toward the degree must be at the 500 level or above. However, up to 3 credit hours of advanced undergraduate 400 level coursework from outside of the department may be allowed on the plan of work.
10. Each specialization requires a minimum of 15 credit hours of TT/TTM course work at the 500 or 700 levels.
11. If a minor is selected, a minimum of nine (9) hours must be taken in the minor area and nine (9) hours are counted toward the degree requirement.
12. The degree must be completed within six (6) years of the date of the first course completed that is on the Plan of Work. Students must be continuously enrolled once they begin their graduate program. Students may request a leave of absence from the program for one semester at a time; two (2) semesters maximum.
13. Graduate students must maintain a minimum 3.0 GPA to remain in the program and have a minimum 3.0 GPA at the time of graduation.

Students must meet all the rules outlined in the [Graduate School Administrative Handbook](#). Specific course requirements for specializations are as follows (*not all courses are offered every semester and/or may be cancelled*):

RECOMMENDED FOCUS IN TEXTILE DESIGN & FASHION DESIGN

- TT 551- Advanced Woven Fabric Design & Structures
- TT 570- Textile Digital Design and Technology
- TT 571- Professional Practices in Tex. Design and Tech.
- TTM 510- Apparel Technology Management
- TTM 515- Apparel Production
- TTM 517- Advanced Computer-Aided-Design for Fashion
- TT/TTM 591- Special Studies
- TT/TTM 630- Independent Study
- TT/TTM 632- Special Studies in Tex. Prod. Development
- TT/TTM 676- Special Projects

RECOMMENDED FOCUS IN BRANDING & RETAIL

- TTM 561- Strategic Technology Management in the Tex. Complex
- TTM 573- Management of Textile Product Development
- TTM 582- Global Text. Brand Management and Marketing
- TTM 583- Strategic Planning for Textile Firms
- TTM 585- Market Research In Textiles
- TTM 588 – Global Perspectives in Textile Supply Chain Management
- TT/TTM 591- Special Studies
- TT/TTM 630- Independent Study
- TT/TTM 676- Special Projects

RECOMMENDED FOCUS IN TEXTILE TECHNOLOGY

- TT 504- Introduction to Nonwovens Processes and Products
- TT 520- Yarn Processing Dynamics
- TT 530- Textile Quality and Process Control
- TT 541- Theory and Practice Of Knitted Fabric Production and Control
- TT 550- Production Mechanics and Properties of Woven Fabrics
- TT/TTM 591- Special Studies
- TT/TTM 630- Independent Study
- TT/TTM 676- Special Projects

RECOMMENDED FOCUS IN TEXTILE MANAGEMENT

- TTM 530- Textile Quality and Process Control
- TTM 533- Lean Six Sigma Quality
- TTM 535 – Research Methods and Management
- TTM 561- Strategic Technology Management in the Tex. Complex
- TTM 581 – Global Textile and Apparel Business Dynamics
- TTM 583- Strategic Planning for Textile Firms
- TTM 591- Special Studies
- TTM 630- Independent Study

OTHER SPECIALIZATIONS

- Multiple Specializations
- Use the optional 9 hours outside the department
- Use TT/TTM 591, TT/TTM 630, & TT/TTM 676 (12 hours) to structure a focus

Appendix II

Degree Requirements for Master of Textiles (MT)

Master of Textiles (MT): On-Campus

The Master of Textiles (MT) is a non-thesis degree that can be completed in only two semesters (1 year) of full-time on campus study or up to a maximum of six (6) years through distance education. The program is also available entirely via distance education and may be completed on a part time basis. The degree requires a minimum of 30 credit hours.

MT DEGREE REQUIREMENTS:

1. Students must work with an adviser throughout the program. A Graduate Committee is not required.
2. Students must submit a Plan of Work (POW) by the end of their first semester.
3. A minimum of 30 credit hours is required to complete the degree.
4. A maximum of six (6) credit hours independent study courses, TT/TTM 630/632, are allowed to count towards the degree.
5. A maximum of 12 credit hours of relevant courses taken as non-degree studies (NDS) may be included in the program with the approval of the student's adviser.
6. TTM 601 (Graduate Seminar) is not required for the degree. Students are allowed to take TTM 601, but no more than 2 credit hours of TTM 601 count toward the degree.
7. No minor can be declared.
8. Nine (9) credit hours of supporting coursework from outside the Department are allowed on the Plan of Work. This may be increased to 12 hours for students taking 6-credit hour classes in the College of Design.
9. All course work must be at the 500 level or above. However, up to 3 credit hours of advanced undergraduate 400 level coursework from outside of the department may be allowed on the Plan of Work.
10. The degree must be completed within six (6) years of the date of the first course included in the Plan of Work. Students must be continuously enrolled once they begin their graduate program. Students may request a leave of absence from the program for one semester at a time; two (2) semesters maximum.
11. Graduate students must maintain a minimum 3.0 GPA to remain in the program and must have a 3.0 GPA or higher at the time of graduation.

