
**BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY
COMMITTEE MEETINGS: APRIL 15, 2021
FULL BOARD MEETING: APRIL 16, 2021
MEETINGS: IN-PERSON AT PARK ALUMNI CENTER AND VIA ZOOM**

THURSDAY, APRIL 15, 2021

9:30 – 10:00 a.m.	Executive Committee Meeting Chancellor's Reception Room, 2nd Floor Meeting Link: https://go.ncsu.edu/botexec	TAB 10
10:15 – 11:30 a.m.	Buildings and Property Committee Ed Stack, Chair Andrews, Harrell, Murphy, Prestage, Safran Chancellor's Reception Room, 2nd Floor Meeting Link: https://go.ncsu.edu/botmeeting	
12:00 p.m. – 1:00 p.m.	Deep Dive Presentation: <i>Strategic Plan Report Card and New Strategic Plan</i> <i>Presenters:</i> Chancellor Randy Woodson, Provost Warwick Arden and Senior Vice Provost Margery Overton Chancellor's Reception Room, 2nd Floor Meeting Link: https://go.ncsu.edu/botmeeting	
1:15 – 3:00 p.m.	University Advancement and External Affairs Committee Chip Andrews, Chair Goodnight, Stack, Murphy, Prestage, Weisiger Chancellor's Reception Room, 2nd Floor Meeting Link: https://go.ncsu.edu/botadvance-external	
1:15 – 3:00 p.m.	University Affairs Committee Dewayne Washington, Chair Flowers, Harrell, Kelly, Poole, Safran Hood Board Room, 2nd Floor Meeting Link: https://go.ncsu.edu/univaffairs	
3:15 – 4:45 p.m.	Audit, Risk Management and Finance Committee Ed Weisiger, Jr., Chair Flowers, Goodnight, Kelly, Poole, Washington Chancellor's Reception Room, 2nd Floor Meeting Link: https://go.ncsu.edu/botmeeting	

**FRIDAY, APRIL 16, 2021
PARK ALUMNI CENTER
CHANCELLOR'S RECEPTION ROOM**

8:15 – 9:00 a.m. **Dean's Briefing: *College of Humanities and Social Sciences***
Dean Jeffery Braden
Meeting Link: <https://go.ncsu.edu/botmeeting>

9:15 – 11:00 a.m. **FULL BOARD MEETING**
Meeting Link: <https://go.ncsu.edu/botmeeting>

- **Call to Order, Public Meeting Notice and Reading of Ethics Statement**
Tom Cabaniss, Chair of the Board

- **Roll Call**

- **Approval of Minutes** **TAB 1**
— **BOARD ACTION:** February 26, 2021 Open and Closed Meeting Minutes

- **Chair's Report – Tom Cabaniss** **TAB 2**
— **BOARD ACTION:** Centennial Authority Appointment
— **BOARD ACTION:** Endowment Fund Appointments

- **Chancellor's Report – W. Randolph Woodson** **TAB 3**
— Update of Activities and Topics of Interest to the Board
— Introduction of new Student Body President

COMMITTEE REPORTS:

- **Audit, Risk Management and Finance Committee** **TAB 4**
Ed Weisiger, Jr., Chair
On the Agenda: Committee Approvals; Informational Reports
— Internal Audit Annual Plan Review and Approval
— Informational Reports
 - Internal Audit Update
 - Legislative and Budget Update
 - Finance Update
 - Associated Entities Review
 - University Debt Update
 - Enterprise Risk Management and Compliance Update
 — Committee Discussion
— Additional Informational Materials
 - NC State Investment Fund Performance
 - NC State Intermediate Term Fund Performance

- **Buildings and Property Committee** **TAB 5**
Ed Stack, Chair
On the Agenda: Committee Approvals; Informational Reports
— Campus Design Review Panel
— Property Matters (received after full board mailing)
— Designer and Construction Managers at Risk Selections

- Acceptance of Completed Buildings and Projects
- Non-Appropriated Capital Projects Update
- Site and Plan Review / Approval
- **BOARD ACTION: Parking and Transportation Ordinances, POL 07.06.01**
- Informational Reports
 - Capital Projects Update
 - Status of Projects in Planning
 - Centennial Campus Rezoning Update
 - Physical Master Plan Update

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

Chip Andrews, Chair

On the Agenda: Board and Committee Approvals; Informational Reports

- University Advancement Update
- Fundraising and Campaign Report
- Advancement Services Update
- Extraordinary Opportunity Scholarship Initiative Update
- Naming Opportunity Proposals
- **BOARD ACTION: Closed Session**

■ **University Affairs Committee** **TAB 7**

Dewayne Washington, Chair

On the Agenda: Board and Committee Approvals; Informational Reports

- Consent Agenda
 - Approval of February 25, 2021 Minutes
 - Conferral of Tenure Requests
- **BOARD ACTION: Endorsement of the 2021-2030 Strategic Plan**
- **BOARD ACTION: Renewal of Wake STEM Early College High School MOA [Tentative]**
- Salary Ranges for Senior Academic and Administrative Officers Tier II
- Informational Reports
 - Diversity and Inclusion Annual Report
 - Residency for Full Scholarship Undergraduate Students
 - Students Requiring Special Consideration
 - Faculty Senate Report
 - Staff Senate Report
 - Commencement Update
 - Provost Update
 - Update on Current Initiatives
 - Nepotism Report
 - Distinguished Professorship Update
- Closed Session

■ **Chair of the Board of Visitors Report** **TAB 8**

General Ray Odierno, Chair

■ **Student Government Report** **TAB 9**

Melanie Flowers, Student Body President

■ **Order of Walter Hines Page Presentations**

W. Randolph Woodson, Chancellor

- **Items of Interest to Members of the Board**
- **Motion to go into Closed Session**
- **CLOSED SESSION**
- **Reconvene in OPEN SESSION for Any Additional Items to Come Before the Board**
- **Adjourn**

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



NORTH CAROLINA STATE ETHICS COMMISSION

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.

Board of Trustees
Open Session Minutes
North Carolina State University
Raleigh, North Carolina
February 26, 2021

The North Carolina State University Board of Trustees met in regular session in a hybrid meeting format on Friday, February 26, 2021. Two Trustees attended in person (noted with asterisks) and the remaining Trustees attended virtually.

Members present:

Thomas E. Cabaniss, Chair*
Robert F. Andrews III
Ann B. Goodnight
James A. Harrell, III
Stanhope A. Kelly
Wendell H. Murphy
Ronald W. Prestage, DVM
Perry Safran
Edwin J. Stack, III*
Dewayne N. Washington
Edward I. Weisiger, Jr.
Melanie Flowers, *ex officio*

Absent:

Ven Poole

Chair Cabaniss called the meeting to order at 10:00 a.m. and a quorum was present. 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. Trustee Safran stated that he would recuse himself from voting on three of the four property matters brought before the board. Chair Cabaniss reminded those in attendance that while the full Board meeting is a public meeting, it is not a meeting for public comment and only those on the agenda will be permitted to speak. He asked that all Trustees identify themselves before speaking due to the nature of the virtual meeting. Chair Cabaniss recognized Terry Hutchens, NC State's Board of Governors Liaison.

MINUTES

Trustee Weisiger made the motion, seconded by Trustee Goodnight, to approve the open and closed session minutes of the November 13, 2020 meeting of the full board. Chair Cabaniss called on Assistant Secretary Paula Gentius for a vote by roll call.

Andrews	AYE	Prestage	AYE
Flowers	AYE	Safran	AYE
Goodnight	AYE	Stack	AYE
Harrell	AYE	Washington	AYE
Kelly	AYE	Weisiger	AYE
Murphy	AYE	Cabaniss	AYE
Poole	ABSENT		

The motion passed.

CHAIR'S REPORT- TOM CABANISS

Chair Cabaniss began his report by sharing updates from the recent meetings and retreat of the Board of Trustees of the Endowment Fund (Endowment Board) at the February 22, 2021 meeting. The Endowment Board heard a number of informational reports and approved the annual report. In addition, the Endowment Board approved a resolution that affirms that when reviewing and approving plans regarding the future development of the North Oval Innovation District, the Endowment Fund will include in its decision-making process consideration of the potential impacts to the programs and research occurring within the Plant Sciences Building, inclusive of its rooftop greenhouse. He also updated

Trustees on proposed changes to the Endowment Fund Bylaws, which were included in the February Board of Trustees meeting materials. Though the Endowment Board already approved these changes to their Bylaws, the Bylaws are actually an NC State Board of Trustees policy. Therefore, the proposed changes must receive final approval from the Board of Trustees before they can be enacted.

Chair Cabaniss made the motion, seconded by Chip Andrews, to approve the proposed changes to the Endowment Fund Bylaws. Chair Cabaniss called for a vote by roll call:

Andrews	AYE	Prestage	AYE
Flowers	AYE	Safran	AYE
Goodnight	AYE	Stack	AYE
Harrell	AYE	Washington	AYE
Kelly	AYE	Weisiger	AYE
Murphy	AYE	Cabaniss	AYE
Poole	ABSENT		

Chair Cabaniss also reminded Trustees that the Deep Dive presentations are opportunities for the Board to get a closer look at specific areas of interest related to NC State and encouraged them to share future topics that might be of interest. Assistant Secretary Paula Gentius will arrange future presentations based on the Board's feedback.

Chair Cabaniss then reminded the group of upcoming important events, including the new date for the Founders' Day celebration in September and farewell dinner for Trustees with terms that are expiring this year.

CHANCELLOR'S REPORT – DR. RANDY WOODSON

Chancellor Woodson began his remarks by sharing leadership updates. He introduced Dr. Doneka Scott, the new Vice Chancellor and Dean for the Division of Academic and Student Affairs. He also updated Trustees on the new Board of Visitors members: Dr. Kevin Clark, Mike Elder, Dr. Kady Gjessing, Dr. Chavonda Jacobs-Young, and Gil West.

Chancellor Woodson also shared updates on NC State's COVID-19 testing process, early action admissions decisions for the Class of 2025, and Day of Giving, which will be held on March 24, 2021. He also commended Dean Louis Martin-Vega on his election to the National Academy of Engineering.

COMMITTEE REPORTS

AUDIT, RISK MANAGEMENT AND FINANCE COMMITTEE – CHAIR ED WEISIGER, JR

Trustee Weisiger reported that the Audit, Risk Management and Finance Committee met and approved minutes from the November 12, 2020 meeting.

Internal Audit Director Cecile Hinson updated the Committee on activities since the last meeting. Vice Chancellor Kevin Howell and Assistant Vice Chancellor Julie Smith discussed the North Carolina General Assembly long session priorities that include UNC System budget priorities, capital requests and policy requests. Vice Chancellor Charles Maimone briefly discussed current fiscal year operations. The Committee also heard a brief report from Associate Vice Chancellor Mary Peloquin-Dodd regarding the interim financials for the current fiscal year. Athletics Director Boo Corrigan and Associate Athletics Director Beverly Armwood presented an extensive report on the Athletics budget for fiscal year 2020-2021. Due to lack of time, the Committee was directed to the meeting materials and the report on "Financial Reporting for Intercollegiate Athletics." Vice Chancellor Marc Hoit presented "A Risk-Based Approach to Support Cybersecurity" to the Committee. Trustee Weisiger thanked staff associated with the Committee for all of their hard work.

BUILDINGS AND PROPERTY COMMITTEE - CHAIR ED STACK

Trustee Stack reported that the Buildings and Property Committee met and reviewed and approved the November 12, 2020 meeting minutes. The Committee reviewed the procedure update for the Campus

Design Review Panel appointment. The Committee also reviewed and approved four property matters for Full Board approval.

The first matter is a Disposition by Reallocation. North Carolina State University requests permission for the reallocation of a portion of the property located at the intersection of Hillsborough Street and I-440 and currently leased by the NC State University Partnership Corporation. This property will be acquired by the Department of Transportation as part of the I-440 Expansion Project (STIP Project No. U-2719).

Trustee Stack made a motion, seconded by Trustee Murphy, to approve the property matter. Chair Cabaniss called for a vote by roll call:

Andrews	AYE	Prestage	AYE
Flowers	AYE	Safran	RECUSED
Goodnight	AYE	Stack	AYE
Harrell	AYE	Washington	AYE
Kelly	AYE	Weisiger	AYE
Murphy	AYE	Cabaniss	AYE
Poole	ABSENT		

The motion passed.

The second matter is a Disposition by Reallocation. North Carolina State University requests permission for the reallocation of a portion of the property located at the intersection of Hillsborough Street and Blue Ridge Road and currently leased by the NC State University Partnership Corporation. This property will be acquired by the Department of Transportation as part of the I-440 Expansion Project (STIP Project No. U-2719).

Trustee Stack made a motion, seconded by Trustee Andrews, to approve the property matter. Chair Cabaniss called for a vote by roll call:

Andrews	AYE	Prestage	AYE
Flowers	AYE	Safran	RECUSED
Goodnight	AYE	Stack	AYE
Harrell	AYE	Washington	AYE
Kelly	AYE	Weisiger	AYE
Murphy	AYE	Cabaniss	AYE
Poole	ABSENT		

The motion passed.

The third matter is a Disposition by Reallocation. North Carolina State University requests permission for the reallocation of a portion of the property located at Lorimer Road. This property will be acquired by the Department of Transportation as part of the I-440 Expansion Project (STIP Project No. U-2719).