Students must meet all the rules outlined in the [Graduate School Administrative Handbook](#)

RECOMMENDED FOCUS IN TEXTILE DESIGN & FASHION DESIGN

- TT 551- Advanced Woven Fabric Design & Structures
- TT 570- Textile Digital Design and Technology
- TT 571- Professional Practices in Tex. Design and Tech.
- TTM 510- Apparel Technology Management
- TTM 515- Apparel Production
- TTM 517- Advanced Computer-Aided-Design for Fashion
- TT/TTM 591- Special Studies
- TT/TTM 630- Independent Study
- TT/TTM 632- Special Studies in Tex. Prod. Development
- TT/TTM 676- Special Projects

RECOMMENDED FOCUS IN BRANDING & RETAIL

- TTM 561- Strategic Technology Management in the Tex. Complex
- TTM 573- Management of Textile Product Development
- TTM 582- Global Text. Brand Management and Marketing
- TTM 583- Strategic Planning for Textile Firms
- TTM 585- Market Research In Textiles
- TTM 588 – Global Perspectives in Textile Supply Chain Management
- TT/TTM 591- Special Studies
- TT/TTM 630- Independent Study
- TT/TTM 676- Special Projects

RECOMMENDED FOCUS IN TEXTILE TECHNOLOGY

- TT 504- Introduction to Nonwovens Processes and Products
- TT 520- Yarn Processing Dynamics
- TT 530- Textile Quality and Process Control
- TT 541- Theory and Practice Of Knitted Fabric Production and Control
- TT 550- Production Mechanics and Properties of Woven Fabrics
- TT/TTM 591- Special Studies
- TT/TTM 630- Independent Study
- TT/TTM 676- Special Projects

RECOMMENDED FOCUS IN TEXTILE MANAGEMENT

- TTM 530- Textile Quality and Process Control
- TTM 533- Lean Six Sigma Quality
- TTM 535 – Research Methods and Management
- TTM 561- Strategic Technology Management in the Tex. Complex
- TTM 581 – Global Textile and Apparel Business Dynamics
- TTM 583- Strategic Planning for Textile Firms
- TTM 591- Special Studies
- TTM 630- Independent Study

OTHER SPECIALIZATIONS

- Multiple Specializations
- Use the optional 9 hours outside the department
- Use TT/TTM 591, TT/TTM 630, & TT/TTM 676 (12 hours) to structure a focus

Appendix III

Degree Requirements for Master of Science in Textile Chemistry (MS TC)

Master of Science in Textile Chemistry (MS TC)

The Master of Science (M.S.) in Textile Chemistry (TC) emphasizes the fundamental principles of polymer science, dyeing and finishing technology, color science, dye chemistry, analytical science, and fiber formation. Our program is highly relevant to many of the chemical, fiber, retail, and textile industries, as well as environmental, medical and forensic science. Some of the active research projects in textile chemistry include study of biomedical applications of polymers, surface treatment and finishing, color perception and imaging, energy harvesting and storage, polymer and fiber science, integration of biotechnology into polymers and fibers, molecular modeling of dyes and fibers, advanced analytical characterization techniques, and environmental sustainability and pollution prevention.

Graduates of Textile Chemistry are recruited by a broad range of employers across the globe, including fiber and textile companies, chemical and polymer industries, research and development laboratories, and even state and federal agencies involved with forensic science. Some graduates have also gone onto doctoral programs, particularly in fiber and polymer science (FPS) and textile technology management (TTM).

TC PROGRAM REQUIREMENTS

Note that we are in the process of changing this degree to what is proposed below, so it is tentative pending approval.

The Textile Chemistry M.S. degree program has both a thesis and a non-thesis track, as well as an online Distance Education (DE) option, which entail the following:

	THESIS TRACK	NON-THESIS AND DE TRACKS
Minimum Number of Credits:	32+ credit hours	32 credit hours ¹
Graduate Seminar (TC 601)	2 semesters (2 credit hours)	2 semesters (2 credit hours)
Graduate Coursework	24 credit hours ² (~8 courses)	24 credit hours ² (~8 courses)
M.S. Project Work	Thesis and Final Oral Examination (6+ credit hours)	2 semesters of TC 630, independent study (6 credit hours)
Minimum Committee Structure (All members must be part of the NC State Graduate Faculty)	Chair + 2 Members; two must be part of TC program graduate faculty, one must be outside of TECS core faculty. An optional Co-Chair can be a 4 th member	Chair only, selected from TC program graduate faculty
Total Timeline	3-4 semesters	2-3 semesters
Eligibility for Assistantships?	RA TA	TA
RA = research assistantship TA = teaching assistantship		

¹ Current non-thesis program is 35 credits, but we are proposing to drop it to 32 credits.