Trustee Stack made a motion, seconded by Trustee Murphy, to approve the property matter. Chair Cabaniss called for a vote by roll call:

Andrews	AYE	Prestage	AYE
Flowers	AYE	Safran	RECUSED
Goodnight	AYE	Stack	AYE
Harrell	AYE	Washington	AYE
Kelly	AYE	Weisiger	AYE
Murphy	AYE	Cabaniss	AYE
Poole	ABSENT		

The motion passed.

The fourth matter is a Disposition by Lease for approximately 12,000 rentable square feet of office and high-bay space at Research IV on Centennial Campus. Disposition is recommended for partnership with the University and contribution to the Innovation Ecosystem on Centennial Campus.

Trustee Stack made a motion, seconded by Trustee Washington, to approve the property matter. Chair Cabaniss called for a vote by roll call:

Andrews	AYE	Prestage	AYE
Flowers	AYE	Safran	AYE
Goodnight	AYE	Stack	AYE
Harrell	AYE	Washington	AYE
Kelly	AYE	Weisiger	AYE
Murphy	AYE	Cabaniss	AYE
Poole	ABSENT		

The motion passed.

The Committee approved two Designer Selections for the Integrative Sciences Building and the Physical Master Plan. The Committee approved one construction manager at risk for the Integrative Sciences Building. The Committee also accepted 12 building projects at a combined value of \$48,877,251 and Designer Selections under \$1 million or less. The Committee approved four plans and specifications of Formal Projects costing less than \$2 million and received updates and informational reports on the Capital Projects, Status of Projects in Planning, spring semester preparation, and a presentation on the Centennial Campus Zoning Application.

UNIVERSITY ADVANCEMENT AND EXTERNAL AFFAIRS COMMITTEE – CHAIR CHIP ANDREWS

Trustee Andrews shared that the Advancement and External Affairs Committee met, reviewed and approved the November 12, 2020 meeting minutes, and heard informational reports.

Vice Chancellor Sischo presented an University Advancement update, which included an overview of NC State's endowment growth, reporting on results from a recent UNC System-wide survey, reviewing the plan for the final year of the campaign, and providing an update on the second year of University Advancement Roadmap projects. Associate Vice Chancellor Jim Broschart shared an overarching campaign and fundraising update and provided an update on the Extraordinary Opportunity Scholarship Initiative. The Committee also heard about strategies for the upcoming Day of Giving on March 24. Volunteer leaders of the Wolfpack Women in Philanthropy Initiative also provided the Committee with an update on their efforts.

The Committee reviewed and approved a total of three naming opportunity proposals, which include two in the College of Natural Sciences and one in NC State Athletics/Wolfpack Club.

The Committee then met in closed session and approved four donor naming proposals for the College of Agriculture and Life Sciences and three for NC State Athletics for full board approval.

UNIVERSITY AFFAIRS COMMITTEE – CHAIR DEWAYNE WASHINGTON

Trustee Washington reported that the University Affairs Committee met and a quorum was present.

Trustee Washington stated that the Committee approved the minutes from the November 12, 2020 meeting; two Institute continuations; the option for a distinguished professorship to be awarded on a time-limited basis; and conferral of tenure to two new faculty members under the consent agenda.

The Committee then heard several reports, including the Annual Report on Intercollegiate Athletics, required per UNC policy, which highlighted the profiles of admitted student-athletes, 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. An overview of the Annual Human Resources Compliance Report for fiscal

year 2019-2020 was provided by Associate Vice Chancellor Marie Williams. Senior Vice Provost Louis Hunt provided the graduation report, which showed that the University continues to increase retention and graduation rates. Student Body President Melanie Flowers provided an update on Student Government activities since the last Board of Trustees meeting. Executive Vice Chancellor and Provost Arden provided information regarding a new graduate certificate in Engineering Management Foundations and an update on searches for the Dean of the College of Humanities and Social Sciences and the Senior Vice Provost for Enrollment Management Services. Provost Arden also gave an update on the strategic planning process along with the annual campus reappointment, promotion and tenure process, which is underway with 163 faculty members participating.

The Committee then met in closed session and made recommendations for approving petitions regarding political activity, awarding the Holladay Medal, and awarding Honorary Degrees.

FACULTY SENATE REPORT – HANS KELLNER

Chair Kellner reported that since last November, the Faculty Assembly met as well as the Faculty Chairs group. The main topic at the General Faculty meeting was mental well-being of faculty. He stated that it has been difficult for faculty during the pandemic with the stress of having to convert their classes to online formats and move their workspaces off campus into their homes. He cited issues such as poor Wi-Fi connection as a major challenge.. At this point in his report, Chair Kellner's presentation was halted due to internet issues, and he was unable to rejoin the meeting. Trustees were directed to see Dr. Kellner's full report in the meeting materials.

STAFF SENATE REPORT – PAT GADDY

Chair Pat Gaddy reported the following initiatives of the Staff Senate: partnered with students and collected over 200 pounds of food through multiple food drives for Feed the Pack food pantry; partnered with University Campus Police and collected over 300 toys during the 2020 Toys for Tots Drive in association with the U.S. Marine Reserves who distributed the toys; supported Roy Baroff, NC State Faculty and Staff Ombuds, as he seeks to help empower employees, and connect them to University resources.

Staff Senate continues to host experts and representatives from offices across campus at their general meetings and facilitate Lunch and Learn events.

Chair Gaddy concluded that the path forward will still have its challenges, but Staff Senate will embark on the new year excited about what's ahead as they continue to work with and advocate for staff members and other campus constituents.

ITEMS OF INTEREST TO THE BOARD

Members of the Board of Trustees had questions regarding the use of the SAT and ACT standardized testing used as part of the college application process. Chancellor Woodson stated that this topic will be discussed at the April Board of Governors meeting.

CLOSED SESSION

With no further business in open session, Chair Cabaniss made the motion, seconded by Ed Weisiger, at 10:40 a.m. to go into closed session to: consult with our attorney to preserve the attorney-client privilege; and consider and give instructions concerning a potential or actual claim, administrative procedure, or judicial action with respect to the following: Gottfried v. NCSU and NCAA infractions matter.

RECONVENE IN OPEN SESSION

At 11:28 a.m. the board came out of closed session. The Chair indicated that the language used to move into closed session needed to be amended and a quorum be established. He asked Assistant Secretary Paula Gentius read the amended motion and called for a vote by roll call:

Andrews	AYE	Goodnight	AYE
Flowers	AYE	Harrell	ABSENT

Kelly	AYE	Safran	AYE
Murphy	AYE	Stack	AYE
Poole	ABSENT	Washington	AYE
Prestage	ABSENT	Weisiger	AYE

A quorum was established and the full board was asked to vote on three items discussed in closed session.

Trustee Washington asked for a motion, seconded by Trustee Goodnight, to approve the Petition Regarding Political Activity for Dr. Jane Harrison. Chair Cabaniss called for a vote by roll call:

Andrews	AYE	Prestage	ABSENT
Flowers	AYE	Safran	AYE
Goodnight	AYE	Stack	AYE
Harrell	ABSENT	Washington	AYE
Kelly	AYE	Weisiger	AYE
Murphy	AYE	Cabaniss	AYE
Poole	ABSENT		

The motion passed.

Trustee Washington asked for a motion, seconded by Trustee Kelly, to approve the Petition Regarding Political Activity for Dr. Jim Martin. Chair Cabaniss called for a vote by roll call:

Andrews	AYE	Prestage	ABSENT
Flowers	AYE	Safran	AYE
Goodnight	AYE	Stack	AYE
Harrell	ABSENT	Washington	AYE
Kelly	AYE	Weisiger	AYE
Murphy	AYE	Cabaniss	AYE
Poole	ABSENT		

The motion passed.

Trustee Washington asked for a motion, seconded by Trustee Kelly, to approve the Petition Regarding Political Activity for Dr. Terrance Ruth. Chair Cabaniss called for a vote by roll call:

Andrews	AYE	Prestage	ABSENT
Flowers	AYE	Safran	AYE
Goodnight	AYE	Stack	AYE
Harrell	ABSENT	Washington	AYE
Kelly	AYE	Weisiger	AYE
Murphy	AYE	Cabaniss	AYE
Poole	ABSENT		

The motion passed.

With no further business in open session, Chair Cabaniss adjourned the meeting at 11:36 a.m.

Respectfully submitted,

Assistant Secretary

Secretary

Approved:

Chair of the Board

The Chancellor's Report

*April 2021***COVID-19 Updates***Testing Lab*

NC State recently expanded our WolfTRACS surveillance testing program. All on-campus COVID-19 testing will now be handled in-house, in two newly refurbished laboratory spaces at the College of Veterinary Medicine. The switch to in-house testing will greatly reduce costs and provide faster results to students, faculty and staff. The automated testing device located in the new lab has the capability to process 8,000 tests a day, and the expected testing demand for campus is around 11,000 tests per week.

Vaccines

NC State has been approved by the state of North Carolina to provide vaccines to students, faculty and staff in compliance with state distribution guidelines. We began administering vaccines the week of March 22 at Talley Student Union based on vaccine availability. All faculty, staff and students seeking a vaccine pre-registered for appointments issued first to people in the top priority groups: individuals over age 65; individuals who are designated as group 1 in NC State's Return to Campus/Spring Refresh plans; and individuals with medical conditions that are associated with a higher risk of contracting COVID-19. Vaccination of people in these groups and others will be administered based on guidance from the NC Department of Health and Human Services. Vaccines are not required for students, faculty and staff.

Fall 2021 Planning

NC State recently announced that the university is planning for a return to normal operations for the fall 2021 semester. Due to decreasing COVID-19 infections in Raleigh and the state as a whole paired with the launch of the on-campus vaccine clinic, we anticipate being able to return to pre-pandemic course delivery, residence living, and general operations. This includes face-to-face classes, full occupancy residence halls, faculty returning to offices, and buildings and facilities reverting to normal hours and occupancy. Testing and vaccine programs will continue throughout the summer and fall semester, as well as any other safety precautions that are deemed necessary to keep the community safe. The university will continue to follow all state and UNC system guidelines in our planning process. We are also encouraging the community to continue following safety guidelines throughout the spring and summer, and to get the COVID vaccine as soon as they're eligible.

2021 Commencement Ceremonies

In early March, NC State shared plans to honor our spring 2021 graduates in-person. Two commencement ceremonies will be held at Carter-Finley Stadium, one on the evening of Friday, May 14, and another on the morning of Saturday, May 15, 2021. The health and safety of our community remain our top priorities, and NC State will continue to work with health officials as we finalize plans, and we will make any necessary adjustments to keep our Pack safe. Much more information, including graduation speakers and commencement times, will be provided in the coming weeks. The event will be ticketed, and we anticipate that each graduate will be able to obtain up to four tickets for family or friends. Except in unique circumstances, our college and

department-level ceremonies will be held virtually. Given the current state guidelines and the limited number of appropriate spaces on campus, most of our colleges and departments are simply unable to host in-person commencement events while complying with state orders regarding gathering sizes.

FUJIFILM Diosynth Partnership

Holly Springs was recently announced as the home of a new FUJIFILM Diosynth manufacturing plant. This facility is FUJIFILM's second in North Carolina and will be the largest cell culture plant in North America. It is the biggest investment in the life sciences in North Carolina history at the time of its announcement. Over 700 jobs and more than one billion dollars will be invested into the area. NC State is committed to partnering with FUJIFILM Diosynth in the coming years, primarily through the Biomanufacturing Training and Education Center. The facility will be working to produce the upcoming Novavax COVID-19 vaccine, as well as various other cutting-edge medical technologies and therapies. The sustainability goals for this plant, as well as the quality of the incoming jobs, reflect the community missions of both NC State and FUJIFILM as both organizations look to improve the lives of people across the state and around the world.

Churchill Scholar

NC State is proud to announce our third Churchill Scholar: Ana Sofia Uzsoy. Ana Sofia is a Park Scholar majoring in computer science and physics. As a Churchill Scholar, she will be attending the University of Cambridge's MPhil program in machine learning. She has demonstrated excellence throughout her undergraduate career, from receiving a Goldwater scholarship in 2019 to pursuing multiple research projects in physics throughout her studies, all while maintaining her musical performance in oboe. This scholarship, established by Winston Churchill himself, was meant to be a bridge between the United Kingdom and United States. It covers all expenses for one year of master's study at Cambridge, and is one of the highest honors in American STEM.

NSF CAREER Awards

Two NC State faculty members were recently selected to receive NSF CAREER Awards to honor and promote their work in research and education. The award includes a five year federal research grant for the promising projects of these young faculty members. Veljko Dubljevic, an assistant professor of philosophy and science, technology and society, has received the grant for his project involving ethical programming of autonomous vehicles. He is only the second faculty member in the College of Humanities and Social Sciences to have received this award. Through his work, he will partner with NC State University Libraries, NC State's Institute for Transportation Research and Education, the Professional Engineers of North Carolina, and the North Carolina School of Science and Mathematics. Our other recipient, Lilian Hsiao, is an assistant professor in the Department of Chemical and Biomolecular Engineering. She received the grant for her project focusing on elastohydrodynamic lubrication. In addition to experiments and computer simulations, Hsiao's project involves citizen science sessions, demonstrations for science camp participants, and undergraduate instruction focused on haptic applications and soft matter.

BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY
AUDIT, RISK MANAGEMENT AND FINANCE COMMITTEE
APRIL 15, 2021
MEETINGS: IN-PERSON AND VIA ZOOM

Chair Edward I. "Ed" Weisiger Jr.
Members: Melanie Flowers, Ann B. Goodnight, Stanhope A. Kelly,
Ven Poole, Dewayne N. Washington

- **CALL TO ORDER, READING OF ETHICS STATEMENT AND PUBLIC MEETING NOTICE**
Ed Weisiger, Jr., Chair
- **ROLL CALL**
- **APPROVAL OF MINUTES** **TAB 4.1**
 - **Committee Action**: Approve February 25, 2021 meeting minutes
- **APPROVAL ITEM** **TAB 4.2**
 - Internal Audit Annual Plan Review and Approval
4.2A
Cecile M. Hinson, Chief Audit Officer and Director, Internal Audit
 - **Committee Action**: Approve Internal Audit FY2022 Plan
- **INFORMATIONAL REPORTS** **TAB 4.3**
 - Internal Audit Update 4.3A
Cecile M. Hinson, Chief Audit Officer and Director, Internal Audit
 - Legislative and Budget Update 4.3B
Kevin D. Howell, Vice Chancellor, External Affairs, Partnerships & Economic Development
Charles A. Maimone, Vice Chancellor, Finance and Administration
 - Finance Update 4.3C
Mary Peloquin-Dodd, Associate Vice Chancellor, Finance and University Treasurer, Finance Division
 - Associated Entities Review 4.3D
Mary Peloquin-Dodd, Associate Vice Chancellor, Finance and University Treasurer, Finance Division
 - University Debt Update 4.3E
Lori A. Johnson, University Controller, Finance Division

- Enterprise Risk Management and Compliance Update 4.3F
Allison B. Newhart, Vice Chancellor and General Counsel
Kristen A. Meeks, University Compliance, Ethics, and Enterprise Risk
Management Officer, Office of General Counsel

■ **COMMITTEE DISCUSSION** **TAB 4.4**

- **ADDITIONAL INFORMATIONAL MATERIALS** **TAB 4.5**
 - NC State Investment Fund Performance 4.5A
 - NC State Intermediate Term Fund Performance 4.5B

■ **ADJOURN**

OPEN SESSION MINUTES

AUDIT, RISK MANAGEMENT AND FINANCE COMMITTEE

Board of Trustees
North Carolina State University
February 25, 2021

The Audit, Risk Management and Finance Committee of the Board of Trustees of North Carolina State University met February 25, 2021 via a Zoom conference call.

Members Present: Edward I. "Ed" Weisiger Jr., Committee Chair
Melanie Flowers
Ann B. Goodnight
Stanhope A. Kelly
Dewayne N. Washington
Tom Cabaniss, Board Chair

Chair Weisiger called the meeting to order at 3:15 p.m. The roll was called and a quorum was present.

Chair Weisiger reminded those in attendance that this was a public meeting but was not a meeting for public comment. Only those included on the agenda are invited to speak. He then read the State Government Ethics Act to remind all members of their duty to report conflicts of interest or appearances of conflict.

Chair Weisiger asked Committee members to identify themselves when making a motion.

Approval of Minutes

The minutes from the November 12, 2020 meeting were presented for approval. Trustee Goodnight made a motion to approve and Trustee Kelly seconded. With no additional discussion, the minutes were approved with a roll call vote.

Action Items

No action items.

Informational Reports

Internal Audit Update

Cecile Hinson, Chief Audit Officer and Director, Internal Audit, provided a review on the status of audit engagements for fiscal year 2021, which were in the pre-materials. There have been thirty-seven (37) engagements including: six (6) closed, eighteen (18) in progress, three (3) that are on hold, and two (2) of which are on the original, approved plan but are not started yet. Activities in process since the last meeting include; three (3) reports, two (2) audits complete with corrective actions in progress, and one (1) of the audits on hold that has now been restarted. Ms. Hinson discussed the specific results and follow-up corrective actions for two audits: the Prestage Department of Poultry Science Business Process Audit and the Student Health Services Pharmacy Investigation.

Legislative and Budget Update

Kevin Howell, Vice Chancellor, External Affairs, Partnerships and Economic Development, discussed the North Carolina General Assembly. There is a feeling of bipartisan participation and the top three issues for this session appear to be COVID funds, biennium budget and redistricting. He also pointed out that the new Board of Governors elections will be next week.

Julie Smith, Assistant Vice Chancellor, External Affairs, Partnerships and Economic Development, provided more detail on the long session priorities that also include school reopening efforts. The forecast of the State's fiscal position is one of strength. Ms. Smith also discussed the UNC System priorities, which includes four requests: (1) Budget Priorities for enrollment funding, building reserves, NC Promise Program; and faculty and staff salaries; (2) Capital Requests for Integrative Sciences Building and R&R funding; (3) Policy Requests, some of which include HR flexibilities, amended carryforward authority use and consolidation of need-based scholarship programs; and (4) Additional NC State Specific Legislative Priority related to NIIMBL.

Charles Maimone, Vice Chancellor, Finance and Administration, briefly discussed current fiscal year operations and COVID funding. Budgets are being managed by monitoring revenues and expenditures. Some costs are being offset with the COVID funding.

Finance Update

Mary Peloquin-Dodd, Associate Vice Chancellor, Finance and University Treasurer, noted that links to both the State of North Carolina Auditor's report and the NC State Annual Financial Report were provided in the pre-materials. She then reported on the interim financials for the current fiscal year comparing the year over year balance, which show a net position gain of \$77 million. She also presented the balance sheet performance for the first six months of fiscal 2021, indicating that the university is financially stable. A multi-year comparison of revenues and operating expenses, estimating current year impacts from COVID and comparing the results with prior years show that while operating revenues decreased, so did operating expenses. Overall there is a projected negative balance, however that is before gifts, CARES funding; and other accrual based items such as depreciation are included.

Annual Report on Endowment and Investments

Ms. Peloquin-Dodd provided the required annual report on endowment and investments, both long-term and short-term. The university reported a positive return of 2.1% for its \$1.42 billion endowment for fiscal year 2020. This performance surpassed the NACUBO average of 1.5% for all public institution endowments in the survey. The university's total endowment ranked the 78th largest out of 717 survey responses. NC State's endowment per FTE, of \$45,300 at June 30, 2020 ranked NC State 8th among its sixteen institutional peers, placing NC State between UC-Davis and Penn State in the rankings.

She also updated the Committee on the performance and market value of the operating cash investments that are held in the State Treasurer's Short-Term Investment Fund and the NC State Intermediate Term Fund. Overall, the cash balance dropped about \$56 million compared with the first six months of the prior year.

Intercollegiate Athletics Finance and Budget Report

Boo Corrigan, Director, Athletics and Beverly Armwood, Associate Director, Athletics, presented an extensive report on the Athletics budget for fiscal year 2021. Ms. Armwood discussed the initial projected revenue and expense streams, including revenue losses due to COVID-19, which resulted in a projected net loss of \$22.8 million. She then discussed changes that have been, or will be, implemented that should increase revenue and decrease expenses. Some changes included reduced salaries and furloughs for all staff, travel savings, as well as game day savings. These changes reduced the projected net loss to \$9.2 million.

Due to lack of time, the committee was directed to the pre-materials and the report on "Financial Reporting for Intercollegiate Athletics" for more information.

A Risk-Based Approach to Support Cybersecurity

Marc Hoit, Vice Chancellor, Information Technology and Chief Information Officer, presented "A Risk-Based Approach to Support Cybersecurity". He explained how the pandemic changed IT priorities and highlighted the need for more security. All but 20 of the 300 central IT staff worked remotely. Remote work has also made broadband challenges more apparent, noting that 7% of NC State students had very limited access, and they are increasing efforts to improve this across the state..

He addressed national cybersecurity threats over the last year. Two-thirds (67%) of reported breaches resulted from credential theft and social attacks. A high 78% of attacks on web applications involved using stolen credentials. Finally, 70% of incidents were caused by outside entities, but 30% were internal.

At NC State, 329,000 incoming messages were marked as phishing in the last 30 days. IT added 29,000 new electronic identities in the last year. In addition, IT performed 283 IT purchase compliance reviews last year. There are many industry compliance rules and standards, such as NIST Standards, which are required for many federal contracts.

The UNC System Office issued three policies: 1400.1 IT Governance, 1400.2 Information Security and 1400.3 User Access and Identity Control. The university has been working on all three concurrently and are close to being compliant with all of the policies.

Dr. Hoit also presented the Six University Approaches and Solutions to Risk. The six approaches include: (1) a new formal risk-based process to rank and prioritize; (2) supporting the human element of risk, which is the highest risk for IT incidents and exposures; (3) elements of governance, risk and compliance, which provides a structure to develop, communicate and enforce IT security and compliance policies; (4) tools to manage the complexity; (5) talent pipeline and employee retention risk, IT staffing is one of the most competitive personnel areas in RTP; and (6) reducing infrastructure risk and creating partnerships, which includes sharing resources with the State of North Carolina department of IT.

He anticipates an IT audit next spring, as the previous audit was postponed.

Additional Informational Materials

Chair Weisiger made reference to additional information in the materials under Tab 4.4.

Adjournment

With no further business, Chair Weisiger announced the meeting adjourned at 5:00 p.m.

Submitted by _____

Secretary to the Committee

Approved by _____

Chair of the Committee



NC STATE

Internal Audit Division Audit Plan Fiscal Year 2022

NCSU Internal Audit Division Fiscal Year 2022 Audit Plan

Audits	
Foreign Influence	The objective of this audit is to assess the effectiveness of governance and processes ensuring compliance with foreign influence regulations
Programs that Involve the Participation of Minors	The objective of this audit is to evaluate compliance with University Regulation, REG 01.25.18 - Programs that Involve the Participation of Minors
Cash Handling Processes - Colleges	The objective of this audit is to assess cash handling processes for: <ul style="list-style-type: none"> • effective and efficient procedures • strong internal controls • compliance to state and university requirements
Salary Supplements - 12-month employees	The objective of this audit is to evaluate internal controls and compliance of supplemental salary payments to 12-month employees
COVID-19 Relief Funding: Compliance with Federal and State Requirements	The objective of this audit is to assess the use of COVID-19 funding for compliance with federal and state requirements
End of Grant Expenditures	The objective of this audit is to test financial expenditures at the end of federal grant awards to ensure they are allowable, allocable, and reasonable
Information Technology Audits	
Security Controls Over Transfer of Enterprise Systems Data into Storage	The objective of this audit is to assess the security of the Linux processing functions associated with transfer of Enterprise Systems data into storage
Application Programming Interface (API) Audit	The objective of this audit is to: <ul style="list-style-type: none"> • Identify population of APIs transferring University data outside of PeopleSoft Enterprise Systems • Identify ultra-sensitive and sensitive data that is being transferred by APIs • Assess controls governing these types of transfers • Assess security of transfers of ultra-sensitive and sensitive data
Poole College of Management - Information Technology (IT) General Controls	The objective of this audit is to evaluate Poole College of Management IT Operations for effective governance and IT controls

Fiscal Year 2021 Engagements Expected to be in Progress on July 1, 2021

Office of Finance and Administration - Environmental Health and Public Safety – Security Applications and Technology Services
 Title IX Governance Processes
 COVID-19 Relief Funding Monitoring and Reporting

Investigations

The Audit Plan includes estimated time for 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 Year's Follow-up Audits

The Internal Audit Division performs follow-up activities on all audit issues reported by our office or the Office of the State Auditor. As of March 5, 2021, corrective actions for issues noted in the following audit reports will be assessed in fiscal year 2022:

College of Agriculture and Life Sciences – Prestage Department of Poultry Science

College of Agriculture and Life Sciences – NC Cooperative Extension - Business Process Governance

College of Sciences – General IT Controls

Federal Safeguards Rule - Security Requirements Audit

Poole College of Management - Financial Business Operations – College and Department Issues

Poole College of Management - Financial Business Operations - University Issues

Student Health Services - Pharmacy Investigation

User Controls Over Ultra-Sensitive Data

Advisory Services

Office of Research and Innovation and Office of Finance and Administration - Enterprise Research Administration - Research Enterprise Data System Implementation

Internal Audit is providing advisory and consulting services on the replacement of multiple legacy systems used for enterprise research administration activities.

Special Assignments

University Information Technology (IT) Governance Committees

Chief Audit Officer & Director, Assistant Director, and IT Auditor are providing advisory services to various IT governance committees.

Continuous Risk Assessment and Audit Planning

Every week, Internal Audit Division team members visit University faculty and staff to discuss their unit's strategic plans, goals, and risk posture in relation to the University's Mission. This includes new and on-going activities related to their academic, research, and outreach missions and potential concerns or emerging risks to both strategic and tactical goals at the unit and university level. This process supports the identification of potential audit and advisory engagements and is used as an objective tool in the development of our Annual Audit Plan.