2 Current program requires 5 courses from an approved list (6 courses for non-thesis students), and 3 courses from a supporting area or minor. This approved course list for the current program is given below. The proposed changes provides more flexibility in course selections for the students.

Approved Course List for TC M.S. Degree Requirements:

Course ID	Title	Credits
TC 530	The Chemistry of Textile Auxiliaries	3
TC (MSE) 561	Organic Chemistry of Polymers	3
TC 565	Polymer Applications and Technology	3
TC 589	Special Studies in Textile Engineering Science	3
TC 704	Fiber Formation—Theory and Practice	3
TC 705	Theory of Dyeing	3
TC 706	Color Science	3
TC 707	Color Laboratory	1
TC 720	Chemistry of Dyes and Color	3
TC (CH,MAT) 762	Physical Chemistry of High Polymer – Bulk Properties	3
CH	<i>Any course at the 500 level and above</i>	1-4
TT (NW) 503	Materials, Polymers, and Fibers used in Nonwovens	3
TE (PY) 570	Polymer Physics	3
TMS 762	Physical Properties of Fiber Forming Polymers, Fibers & Fibrous Structures	3
TMS (MSE) 763	Characterization of Structure of Fiber Forming Polymers	3
FPS 710	Science of Dyeing, Printing, and Finishing	3
FPS 770	Advances in Polymer Science	3
BCH 751	Biophysical Chemistry	3
FB 516	Forest Products Colloids and Surfaces	3
MSE 565	Introduction to Nanomaterials	3
MSE (CHE) 761	Polymer Blends and Alloys	3
MSE 775	Structure of Semicrystalline Polymers	3
CHE (BEC) 562	Fundamentals of Bio-Nanotechnology	3

3+X Program in Textile Chemistry

<https://textiles.ncsu.edu/tecs/graduate/graduate-resources/tecs-graduate-handbook/#mstc-overview>

Semester 1: Fall	Semester 2: Spring	Summer
GTI 401 3	TC 601: Seminar 1	Internship or Research
Course 1: Chemistry ^{a,b,c} 3	Course 4 ^{a,b,c} 3	(Optional but recommended)
Course 2: Chemistry ^{a,b,c} 3	Course 5 ^{a,b,c} 3	
Course 3 ^{a,b,c} 3	Course 6 ^{a,b,c} 3	
	TC 630: Independent Study ^d 3	
Total Credits ^e 12	Total Credits ^e 13	
Semester 3: Fall	Semester 4: Spring	Summer
TC 601: Seminar 1	TC 695 ^e 1-6	Internship or Research
Course 7 ^{a,b,c} 3	(Thesis students only, if needed.)	(Only if needed)
Course 8 ^{a,b,c} 3		
TC 630 or TC 695 ^{d,e} 3		
Total Credits ^{f,g} 10	Total Credits ^{f,g} 1-6	

Total credits for non-thesis students: 3 + 32

Total credits for thesis students: 3 + 32+

NOTES:

^a 12 credits of letter-graded coursework must be chemistry courses at the 500-level or above. Those credits can be any TC (PCC) or CH course for which you meet the prerequisites; other courses can be approved, in writing, by the TECS Director of Graduate Programs, and a pre-approved list is available on the curriculum website given above.

^b 15 credits of letter-graded coursework must be courses at the 500-level or above that are taught by TECS faculty and for which you meet the prerequisites. Those courses could have the prefix: TE, TMS, TT, TC, FPS, or TTM. (Note that not all courses with these prefixes are taught by TECS faculty; if in doubt, please confirm with the TECS Director of Graduate Programs.) If you plan to continue into the FPS or TTM Ph.D. program, consider taking the core courses as part of your M.S. degree.

^c At least 18 credit hours must be letter graded courses at the 500 level or above; no credits below the 400 level will be counted toward the degree.

^d TC 630 versus TC 695: For non-thesis students, please choose TC 630. For thesis-track students, please register your first 3-6 credits of research as independent study (TC 630) as it will help you obtain structure for your project at the initial stages; in addition, it will also give you flexibility to be able to switch to non-thesis in the future.

^e Thesis students must also produce a Master's thesis and unanimously pass an oral examination of it.

^f The maximum number of credits that can be taken in a semester is 15.

For students on assistantships (TA or RA), the maximum number of credits that can be taken in a semester is 12 (or 13 if one is TE 601); if you are taking at least one 700-level course, we advise limiting credit load to 10.