NCSU Internal Audit Division Continuous Risk Assessment and Audit Planning Process

Audit Risk Universe (see illustration, page 6)

Best practices relating to development of the audit universe contend that a risk-based internal audit function 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 our mission:

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

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

Continuous Risk Assessment Process (see illustration, page 7)

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

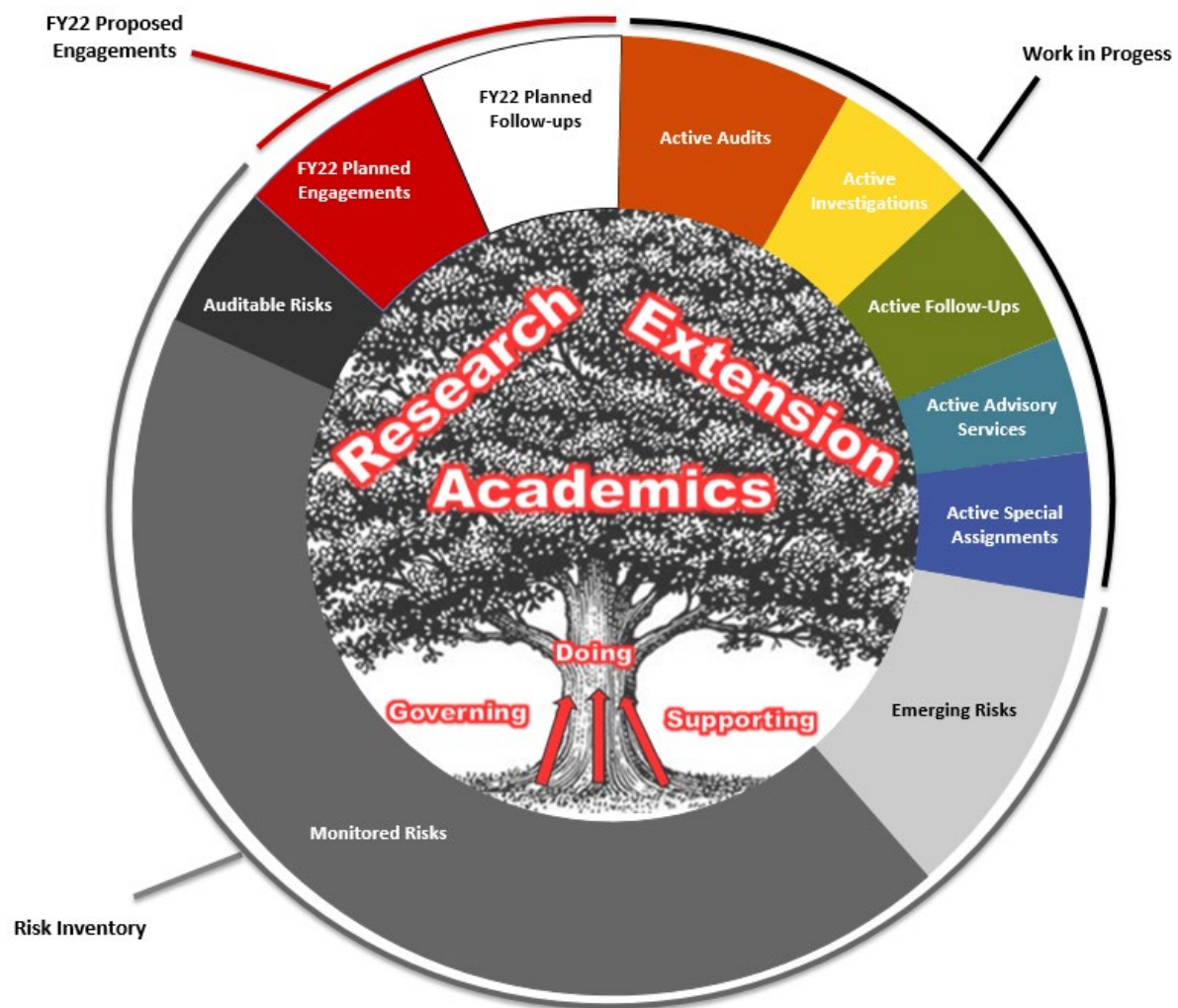
- Reliability and integrity of research, financial, and operational information
- Effectiveness and efficiency of operations
- Safe-guarding of assets
- Compliance with university and UNC System policies
- Compliance with legal, regulatory, and contractual obligations
- Detection and prevention of fraud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

Audit Plan Development (see illustration, page 7)

All objective and subjective information and data gathered through our continuous RA process is analyzed when received and at IAD management team meetings. This on-going analysis process allows the Internal Audit Division 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 January each calendar year. Each year's Plan is presented for approval at the April meeting of the NC State Board of Trustees and is implemented at the start of the new fiscal year on July 1.

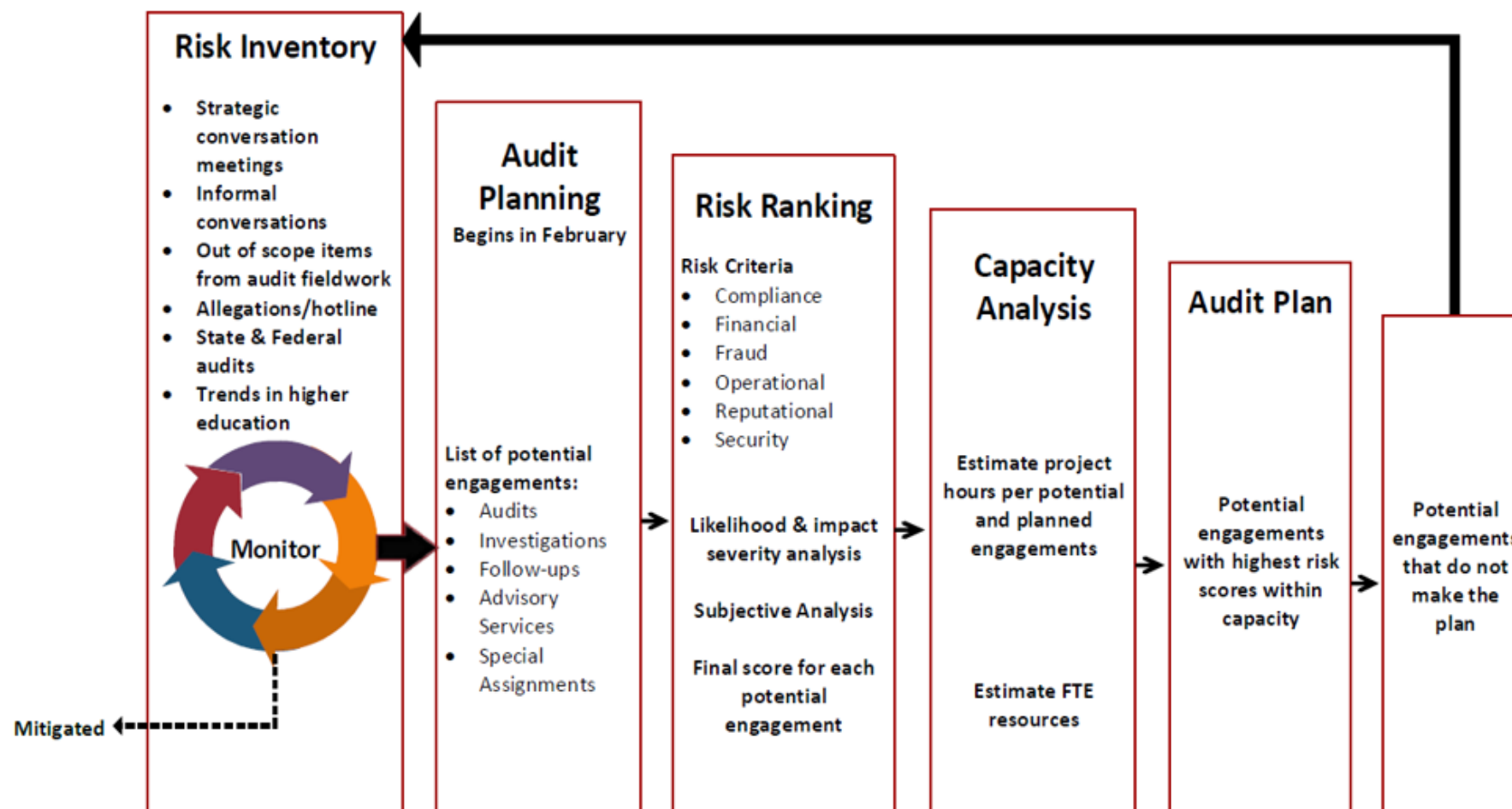
NCSU Internal Audit Division
Continuous Risk Assessment and Audit Planning Process
Audit Risk Universe



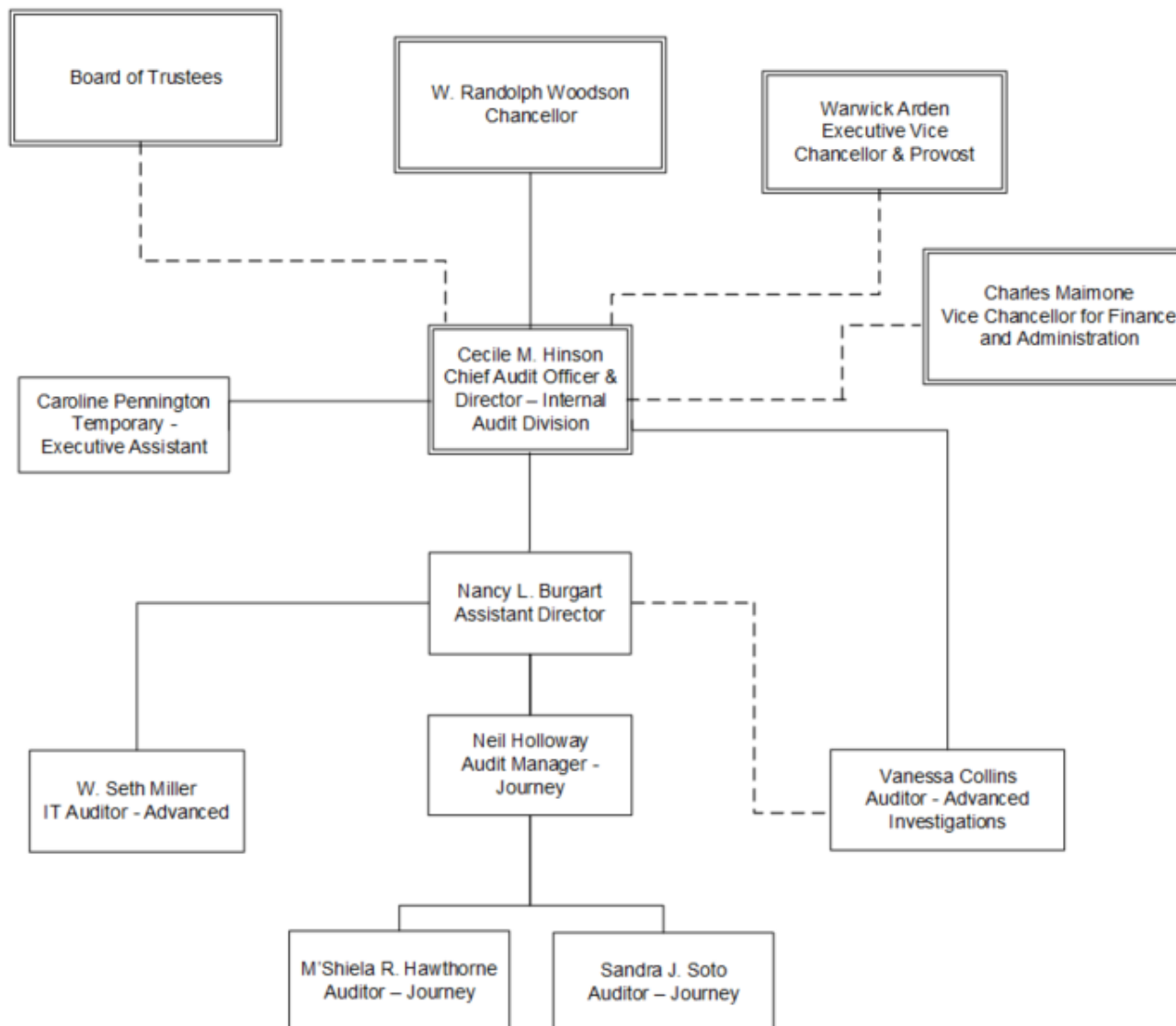
NCSU Internal Audit Division

Risk Assessment and Audit Planning Process

Continuous Risk Inventory and Audit Plan Development



NCSU Internal Audit Division Organization Chart
March 4, 2021



Last Updated 03/04/2021

NCSU Internal Audit Division Staff Bios

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 Fraud Examiner (CFE), and a Certified Information Systems Auditor (CISA). She is also a graduate of the NC State Equal Opportunity Institute and holds an Information Technology Audit Certificate from the MIS Training Institute.

Assistant Director

Nancy L. Burgart, CFE, CISA

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

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 Certified Fraud Examiner (CFE).

Staff

Vanessa Collins, CPA, CFE

Vanessa joined the Internal Audit Division in March 2020 after serving as an investigative auditor at the NC Office of the State Auditor for over 4 years and, prior to that, as an investigator with the NC Real Estate Commission. Vanessa has a Bachelor of Arts degree from the University of North Carolina at Chapel Hill and an MBA from North Carolina State University. Vanessa is a Certified Public Accountant (CPA) and a Certified Fraud Examiner (CFE). She also serves as a cabinet member on the NCACPA's Young CPA Cabinet.

M'Shiela R. Hawthorne, CIA, CFE

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

Seth Miller, CISA, Net+

Seth joined the Internal Audit Division in August 2018. He has over 7 years of compliance and auditing experience in regulated industries. Seth started his career at a non-profit organization (RTI International) focusing on governance, security, and compliance. He then moved to a large private software company (SAS) where he was focused on compliance, operations, and auditing. Seth has a Bachelor of Science Degree in Business Administration with a concentration in Marketing from Appalachian State University. Seth holds both Certified Information Systems Auditor (CISA) and Network Plus (Net+) certifications.

Sandra J. Soto, CFE

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

Caroline Pennington, MBA

Caroline joined the Internal Audit Division as a temporary executive assistant in June 2020. She has over 10 years of accounting and financial analysis experience in both the corporate world and at NC State University in the College of Textiles, Department of Mathematics, and Contracts and Grants. Caroline holds a Bachelor of Science in Accounting with a concentration in Information Systems from NC State University and a Master of Business Administration and Management Information Systems certification from East Carolina University.

RatingsDirect®

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

Primary Credit Analyst:

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

Credit Profile

The Brd of Governors of the Univ of North Carolina, North Carolina

North Carolina St Univ at Raleigh, North Carolina

University of North Carolina Brd of Governors (North Carolina State University at Raleigh)

Long Term Rating

AA/Stable

Affirmed

Rating Action

S&P Global Ratings affirmed its long-term 'AA' rating, and underlying rating (SPUR) where applicable, for North Carolina State University at Raleigh's (NC State) various series of general revenue bonds. In addition, S&P Global Ratings affirmed its 'A-1+' commercial paper (CP) rating on NC State's CP notes. The outlook, where applicable, is stable.

As of the fiscal year that ended on June 30, 2020, the university had \$538.5 million in outstanding debt, including capitalized leases and \$50 million of CP notes. After the end of fiscal year 2020 the university issued its series 2020A and 2020B general revenue bonds totaling \$275.0 million. Total pro forma debt at fiscal year-end 2020 inclusive of the series 2020A and 2020B bonds is \$630.5 million. Proceeds from the series 2020A and 2020B bonds are being used in part to fund construction of new engineering and plant sciences buildings, renovate Carmichael Gym, and fund a Centennial campus co-generation energy project. The series 2020A and 2020B bond proceeds also refinanced the series 2010B and 2013A bonds, and existing CP obligations. There are no plans for additional new-money debt within the outlook period. The university's outstanding general revenue bonds are payable from available funds, which we consider equivalent to an unlimited student fee.

COVID-19

As a result of the COVID-19 pandemic, undergraduate classes for spring 2020, summer 2020 sessions 1 and most of fall 2020 were moved entirely online. NC State students who occupied university housing in spring 2020 were instructed to return to their off-campus residences unless granted an exception. Graduate courses and clinical education continue to meet in person or in a hybrid format. Classes for spring semester 2021 began on Jan. 19 and are scheduled to conclude on April 30 with exams on May 15. We understand the university cancelled the 2021 spring break and instead offered students the option of taking four wellness days off. According to management, currently about 4,500 students are on campus with an average of about 61% of all students participating in on-line education (roughly 75% undergraduate and 50% graduate). The university, also beginning in the spring of 2020, transitioned to minimal on-campus operations, and requires remote work or alternative work arrangements for most employees.

The university indicated that despite COVID-19, more students enrolled in its last year's summer sessions relative to the prior summer sessions. Approximately 11.5% of students at the university are international students, and this has had some dampening effect on student enrollment due to the travel restrictions these students faced.

The university put most capital projects on hold in fiscal 2020. Auxiliary revenues make up approximately 14.3% of fiscal 2020 adjusted operating revenues down from 15.2% the prior year. We understand to date the university has been awarded \$52.7 million in relief funding associated with the pandemic (including \$17.8 million of Coronavirus Aid, Relief and Economic Security (CARES) Act part 1 funding in fiscal 2020 with \$8.9 million used to offset some of the impacts related to the pandemic and the remaining \$8.9 million funding student grants and most of the remainder from the Higher Education Emergency Relief Fund (HEERF) II Act.) We believe the university's available resources and liquidity are adequate to offset the medium-term pressure that might arise due to this pandemic. The university is currently awaiting the outcome of the state legislative session to see whether it may receive additional pandemic-related financial support and to assess how its appropriation for fiscal 2022 may be affected.

Owing to its relatively firm enrollment trend and the pandemic-related financial support it has received, NC State essentially almost broke even on an operating basis for fiscal 2020 and anticipates positive financial operations in fiscal 2021. Fall 2020 full time equivalent (FTE) enrollment totaled 32,277 down very slightly from fall 2019 FTE enrollment of 32,525 and management reports applications for fall 2021 are running ahead of the prior year's applications by about 4%. We also note that fall 2020 undergraduate applications reached a new peak of 31,487, tuition is frozen for in-state residents, and that 82.1% of students come from inside the state, which we feel helps to mitigate some pressure from the pandemic.

Credit overview

We assessed NC State's enterprise profile as very strong, characterized by healthy full-time-equivalent (FTE) enrollment, with other favorable demand metrics and sound management and governance. In addition, NC State's economic fundamentals are excellent, operating in a state that has S&P Global Ratings' highest rating. We assessed the university's financial profile as very strong, characterized by robust financial operating performance in most years excluding fiscal 2020 when the pandemic depressed results, good financial policies, and a low to moderate debt burden with modest financial resources for the rating. We believe these credit factors, combined, lead to an indicative stand-alone credit profile of 'aa' and a long-term rating of 'AA'.

The short-term CP rating reflects the ample liquidity provided by University of North Carolina (UNC)-Chapel Hill to pay the purchase price of CP notes unsuccessfully remarketed. UNC-Chapel Hill includes NC State's full \$100 million CP authorization in its self-liquidity adequacy calculation in addition to its own \$250 million authorization. The CP program, issued for the benefit of both NC State and UNC-Chapel Hill, has been in effect since 2002.

The ratings are supported by our view of NC State's:

- Role as North Carolina's land-grant university and one of two comprehensive research institutions in the 17-campus UNC System;
- Generally positive enrollment trend in most years, coupled with robust selectivity, matriculation, and retention rates; and
- Very sound financial management practices, evidenced by healthy operating margins in most years, conservative budgeting, and prudent controls over investments and additional debt issuance.

In our opinion, partly offsetting credit factors include:

- NC State's low financial resources for the rating category, with adjusted unrestricted net assets (UNA) of \$368.1 million as of June 30, 2020, equating to 20% of adjusted operating expenses, 68% of total debt and 58% of pro forma debt;
- The potential for decreased state appropriations in fiscal 2022 and beyond as the extent of COVID-19 damage is revealed; and
- NC State's modest (for a major research university) but growing endowment of \$1.4 billion as of fiscal year-end 2020 (\$1.6 billion as of Dec. 31, 2020, per management), most of which is restricted.

The stable outlook reflects our belief that NC State's enrollment trend will remain favorable despite the continuing uncertainty associated with the COVID-19 pandemic. The stable outlook also reflects our view that the university's leadership will remain sound during these difficult times such that ongoing operations and available resources will be closely monitored with any needed adjustments made in a timely manner to preserve the university's financial position and by extension its credit rating.

North Carolina State University at Raleigh was established in 1887 as a land-grant institution by the North Carolina General Assembly. Today, it is a comprehensive research university organized into 10 colleges spread across the 2,100-acre campus offering more than 300 undergraduate and graduate degree programs. The university offers programs in agriculture and life sciences, design, education, engineering, humanities and social sciences, management, natural resources, sciences, textiles, and veterinary medicine, and is currently the largest four-year institution in the UNC System.

Environmental, social, and governance (ESG) factors

In our view, higher education entities face elevated social risk due to the uncertain duration of the COVID-19 pandemic, and the unknown impact on fall 2021 enrollment levels and mode of instruction. We view the risks posed by COVID-19 to public health and safety as a social risk under our ESG factors. Despite the elevated social risk, we believe NC State's environmental and governance risk are in line with our view of the sector as a whole.

Stable Outlook

Downside scenario

We could consider a negative rating action if enrollment unexpectedly decreases substantially or if operating performance materially deteriorates or available resources materially decline from current levels. Although not anticipated, we could also consider a negative rating action should the university issue additional debt without commensurate growth in available resources. Further unforeseen pressures from the pandemic that cause material weakening of demand, finances, or the trajectory of NC State's plan to mitigate the effects of the COVID-19 outbreak could also cause a negative rating action.

Upside scenario

A higher rating would require continuation of the generally favorable enrollment trend, positive financial operations on a full accrual basis, a significant increase in available resources and no material increases in debt coupled with state appropriation remaining firm.

Credit Opinion

Enterprise Profile

Economic fundamentals

In our view, the university's geographic diversity is limited by the board of governors' policy requiring an 18% cap on incoming freshmen from out of state. As a result, our assessment of NC State's economic fundamentals is anchored by North Carolina's GDP per capita.

Market position and demand

NC State is the largest university in the UNC System with total headcount enrollment just exceeding 36,000 students. Over the past five fall enrollment periods, total headcount enrollment was positive in three out of five years compared with the prior periods' enrollment. For the past three fall enrollment periods, growth on both a total headcount and a total FTE basis is healthy with only a slight decline realized in fall 2020 due to the pandemic. Total FTE enrollment climbed 3.3% in fall 2018, 1.8% in fall 2019 followed by a slight decline of 0.8% in fall 2020. Total headcount was 36,042 in fall 2020, and total FTE enrollment was 32,277. Graduate enrollment has become a somewhat larger portion of enrollment in recent years and accounted for about 27% of total students for fall 2020. Despite the COVID-19 pandemic, management still anticipates relative stability in its undergraduate enrollment, and continues to monitor graduate enrollment trends, recently adding a spring admissions cohort with favorable results.

First-year applications totaled 31,487 in fall 2020, a 1.1% increase from the previous year. The university's selectivity ratio in fall 2020 was a solid 46.2%, its highest level of selectivity over the past seven years. A solid 32.6% matriculated for fall 2020.

Management reports that out-of-state applicants have increased, although not to the level where it would be bumping up against a Board of Governors policy that stipulates out of state students represent less than 18% of the incoming freshmen class. Student quality, as measured by standardized test scores, is above average, with SAT scores of 1320 for fall 2020. First-year retention rates are also excellent at approximately 94%, and graduation rates remain well above the public university national average.

For the 2020-2021 academic year, undergraduate tuition and fees for state residents is \$9,101 and for out-of-state students is \$29,220, which we consider modest compared with peers' rates. Tuition is frozen for the fourth consecutive year for resident undergraduate students for fall 2020, although NC State has flexibility to raise fees where necessary, up to a 3% cap. We believe the tuition freeze has helped bolster demand for NC State during the pandemic.

A major strategic initiative at the university is fundraising. The alumni participation rate has improved recently rising to 12.5% in fiscal 2020 from 11.3% in 2019 and 10.0% in 2018. However, our view is low relative to peer institutions. The university completed a successful capital campaign in 2008, in which it raised \$1.37 billion. Its current campaign known as "Think And Do the Extraordinary" is scheduled to close at the end of the current calendar year and has raised \$1.9 billion to date with expectations of reaching \$2.0 billion by year end. The current campaign began in 2013 with an initial goal of \$1.4 billion that was raised to \$1.6 billion when the campaign went public in October 2016. Funds

from the campaign are targeted toward building the university endowment, programs and professorships, and scholarships. We view the university's ability to fundraise as a credit strength that has helped it mitigate some pressure from the pandemic.

Management and governance

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

Management and governance are stable at the university with no changes in key administrators in fiscal 2020 and thus far through fiscal 2021. We also understand NC State is about to launch its next strategic plan development process as the existing 10-year plan ended in fiscal 2020 (extended through fiscal 2021 due to the pandemic). The existing strategic plan focuses on realizing improved efficiencies and reallocates resources at both the academic and operational level enabling growth in high impact areas that facilitate meeting the state's need for the workforce of the future. We understand one focus of the new plan will be to promote environmental sustainability. In addition, we view positively management's conservative budgeting practices.

NC State has taken several actions to enhance its cyber-security. These actions include maintaining cyber-insurance, staff training, and other testing and security measures that the university prefers to keep confidential. We view these actions positively and indicative of utilizing best practices to minimize this type of risk. NC State also has a robust enterprise risk management program. We also understand NC State took appropriate steps to address an NCAA notice of allegations in connection with alleged rules violations issued in 2019 following the federal government's inquiry into men's college basketball.

Research

NC State's campus includes a north and central campus; the Biomedical Centennial Campus; and Centennial Campus, a 1,334-acre research and technology-transfer park that includes corporate and government research, as well as development centers and business incubators. Management indicates NC State is looking to create an innovation district within the next year or so on the Centennial Campus that could include market-priced housing, private labs and innovation space that would foster collaboration with university students and private sector potential student employers. To accomplish this objective a public-private partnership structure is being considered. The university, along with the UNC-Chapel Hill and Duke University, constitute the backbone of the Research Triangle. Research Triangle is a world-leading research development park, which we believe provides long-term stability to the university's role.

In our opinion, the university conducts a high level of research for an institution without a medical school. Grants and contracts account for 17.7% of revenues for fiscal 2020, the largest contributor of which is the National Science Foundation. We understand research expenditures in fiscal 2020 exceeded \$500 million. The university's indirect cost recovery rate is 52%.

Financial Profile

Financial management policies

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

Financial performance

In our view, a key credit strength of NC State is its financial operating performance. Operations have historically been robust with positive operations on a full-accrual basis in each of the past six audited fiscal years through June 30, 2019. In fiscal 2020, in large part due to a decline in auxiliary revenue resulting from the pandemic, operations were slightly weaker approximating breakeven (0.2%). NC State posted a positive net tuition revenue increase in fiscal 2020, despite the tuition freeze in effect for resident undergraduate students. Management continues to monitor results for fiscal 2021 and expects to achieve positive operating results aided by the funds realized from the CARES Act.