For students NOT on assistantships, we strongly advise limiting credit load to 12, especially if you are taking at least one 700-level course.

^g The time limit for finishing all Master's degree requirement is 6 years, even if a student received an approved leave of absence. Eligibility for the Graduate Student Support Plan (GSSP) is 4 semesters.

Full-time Non-thesis students (Option B) should aim to finish up by no later than the third semester; ABM students have 12 months after their undergraduate degree is conferred.

Full-time Thesis students should work with their research advisors to determine their completion date. Thesis students should aim to finish up by the fourth semester, but can take up to a fifth semester if your research project necessitates it; ABM students have 18 months after their undergraduate degree is conferred.

Appendix IV

Degree Requirements for Master of Science in Textile Engineering (MS TE)

Master of Science in Textile Engineering (MS TE)

The Master of Science in Textile Engineering degree program offers unique educational and research opportunities within the domain of textile materials, structures, and technologies, as well as process design. The program is interdisciplinary in nature, drawing upon polymer and fiber science, mathematical sciences, other engineering disciplines, and the physical sciences. Current research activities in textile engineering include inventory and supply chain control, molecular modeling, nonwovens, thermal and protection sciences, polymer and fiber science, biomedical applications of textiles, wearable and smart textiles, textile composites, filtration, nanotextiles, and sustainability.

Graduates of Textile Engineering are recruited by a broad range of employers, including traditional textile areas such as performance athletic wear or outdoor apparel and equipment, or even areas outside of textiles, such as hospitals, research laboratories, or banks. Some graduates have also gone onto doctoral programs, particularly in fiber and polymer science (FPS) and textile technology management (TTM).

TE PROGRAM REQUIREMENTS

The Textile Engineering M.S. degree program has both a thesis and a non-thesis track, which entail the following:

	THESIS TRACK	NON-THESIS TRACK
Minimum Number of Credits:	32+ credit hours	32 credit hours
Graduate Seminar (TE 601)	2 semesters (2 credit hours)	2 semesters (2 credit hours)
Graduate Coursework	24 credit hours (~8 courses)	24 credit hours (~8 courses)
M.S. Project Work	Thesis and Final Oral Examination (6+ credit hours)	2 semesters of TE 630, independent study (6 credit hours)
Minimum Committee Structure (All members must be part of the NC State Graduate Faculty)	Chair + 2 Members; two must be part of the TC program graduate faculty, one must be outside of TECS core faculty. An optional Co-Chair can be a 4 th member	Chair only, selected from TC program graduate faculty
Total Timeline	3-4 semesters	2-3 semesters
Eligibility for Assistantships?	RA	TA
RA = research assistantship	TA	
TA = teaching assistantship		

3+X Program in Textile Engineering

<https://textiles.ncsu.edu/tecs/graduate/graduate-resources/tecs-graduate-handbook/#mste-overview>

Semester 1: Fall		Semester 2: Spring		Summer
GTI 401	3	TE 601: Seminar	1	Internship or Research (Optional but recommended)
Course 1: Engineering ^{a,b,c}	3	Course 4 ^{a,b,c}	3	
Course 2: Engineering ^{a,b,c}	3	Course 5 ^{a,b,c}	3	
Course 3 ^{a,b,c}	3	Course 6 ^{a,b,c}	3	
		TE 630: Independent Study ^d	3	
Total Credits ^e	12	Total Credits ^e	13	
Semester 3: Fall		Semester 4: Spring		Summer
TC 601: Seminar	1	TE 695 ^e	3+	Internship or Research (Only if needed)
Course 7 ^{a,b,c}	3	(Thesis students only, if needed.)		
Course 8 ^{a,b,c}	3			
TE 630 or TE 695 ^{d,e}	3			
Total Credits ^{f,g}	10	Total Credits ^{f,g}	3+	

Total credits for non-thesis students: **3 + 32**

Total credits for thesis students: **3 + 32+**

NOTES:

^a 12 credits of graded coursework must be engineering courses at the 500-level or above. Those credits can be TE, TMS, or any engineering course for which you meet the prerequisites.

^b 15 credits of letter-graded coursework must be courses at the 500-level or above that are taught by TECS faculty and for which you meet the prerequisites. Those courses could have the prefix: TE, TMS, TT, TC, FPS, or TTM. If you plan to continue into the FPS or TTM Ph.D. program, consider taking the core courses as part of your M.S. degree.

^c At least 18 credit hours must be letter graded courses at the 500 level or above; no credits below the 400 level will be counted toward the degree.

^d **TC 630 versus TC 695:** For non-thesis students, please choose TC 630. For thesis-track students, please register your first 3-6 credits of research as independent study (TC 630) as it will help you obtain structure for your project at the initial stages; in addition, it will also give you flexibility to be able to switch to non-thesis in the future.