State appropriations continue to slowly grow and were \$523.4 million in fiscal 2020 up from \$522.5 million in the previous year. However, management took a conservative stance for the university's fiscal 2021 budget and allowed for the possibility of a decrease in state funding; we understand the appropriation for fiscal 2021 wound up being the same as that for fiscal 2020. The state legislature is currently in session and we understand NC State is anticipating a resumption of positive year over year increases in state appropriation for fiscal 2022. Capital appropriations have historically been modest and were \$4.7 million in fiscal 2019 and \$903,000 for fiscal 2020.

Available resources

The university's financial resources are adequate to support the rating but somewhat low for the rating category in our view. The principal reason financial resources growth is somewhat lackluster is the impact of the undergraduate resident tuition freeze, investments made in faculty and staff to attract the most academically qualified class in fall 2020 and funds the university has expended to maintain its campus with a relatively young 11.5-year average age of plant. Adjusted UNA totaled \$347.2 million as of June 30, 2020, equal to just 19.8% of adjusted operating expenses, 68.4% of total debt, and 58.4% of pro forma debt.

Total market value for the NC State associated entities and the university endowment fund was \$1.4 billion as of fiscal year-end 2020. Management attributes the increase to successful fundraising associated with its capital campaign as well as solid investment returns for the year. Most of the university's endowments are pooled into the North Carolina State Investment Fund. About 90% of these funds are managed by the UNC Management Co. Inc. Annual distributions are about 5% of the average market value of the endowment during the previous 20 quarters.

NC State has sufficient liquidity as part of its long-term investment portfolio, in our view. Operating funds are generally invested in the state treasurer's investment fund, which provides same-day funds, and to a lesser degree, in NC State investment Fund's Intermediate Term Fund.

Debt and contingent liabilities

As of fiscal year-end 2020, the university has approximately \$538.5 million in total debt outstanding. With the series 2020A and 2020B issuance included total pro forma debt at fiscal year-end 2020 is \$630.5 million. The series 2020A and 2020B bond proceeds were used to refinance the university's series 2010B and 2013A bonds, and outstanding CP debt. The \$92 million new-money component of the issuance is funding construction of various capital projects on campus. We view the self-supporting nature of the general revenue bonds and internal policy of 1.2x debt service coverage (per project) as positive and believe these practices mitigate some of the risk associated with the university's modest overall debt level. All of the university's debt is fixed rate.

In 2010, the university negotiated a direct-placement loan with BB&T Bank, with \$13.3 million outstanding at fiscal year-end 2020. Also, the university has a direct-placement obligation with Bank of America outstanding at fiscal year-end 2020 in the amount of \$43.4 million. In addition, the university negotiated a \$50 million direct-placement loan with PNC in 2017 and currently has \$37.7 million outstanding as of fiscal 2020. We have reviewed the terms of the loans and view them as on parity with general revenue bonds, which means there are no additional rate covenants, immediate acceleration, or cross-defaults as is stipulated in the general trust indenture.

NC State participates in North Carolina's Teachers' and State Employees' Retirement System (TSERS)--a cost sharing, multiple-employer, defined-benefit pension plan. TSERS is the largest of several defined-benefit pension plans administered by North Carolina. We understand the university contributed \$42.9 million to the plan for the year ended June 30, 2020, recognized pension expense of \$86.5 million and reported a liability of \$234.4 million for its proportionate share of the collective net pension liability.

We understand the state does not separately break out the funded ratio for TSERS alone; however, the funded ratio for all plans it administers is strong at 88.0%. In addition, faculty and staff may alternatively join The Optional Retirement Plan (ORP)--a defined-contribution pension plan. The university had a total payroll of \$848.7 million in fiscal 2020, of which \$331.6 million was covered under ORP. NC State made contributions to ORP in fiscal 2020 of \$19.9 million.

NC State participates in North Carolina's two postemployment benefit plans, the Retiree Health Benefit Fund (RHBF) and the Disability Income Plan of North Carolina (DIPNC). The university's contributions to the RHBF were \$44.3 million for the year ended June 30, 2020, and to the DIPNC were \$685,245. As of June 30, 2020, the university reported a net other postemployment benefit (OPEB) liability of approximately \$1.2 billion for RHBF and a net OPEB asset of \$1.7 million for its proportionate share of the collective net OPEB asset for DIPNC. In our view, NC State's pension and OPEB funding requirements are well within its means to handle and do not present any incremental credit risk.

North Carolina State University at Raleigh, North Carolina Enterprise And Financial Statistics						
	--Fiscal year ended June 30--					Medians for 'AA' rated public colleges and universities
	2021	2020	2019	2018	2017	2019
Enrollment and demand						
Headcount	36,042	36,379	35,550	34,432	33,755	MNR
Full-time equivalent	32,277	32,525	31,971	30,954	29,864	36,667

North Carolina State University at Raleigh, North Carolina Enterprise And Financial Statistics (cont.)

	--Fiscal year ended June 30--					Medians for 'AA' rated public colleges and universities
	2021	2020	2019	2018	2017	2019
Freshman acceptance rate (%)	46.2	45.1	46.8	50.8	47.0	69.6
Freshman matriculation rate (%)	32.6	42.8	42.3	34.8	34.4	MNR
Undergraduates as a % of total enrollment (%)	72.6	71.4	70.9	70.1	70.6	78.8
Freshman retention (%)	93.6	94.0	94.0	94.0	93.8	85.7
Graduation rates (six years) (%)	84.9	83.0	81.0	79.0	76.0	MNR
Income statement						
Adjusted operating revenue (\$000s)	N.A.	1,748,333	1,779,088	1,711,697	1,650,273	MNR
Adjusted operating expense (\$000s)	N.A.	1,752,280	1,691,952	1,656,965	1,604,049	MNR
Net adjusted operating income (\$000s)	N.A.	(3,947)	87,136	54,732	46,224	MNR
Net adjusted operating margin (%)	N.A.	(0.23)	5.15	3.30	2.88	1.50
Estimated operating gain/loss before depreciation (\$000s)	N.A.	103,970	187,419	153,653	141,867	MNR
Change in unrestricted net assets (UNA; \$000s)	N.A.	27,936	85,868	(1,702,283)	(3,984)	MNR
State operating appropriations (\$000s)	N.A.	523,411	522,482	515,353	506,419	MNR
State appropriations to revenue (%)	N.A.	29.9	29.4	30.1	30.7	18.3
Student dependence (%)	N.A.	40.6	40.6	40.6	39.9	41.2
Research dependence (%)	N.A.	17.7	17.6	17.2	17.5	MNR
Endowment and investment income dependence (%)	N.A.	1.1	2.3	2.4	2.1	1.4
Debt						
Outstanding debt (\$000s)	N.A.	538,457	535,821	553,988	573,203	808,057
Proposed debt (\$000s)*	N.A.	275,050	N.A.	N.A.	N.A.	MNR
Total pro forma debt (\$000s)	N.A.	630,457	N.A.	N.A.	N.A.	MNR
Pro forma MADS	N.A.	47,001	N.A.	N.A.	N.A.	MNR
Current debt service burden (%)	N.A.	2.44	2.56	2.63	2.36	MNR
Current MADS burden (%)	N.A.	2.48	2.57	2.63	2.79	3.60
Pro forma MADS burden (%)	N.A.	2.68	N.A.	N.A.	N.A.	MNR
Financial resource ratios						
Endowment market value (\$000s)	N.A.	1,417,700	1,400,700	1,293,700	1,122,900	1,006,154
Related foundation market value (\$000s)	N.A.	642,645	635,453	688,435	625,523	782,587

North Carolina State University at Raleigh, North Carolina Enterprise And Financial Statistics (cont.)

	--Fiscal year ended June 30--					Medians for 'AA' rated public colleges and universities
	2021	2020	2019	2018	2017	2019
Cash and investments (\$000s)	N.A.	786,700	758,252	691,428	611,322	MNR
UNA (\$000s)	N.A.	(1,352,030)	(1,379,966)	(1,465,834)	236,449	MNR
Adjusted UNA (\$000s)	N.A.	347,249	346,741	337,993	351,171	MNR
Cash and investments to operations (%)	N.A.	44.9	44.8	41.7	38.1	56.4
Cash and investments to debt (%)	N.A.	146.1	141.5	124.8	106.7	169.9
Cash and investments to pro forma debt (%)	N.A.	124.8	N.A.	N.A.	N.A.	MNR
Adjusted UNA to operations (%)	N.A.	19.8	20.5	20.4	21.9	36.7
Adjusted UNA plus debt service reserve to debt (%)	N.A.	68.4	68.6	64.2	64.3	92.9
Adjusted UNA plus debt service reserve to pro forma debt (%)	N.A.	58.4	N.A.	N.A.	N.A.	MNR
Average age of plant (years)	N.A.	11.5	11.5	10.9	10.5	13.2
OPEB liability to total liabilities (%)	N.A.	38.1	34.0	37.6	N.A.	MNR

N.A.--Not available. MNR--Median not reported. MADS--Maximum annual debt service. Total adjusted operating revenue = unrestricted revenue less realized and unrealized gains/losses and financial aid. Total adjusted operating expense = unrestricted expense plus financial aid expense. Net operating margin = $100 \times (\text{net adjusted operating income} / \text{adjusted operating expense})$. Student dependence = $100 \times (\text{gross tuition revenue} + \text{auxiliary revenue}) / \text{adjusted operating revenue}$. Current debt service burden = $100 \times (\text{current debt service expense} / \text{adjusted operating expenses})$. Current MADS burden = $100 \times (\text{maximum annual debt service expense} / \text{adjusted operating expenses})$. Cash and investments = cash + short-term and long-term investments. Adjusted UNA = Unrestricted net assets + unrestricted net assets of the foundation. Average age of plant = accumulated depreciation/depreciation and amortization expense. *Series 2020A and 2020B bonds issued after close of fiscal year-end 2020.

Related Research

Through The ESG Lens 2.0: A Deeper Dive Into U.S. Public Finance Credit Factors, April 28, 2020

Ratings Detail (As Of March 10, 2021)

North Carolina St Univ at Raleigh taxable gen rev bnds

Long Term Rating AA/Stable Affirmed

North Carolina St Univ at Raleigh tax-exempt gen rev bnds

Long Term Rating AA/Stable Affirmed

North Carolina St Univ at Raleigh ICR

Long Term Rating AA/Stable Affirmed

The Brd of Governors of the Univ of North Carolina, North Carolina

North Carolina St Univ at Raleigh, North Carolina

The Brd of Governors of the Univ of North Carolina (North Carolina St Univ at Raleigh) gen rev rfdg bnds

Long Term Rating AA/Stable Affirmed

The Brd of Governors of the Univ of North Carolina (North Carolina St Univ at Raleigh) CP bnds

Short Term Rating A-1+ Affirmed

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Review of Audit Reports - University Associated Entities
Audit, Risk Management and Finance Committee
North Carolina State University
June 30, 2020

	Total Net Assets June 30, 2020 In 000's	Unqualified Audit Opinion	Management Letter	Signed Operating Agreement
INVESTMENT ENTITY:				
<u>NC State Investment Fund, Inc.</u>	\$ 1,277,396	Yes	No	Yes
FUNDRAISING ENTITIES:				
<u>The North Carolina Agricultural Foundation, Inc.</u>	178,551	Yes	No	Yes
<u>NC State Engineering Foundation, Inc.</u>	136,943	Yes	No	Yes
<u>North Carolina State University Foundation, Inc.</u>	464,094	Yes	No	Yes
NC State Executive Education, LLC (a, b, c)	4	N/A	N/A	Yes
<u>North Carolina Tobacco Foundation, Inc.</u>	11,406	Yes	No	Yes
<u>NC State Natural Resources Foundation, Inc.</u>	39,794	Yes	No	Yes
<u>North Carolina Veterinary Medical Foundation, Inc.</u>	90,852	Yes	No	Yes
<u>North Carolina State University College of Sciences Foundation, Inc.</u>	29,510	Yes	No	Yes
<u>NC State University Alumni Association, Inc.</u>	44,759	Yes	No	Yes
NCSU Student Aid Association, Inc.	83,388	Yes	No	Yes
<u>North Carolina Textile Foundation, Inc.</u>	67,943	Yes	No	Yes
SOCIAL CLUB ENTITIES:				
North Carolina State University Club (d)	9,084	Yes	No	Yes
The NC State Alumni Club, Inc. (d, f)	169	Yes	No	Yes
OTHER ENTITIES:				
<u>NC State University Partnership Corporation</u>	443	Yes	No	Yes
Leaders in Innovation and Nonwovens Commercialization, LLC (a, e)	2,352	N/A	N/A	Yes
NC State University Centennial Development, LLC (a, e)	16,502	N/A	N/A	Yes
NC State Upfit, LLC (a, e)	1	N/A	N/A	Yes
Bell Tower Holdings LLC (a, e)	-	N/A	N/A	Yes
NC State CBC Land I, LLC (a, e)	25	N/A	N/A	Yes
NC State CC Holdings I, LLC (a, e)	187	N/A	N/A	Yes
Wolfpack Investor Network, LLC (a, e)	113	N/A	N/A	Yes
C2I, LLC (a, e)	179	N/A	N/A	Yes
Research, LLC (a, e)	(8)	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, 2019
(e) Operating Agreement is between LLC and NC State University Partnership Corporation
(f) Data pulled from the latest draft