^e **Thesis students** must also produce a Master's thesis and unanimously pass an oral examination of it.

^f The maximum number of credits that can be taken in a semester is 15. **For students on assistantships (TA or RA)**, the maximum number of credits that can be taken in a semester is 12 (or 13 if one is TE 601). **For students taking at least one 700-level course**, we strongly advise limiting credit load to 12 if not on an assistantship, and to 10 for those on assistantships.

^g For full-time students:

Non-thesis students (Option B) should aim to finish up by no later than the third semester; ABM students have 12 months after their undergraduate degree is conferred.

Thesis students should work with their research advisors to determine their completion date. Thesis students should aim to finish up by the fourth semester, but can take up to a fifth semester if your research project necessitates it; ABM students have 18 months after their undergraduate degree is conferred.

North Carolina State University
MOA for 3+X Master's Program with Soochow University

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

Endorsed By:

Head, Department/Program Date

Recommended By:

Chair, College Curriculum Committee Date

Endorsed By:

See document signature

College Dean Date

Recommended By:

N/A

Vice Provost, DELTA (if DE degree/certificate) Date

Recommended By:

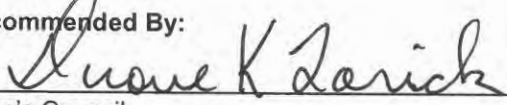
N/A

Chair, University Courses & Curricula Committee Date

Approved By:

See document signature

Dean, (DASA or the Graduate School) Date

Recommended By:


Dean's Council Date 1/31/19

Approved By:


Executive Vice Chancellor and Provost Date 1/31/19

Approved By:


Chancellor Date 2/25/19

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 1/1/2018 through 12/31/2018

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 2018 calendar year.

**Professors of Distinction with matching funds
from the Distinguished Professors Endowment Trust Fund (DPETF)
Annual Report – April 2019**

The following were awarded since the time of the last report to the NC State BoT in April 2018:

- Melanie S. Steele Distinguished Professor of Medicine to **Dr. Ed Breitschwerdt**, Department of Clinical Sciences, College of Veterinary Medicine
- Cornelson Family Distinguished Professor in Textiles and Apparel Design to **Dr. Cindy Istook**, Department of Textile and Apparel, Technology and Management, Wilson College of Textiles
- Goodnight Innovation Distinguished Professor to **Dr. Fred Wright**, Department of Statistics, College of Sciences
- Goodnight Innovation Distinguished Professor to **Dr. Ruoying He**, Department of Marine, Earth and Atmospheric Sciences, College of Sciences
- S. James Ellen, Jr. Distinguished Professor in Civil, Construction, and Environmental Engineering to **Dr. Detlef Knappe**, College of Engineering
- Civil Engineering and Construction Distinguished Professor to **Dr. Mohammed Gabr**, College of Engineering

**Professors of Distinction with matching funds
from the Distinguished Professors Endowment Trust Fund (DPETF)
Annual Report – April 2019 - *CONTINUED***

- Governor Robert W. Scott Distinguished Professor in Chemistry to **Dr. Alex Smirnov**, College of Sciences
- Wesley O. Doggett Distinguished Professor to **Dr. Thomas Schaefer**, Department of Physics, College of Sciences
- S. Frank and Doris Culberson Distinguished Professor in Chemical and Biomolecular Engineering to **Dr. Orlin Velez**, College of Engineering
- Duke Energy Distinguished Professor in Electrical and Computer Engineering to **Dr. Subhashish Bhattacharya**, College of Engineering
- Progress Energy Distinguished University Professor in Electrical and Computer Engineering to **Dr. Jayant Baliga**, College of Engineering
- Cirrus Logic, Inc. Distinguished Professor in Electrical and Computer Engineering to **Dr. Paul Franzon**, College of Engineering
- Duke Energy Distinguished Professor in Nuclear Engineering to **Dr. Yousry Azmy**, College of Engineering

**BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY
Nominating Committee
9:45 a.m., April 18, 2019
Chancellor's Conference Room**

**Ronald Prestage , Chair
(Harrell, Ward)**

AGENDA

CALL TO ORDER AND ETHICS STATEMENT

- 1. Review of Nominating Committee Guidelines
Ronald Prestage, 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.

- 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.

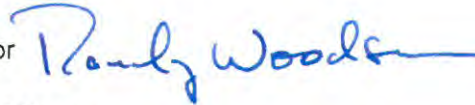
Current Slate of Trustees Officers (2017-2018):

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
Dr. Ron Prestage
Mr. Jim Harrell
Mrs. Susan Ward

FROM: W. Randolph Woodson, Chancellor



SUBJECT: Assistant Secretary to the Board of Trustees

DATE: March 5, 2019

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: Executive Committee

AS OF MARCH 31st, 2019

Annual Review

PACK Meal Share

Recognizing the scope of food insecurity on campus, Student Government led the way in advocating for a student-to-student meal sharing program in partnership with University Dining. Through the donation of guest meals from student meal plans, a pool of meals was established for students who find themselves facing short-term food insecurity. These meals can be added to a student ID card to allow entry into Fountain, Clark, and Case (breakfast and lunch only) Dining Halls, the Oval, and the Wolves Den, creating easy and discrete access to meals at no cost. At the end of the Fall 2018 semester, over 2500 guest meal swipes were donated by NC State students to replenish the supply of available meal swipes for the spring semester.

Graduation Robe Closet

With a generous donation of a few size runs of baccalaureate and masters regalia from the Bookstore, SG partnered with the Career Development Center to pilot the graduation robe closet. Starting with the fall 2018 semester, Pack Promise students were able to borrow caps and gowns at no charge to wear to their commencement ceremonies. Student Government worked to secure an additional 40 robes in high demand sizes to allow for the expansion of this program beyond Pack Promise students for the upcoming May 2019 Commencement.

Campus Child Care Resources

We partnered with Meredith College to open up their new after school program, Wings After School, to NC State students. This low cost enrichment-based after school program is available from 3-6pm for children ages 5-12 for \$175 per child per month. We worked on advertising this opportunity to relevant student populations. We also worked on assessing the exact needs (full-time vs. part-time vs. emergency care) and the demand for these services so that resources could possibly be expanded to better meet need. Additionally, we worked with the Women's Center to advocate for a parental resources webpage as a single site with information for parents and parents-to-be.

Campus Accessibility

We met with the Disability Resource Office, Facilities, and the Architect's Office to discuss the most impactful ways that SG can help further campus accessibility. Additionally, SG helped to

THE OFFICE OF THE STUDENT BODY PRESIDENT
NC STATE UNIVERSITY
STUDENT GOVERNMENT
98TH SESSION

host the inaugural NC State Accessibility Excursion to raise awareness about campus accessibility and to address accessibility barriers on campus. Using findings from this event and frequently reported concerns from various campus departments, we administered a survey to all students registered with the Disability Resource Office to select which improvement we should pursue. Based on this research throughout the year, SG has funded installation of exterior accessible pathway signage near Reynolds Coliseum and a door actuator on Bragaw Residence Hall, both of which will be installed this summer.

Online Cultural Competency Training

We met with OIED to discuss the most impactful ways an online diversity competency training could be implemented at NC State. We then did research on similar programs at other institutions and compared it with our peer institutions. We identified funds in the SG budget and worked to secure approval to utilize them to purchase a pilot of an online cultural competency training. OIED and DASA are leading the selection of a module and implementation is expected in the next calendar year.

Graduate Student Non-Conference Travel Award

Attending academic conferences and professional workshops are vital parts of most graduate school careers, but can present considerable out of pocket expenses. There are many opportunities to apply for travel awards for conferences where students will be presenting their work. However, there are very few opportunities to receive funding for workshop-based travel, where critical training is received but an individual's research is not being presented. In partnership with The Graduate School, SG initiated and contributed funding to pilot a non-conference travel award to help alleviate this need.

Student Body President Jess Errico
98th Session



**BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY**

Executive Committee

April 19, 2019

7:30 a.m.

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

✓ — February 22, 2019 Open & Closed Meeting of the Executive Committee

CHANCELLOR'S REPORT

RECONVENE IN OPEN SESSION

ADJOURN

OPEN SESSION MINUTES
North Carolina State University
Board of Trustees Executive Committee
Friday, February 22, 2019

Members present: Jimmy D. Clark, Chair; Robert F. "Chip" Andrews, Thomas E. Cabaniss; Ann B. Goodnight; and Stanhope A. Kelly

Others present: Randy Woodson, Chancellor; Allison Newhart, Vice Chancellor and General Counsel; and PJ Teal, Assistant Secretary

Chair Clark called the meeting to order at 7:30 a.m. He reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act and inquired as to whether there were any known conflicts of interest or appearances of conflict with respect to any matters coming before the board at this meeting. There being none, Chair Clark then called on Assistant Secretary PJ Teal for the roll call.

ROLL CALL

Assistant Secretary PJ Teal called roll and certified that a quorum was present.

MINUTES

Mr. Cabaniss made the motion, seconded by Mr. Kelly, to approve the open and closed session minutes of the January 25, 2019, meeting of the Executive Committee. The motion passed.

CLOSED SESSION

A motion was made by Mrs. Goodnight to consider the qualifications, competence, performance, condition of appointment of a public officer or employee or prospective public officer or employee. Mr. Kelly seconded the motion. The motion carried.