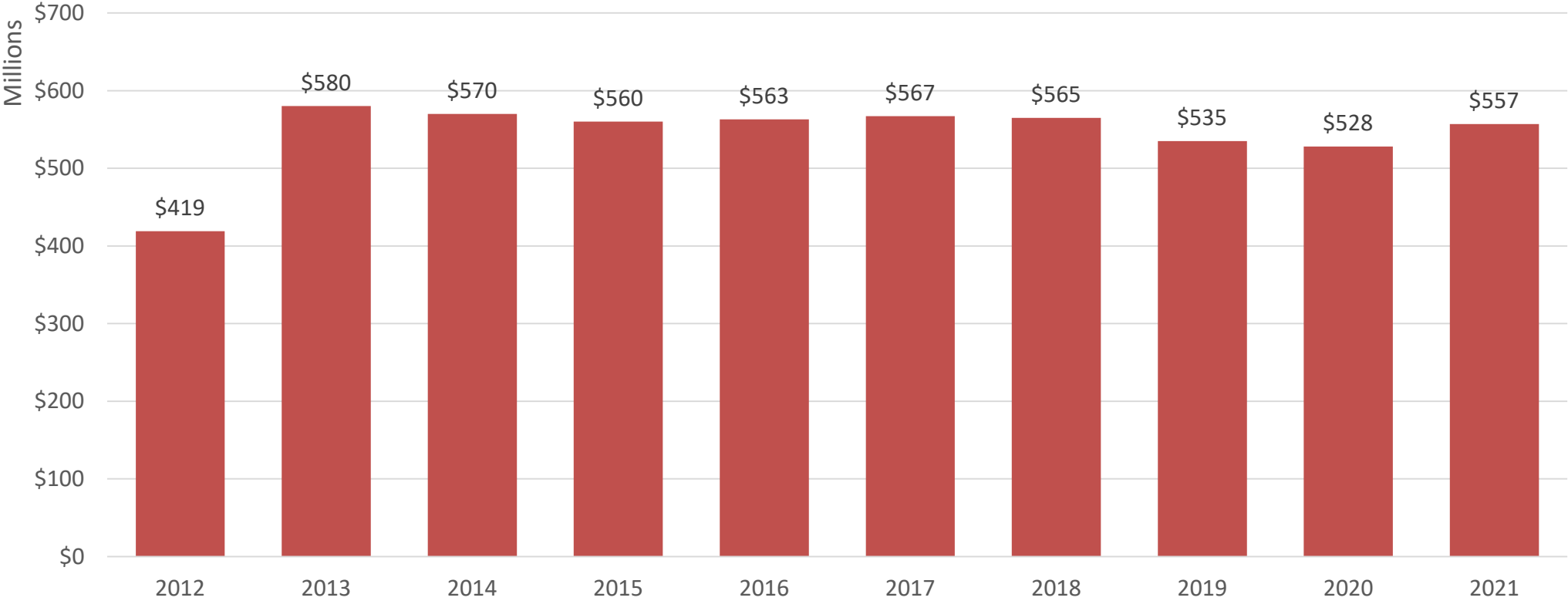
N/A - Not applicable

University Debt Update

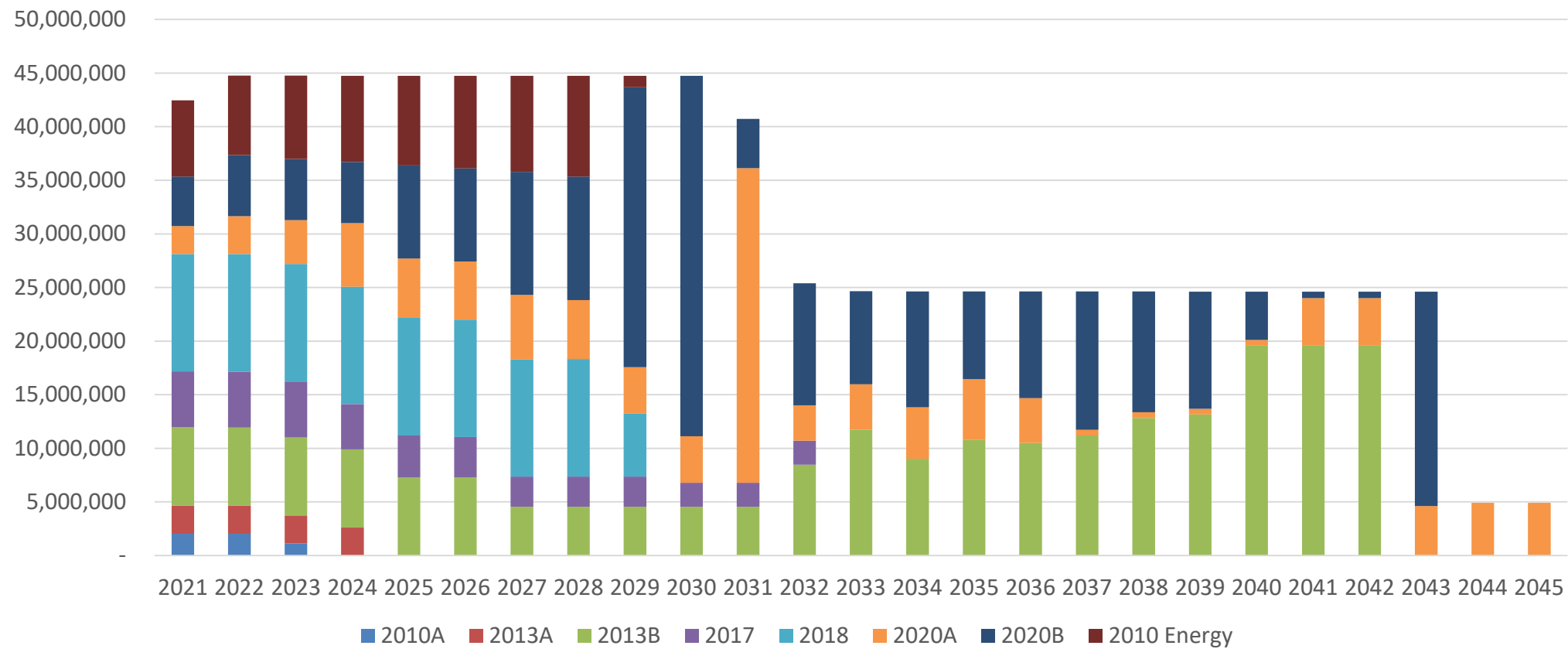
North Carolina State University
Audit, Risk Management and Finance Committee
April 15, 2021