RECONVENE IN OPEN SESSION

After coming out of closed session, Chair Clark announced that the meeting is in open session.

With no further business for the Executive Committee, Chair Clark adjourned the meeting at 8:00 a.m.

Respectfully submitted:

Assistant Secretary

Secretary

Chair

NORTH CAROLINA STATE UNIVERSITY

Vice Chancellor for Finance and Administration

North Carolina State University (NC State), a leading public research university, is seeking an experienced and innovative leader with exceptional strategic, financial, operational and administrative skills, to serve as its next Vice Chancellor for Finance and Administration (VCFA). The VCFA reports directly to the Chancellor and will serve as a member of the University's executive leadership team.

THE UNIVERSITY

At NC State, we create prosperity for North Carolina and the nation. The university began as a land-grant institution grounded in agriculture and engineering. Today, we are a pre-eminent research enterprise that excels across disciplines. Located in the capital city of Raleigh, NC State is one of two flagship research extensive universities in the 17-institution University of North Carolina System. The largest university in North Carolina, with an enrollment of nearly 36,000 students, NC State has 12 academic colleges (Agriculture and Life Sciences, Design, Education, Engineering, Humanities and Social Sciences, Management, Natural Resources, Sciences, Textiles, Veterinary Medicine, Graduate School and University College) and, as a land-grant institution is committed to outreach and engagement. NC State also provides Cooperative Extension Services in all 100 counties of North Carolina. The University employs more than 9,000 permanent faculty, administrative, and support employees and has an annual budget that exceeds \$1.5 billion and a growing endowment currently valued at more than \$1.4 billion.

THE OFFICE OF FINANCE AND ADMINISTRATION

The Office of Finance and Administration (OFA) supports the advancement of NC State's strategic goals by ensuring the best use of available resources and fostering a culture of effectiveness, efficiency, and excellence. With the University's core academic mission in mind, OFA and its more than 1,500 employees serve the NC State community through the development and management of the University's physical, financial, and human resources.

The VCFA has strategic oversight of the seven OFA divisions, managed by a team of senior leaders responsible for delivering essential financial and administrative services to campus. These divisions include:

- **Budget and Resource Management:** Budget Office, Office of Cost Analysis, and F&A Analysis
- **Campus Enterprises:** Auxiliary Services which includes WolfPack Outfitters, Trademark Licensing, Retail Services and Lonnie Poole Golf Course; Hospitality Services including Rave Catering, Vendor Services, Technology Services, StateView Hotel Liaison, Residence Dining, and Retail Dining; and University Student Centers
- **Environmental Health and Public Safety:** Emergency Management and Mission Continuity, Environmental Health and Safety, Insurance and Risk Management, Security Applications and Technology, Transportation, University Police and Violence Prevention and Risk Assessment
- **Facilities:** Capital Project Management, Facilities Services, Facilities Budget and Accounting, Facilities HR, Energy Systems, University Architect and Business Systems

- **Finance:** Cashier's Office, Contracts and Grants, Controller's Office, Foundations Accounting and Investments, Materials Management, Strategic Debt and Financial Management
- **Human Resources:** HR Information Management and Analytics, Classification and Compensation, Talent Acquisition and Employment, Executive Search Services, Benefits, Employee Wellness and Work Life, Employee Relations, Onboarding Center, HR Continuous Improvement, and HR Communications and Marketing
- **Real Estate and Development:** Real Estate and Development

POSITION RESPONSIBILITIES

The VCFA is responsible for:

- Develop and implement a sound and sustainable fiscal plan by stewarding financial assets, optimizing physical resources and investing in our human capital;
- Overseeing OFA leadership who direct the seven divisions that deliver financial and administrative services to campus;
- Advising the Chancellor and Executive Vice Chancellor and Provost on financial and administrative affairs, including budget and resource allocations, and the Director of Athletics on athletics financial matters;
- Acting as the Executive Officer liaison to the Board of Trustees' Building & Property Committee and Audit, Risk Management & Finance Committee;
- Working collaboratively with other Executive Officers, Deans, Department Heads, faculty, staff and students to achieve the goals and objectives of the University;
- Creating, implementing, and serving on ad hoc task forces, standing committees, and Implement initiatives to transform and promote a division culture of collaboration, transparency, innovation, entrepreneurial thinking, efficiency, effectiveness and accountability;
- various governing boards;
- Acting as a key member of the University Space Committee, guiding resource allocations with respect to physical facilities on campus;
- Making strategic decisions with respect to the campus physical master plan and/or campus capacity plan or an exceptionally large campus that includes approximately 15.25 million square feet in more than 446 buildings on the 2,1370-acre Raleigh campus;
- Making strategic decisions regarding the financing and acquisition of facilities on and off campus;
- Serving as a key decision-maker in coordinating fundraising for capital projects, along with the Vice Chancellor for University Advancement and officials of other associated entities;
- Serving in leadership roles on other University-related Associated Entities such as college-related foundations, other University affiliated corporations, and local agencies and quasi-governmental bodies that interface with NC State;
- Making effective financial and administrative decisions surrounding the operations of more than 1,100 off-campus research and extension facilities including various farms, forests, marine sciences facilities, 4-H camps and research laboratories;
- Leading the decision-making process and negotiation of public/private partnerships;

- Approving key financial and administrative financial reports that are distributed to other governmental bodies and/or the public;
- Approving large financial transactions consistent with the authority delegated to the VCFA;
- Assuring operational compliance with federal and state regulations as well as UNC System and NC State University requirements in key areas of finance and administration;
- Representing NC State in UNC System, city, county, state, or federal governmental meetings dealing with financial and administrative affairs;
- Making strategic decisions and providing advice regarding: human resources, personnel, and talent management on campus; stewardship, maintenance and investment of short and long term financial assets; and enterprise operations that include dining and bookstores;
- Maintaining open, informational and advisory communications with the Internal Audit Director and interacting collaboratively with him/her, in conjunction with the Executive Vice Chancellor and Provost, to ensure proactive identification and addressing of risks, a strong internal control and compliance environment, and effectiveness and efficiency in operational processes;
- Serving as a key NC State representative in transportation affairs and interfacing with local/regional authorities on issues including transit planning, neighborhood partnerships and emergency coordination; and
- Making key strategic decisions that help to ensure campus safety;
- Other duties and projects assigned by the Chancellor.

QUALIFICATIONS

The Vice Chancellor for Finance and Administration is an integral member of the university's executive leadership team led by NC State's Chancellor. To be an effective team member, the Vice Chancellor must be a consummate professional who will embrace positive change and is highly collaborative within a culture of transparency and fiscal responsibility.

Successful candidates will possess many of the following attributes:

- An advanced degree in business administration, public administration or other relevant field. In lieu of an advanced degree, candidates must possess a relevant bachelor's degree and extensive experience in a comparable position at institution(s) of similar size and scope;
- Significant experience as a proven senior executive in a higher education, foundation, government or business organization of relevant size and complexity;
- Record of significant leadership and accomplishment in planning, managing and implementing major business and financial systems, human resources, and knowledge of trends in enterprise resource planning and management;
- Must be a visionary, highly collaborative leader with a service and solutions focused mindset, and entrepreneurial orientation;
- Ability to function in a complex, high demand environment, managing multiple priorities simultaneously and accustomed to setting and achieving goals;
- Ability to provide critical, conceptual and strategic thinking to important financial, academic and administrative issues across the university;

- Excellent interpersonal skills, demonstrated ability to cultivate strong team collaboration among diverse groups and to maintain positive relationships with administrative and academic colleagues;
- Proven record of achieving institutional cost savings in a decisive yet collaborative and professional manner;
- In-depth understanding of the political, social and economic factors shaping the future of higher education, and the political skill to develop strong partnerships with local, state and federal legislative and regulatory agencies in ways that build trust and promote mutual benefit;
- Must possess exceptional communication skills, including written, verbal, presentation and listening capabilities;
- Demonstrated commitment to embracing and enhancing diversity, affirmative action, and equal opportunity; and
- Ability to crystallize complex financial information into lay terms and to effectively articulate the university's financial vision, strengths, goals and requirements to a wide range of audiences, both internal and external;
- Familiarity with major construction, renovation and maintenance programs; understanding of facilities management, real estate development, campus master planning, and space planning. Familiarity with sustainability practices, including recycling, LEED construction, and energy conservation;
- Demonstrated excellence in leading operational best practices, spearheading efficiency initiatives, and exhibiting problem-solving skills;
- Strong proficiency in utilizing Microsoft Office, with working knowledge of computerized financial systems, including web-based information technologies.

FOR CONSIDERATION

Inquiries, nominations, and applications are invited and may be directed to Justin Lang, director, NC State Executive Search Services, at (919) 513-1963 or jdlang2@ncsu.edu.

Confidential review of applications will begin in May, and will continue until the position is filled. Candidates should provide a resume or curriculum vitae, cover letter, and the names and contact information of three references. References will not be contacted without prior knowledge and approval of candidates. These materials may be submitted online at <https://jobs.ncsu.edu/> (position #00001673).

NC State University is an equal opportunity and affirmative action employer. All qualified applicants will receive consideration for employment without regard to race, color, national origin, religion, sex, gender identity, age, sexual orientation, genetic information, status as an individual with a disability, or status as a protected veteran.