Lori Johnson
University Controller

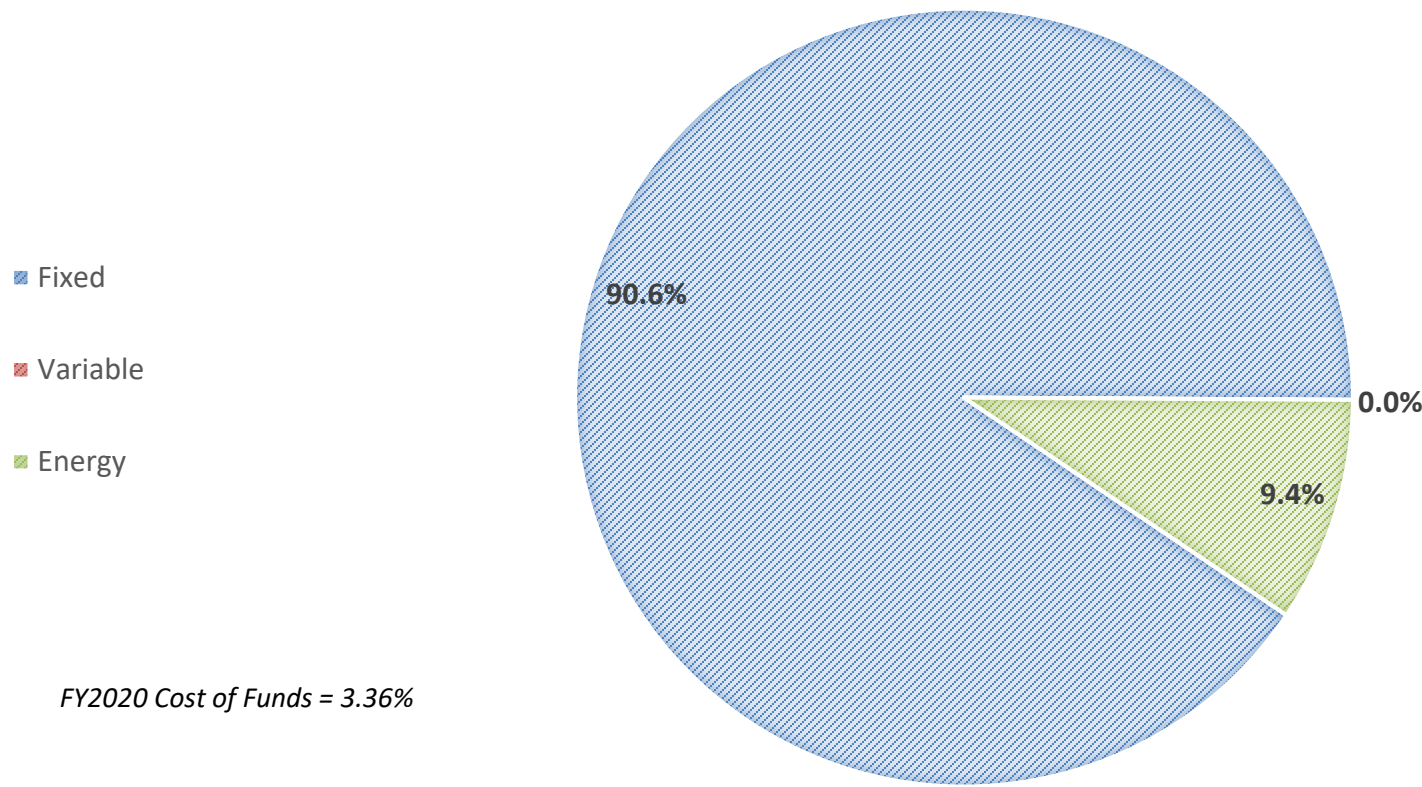
Debt Outstanding 10 year history



Annual Scheduled Debt Service

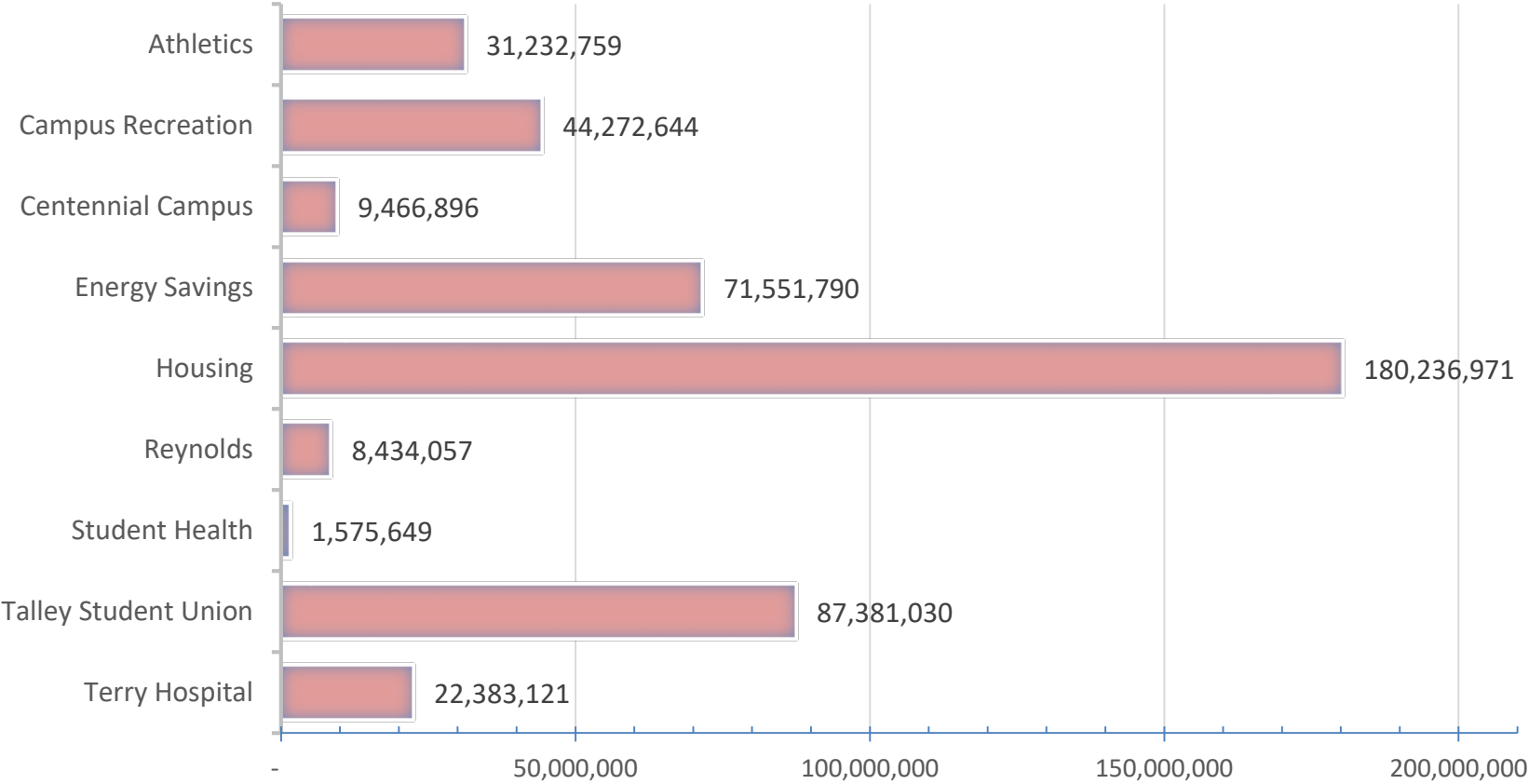


Debt Outstanding by Type June 30, 2021



Debt Outstanding by Purpose

June 30, 2021

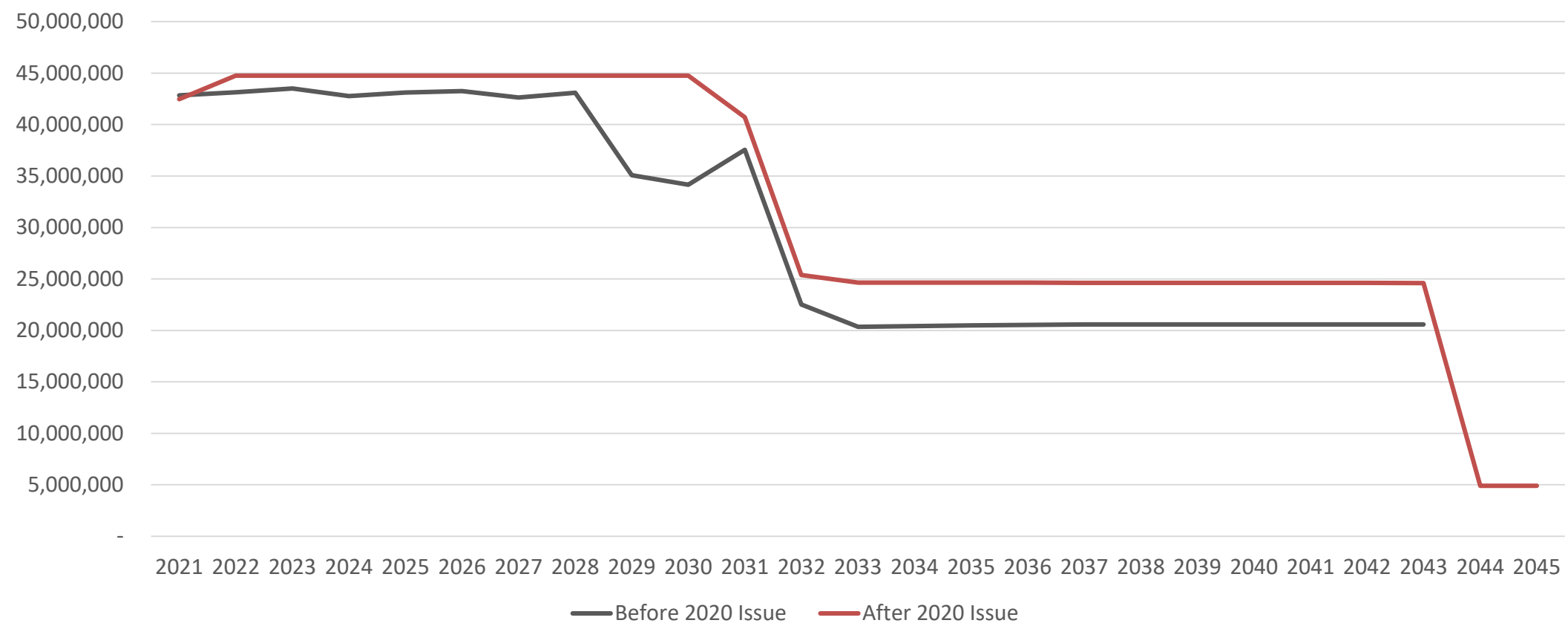


2020 Bond Issue

(closed July, 2020)

- Series 2020A \$82,335,000
 - Taxable Series 2020B \$184,445,000
 - All In True Interest Cost 2.165%
 - Projects funded:
 - Carmichael Wellness and Recreation Center
 - Fitts-Woolard Hall
 - Plant Sciences Initiative
 - Refund Series 2010B and 2013A
- NPV savings = \$26,273,599 (15.14%)

Scheduled Debt Service Comparison



Questions?



NC State Investment Fund, Inc.

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

Inception Date: April 1, 1999

December 31, 2020

MARKET COMMENTARY

The seeming disconnect between the Wall Street rally in equities and the economic realities of Main Street continued to exist during the fourth quarter as markets marched higher in the face of accelerating COVID-19 cases and election-driven uncertainty. The broad economic recovery began to decelerate during the quarter as new lockdown measures shuttered businesses and restricted consumer activity. Non-farm payrolls, which had seen new jobs grow since May, reported a December job loss of 140,000 jobs, with the largest drop coming from the leisure and hospitality industries. Consumer confidence fell to near-pandemic lows as industrial production and manufacturing data also retreated. On a positive note, the United States began its COVID-19 vaccine rollout in late Q4, offering hopes for a return to normalcy and the Fed continued to state its willingness to keep interest rates low, providing an accommodative environment for an economic recovery in 2021.

Domestic equities, as measured by the S&P 500 Index, posted another strong return for the quarter, gaining 12.1%. Small cap stocks, as measured by the Russell 2000 Index, mounted an impressive comeback, returning 31.4% for the period. Small caps lagged the S&P 500 for much of the 2020 market rally but staged a comeback to outpace the S&P for the one-year period, returning 20.0% versus 18.4%. From a style perspective, Q4 saw a modest rotation in favor of value, with the Russell 1000 Value returning 16.3% compared to the 11.4% for the Russell 1000 Growth Index. Over the one-year horizon, however, growth significantly outperformed with a 38.5% gain compared to just 2.8% for value.

International equities found their footing in the fourth quarter with the MSCI EAFE Index returning 16.1%, bringing its one-year return to a positive 8.3%. Although many European countries were forced to tighten Pandemic-driven restrictions, the significant budget package (which included a recovery fund) passed by the EU, a signed Brexit trade deal, and effective vaccine developments led European equities higher, with many of the hardest hit sectors (energy and financials), being the top gainers.

Emerging markets also produced significant gains during the period, with the MSCI Emerging Markets Index returning 19.8%. Emerging market investments were boosted by a recovery in energy prices and the continued weakening of the US dollar.

The U.S. Treasury yield curve saw modest steepening during the quarter. The front-end of the curve remained anchored near 0%, as the 10-year note increased from 0.69% at the beginning of the period to 0.93% on 12/31 and the 30-year bond rose from 1.46% to 1.65%. As a result, Treasury returns, particularly long-dated Treasuries, lagged during the quarter with the Bloomberg Barclays US Treasury 20+ Year Index losing 3.0%. High yield fixed income, as measured by the Bloomberg Barclays US High Yield Corporate Index, and international bonds, as measured by the Bloomberg Barclays International Corporate Bond Index, were the top gainers, each returning 6.5% for the period.

Looking ahead, effective and efficient vaccine distribution remains the key to a broad economic recovery. On the political front, Mr. Biden won the Presidency during the quarter and following Senate run-off elections in Georgia, Democrats now lead both the executive and legislative branches of government. A key appointment by Biden is the former Fed Chair Janet Yellen as Treasury Secretary. The potential working relationship of Yellen with Fed Chair Jay Powell, is one that has not been seen since the days of World War II and will most likely be reassuring for investors in the near term, since there is little doubt that the central bank will continue its efforts to provide stimulus for an economic recovery.

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 2021

PERFORMANCE

December 31, 2020

Market Value	\$1,306,875,521			Participants		
Performance	QTD	FYTD	1 Year	3 Year	5 Year	10 Year
NCSIF	9.3%	16.7%	13.9%	10.1%	9.6%	9.1%
Policy Index (1)	10.9%	17.6%	14.1%	9.1%	9.3%	8.5%
Global Index (2)	10.4%	17.0%	14.3%	9.0%	10.1%	7.8%
BNY E&F Univ (3)	10.4%	16.8%	12.4%	8.5%	9.7%	8.2%
UNCIF	9.3%	17.3%	14.8%	10.7%	9.8%	9.2%
NCSIF Private Assets	6.5%	12.8%	10.6%	7.8%	8.4%	11.8%
BlackRock LPP	12.2%	18.3%	12.5%	8.6%	10.2%	

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

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

Note 3: BNY Mellon Endowment & Foundation Universe Median Return—
132 portfolios are represented for the one-year period ended December 31, 2020

FUND PERFORMANCE

The NCSIF (Fund) is a large, diversified investment pool with a long-term perspective. At December 31, 2020 the Fund had \$1.3 Billion invested with several managers in a wide variety of asset classes. The largest manager for the Fund, UNCMC, managed 82.8% of the Fund's assets. The UNC Investment Fund (UNCIF) produced a three-month return of 9.3%, and a 12-month return of 14.8% for the period ended December 31, 2020. The NCSIF employs sixteen additional private equity managers, who oversee 3.0% of the portfolio. This portion of the Fund produced a three-month and 12-month return of 6.5% and 10.6%, respectively, for the period ended December 31, 2020. The Fund's Liquid Policy Portfolio (LPP), managed by Blackrock, was another 11.7% of the portfolio. This investment returned 12.2% for the three months and 12.5% for the 12 months ended December 31, 2020. The remaining 2.5% 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	10.1%	10.7%	9.1%	10.1%
Annualized Volatility	7.5%	7.2%	12.4%	18.4%
Annual Sharpe Ratio (1)	1.35	1.48	0.74	0.55
Correlation to Global Index	0.93	0.90	1.00	1.00
Max Drawdown	-7.9%	-7.2%	-14.4%	-21.4%

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

NC State Investment Fund, Inc.

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

Inception Date: April 1, 1999

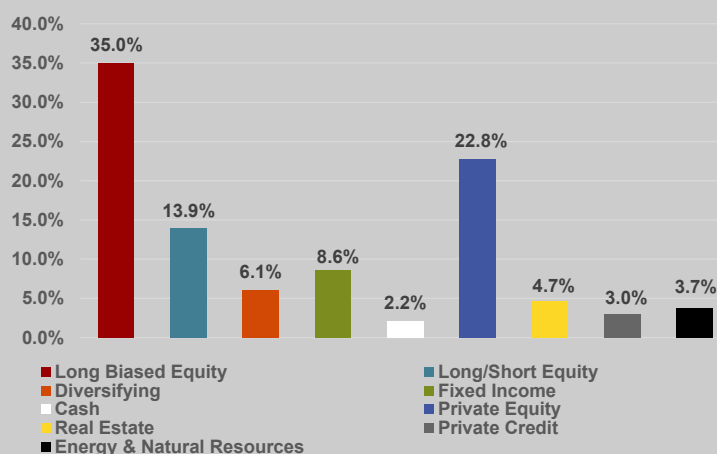
December 31, 2020

INVESTMENT STRATEGY

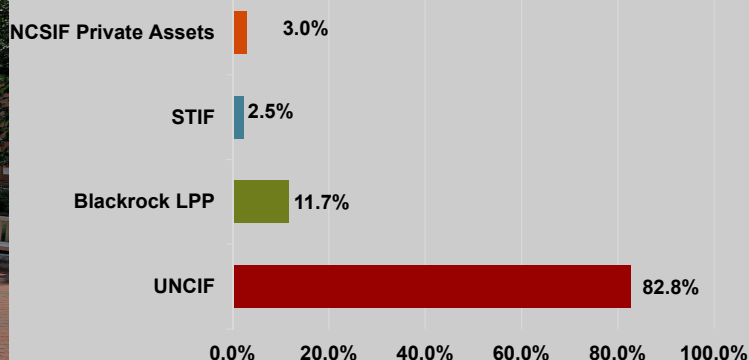
The Fund is managed as a broadly diversified portfolio with exposure to seven primary asset classes and many sub-strategies within each asset class. The Fund seeks to diversify exposure to the sub-strategies through the use of multiple investment managers that utilize a variety of investment approaches. 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, the Fund invests in a number of niche managers that can employ different types of hedging strategies such as short-selling and derivative investing to help reduce the volatility of the Fund. The focus on controlling volatility preserves capital and benefits Fund participants through the power of compounding.



ASSET ALLOCATION



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**), a broadly diversified portfolio emphasizing equity-related investments to achieve the fund's long-term return objective. The transition of assets to UNCMC was completed December 2009. In 2012, the Fund invested in a Liquid Policy Portfolio (**Blackrock LPP**) of Exchange Traded Funds (ETF's) providing 70% equity and 30% fixed income passive exposure. In 2017, the Fund partnered with a non-discretionary private asset advisor to continue its legacy private assets program (**NCSIF Private Assets**) investing in a diversified portfolio of direct private assets focusing on buyouts with complementary allocations to private credit and real asset opportunities. The remaining portion of the portfolio is invested in a short term cash vehicle (**STIF**) to fund capital calls and liquidity for operating needs.

NC State Intermediate Term Fund

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

Inception Date: July 3, 2014

December 31, 2020

FUND HISTORY AND PHILOSOPHY

As a pooled fund for the collective investment of operating funds, the NC State Intermediate Term Fund (ITF) consists of Participants' excess cash balances, which are defined as funds not needed for normal operating purposes. Generally, the ITF will not include operating funds needed within the next year, endowed funds or those funds that are specifically excluded by law or contractual agreement.

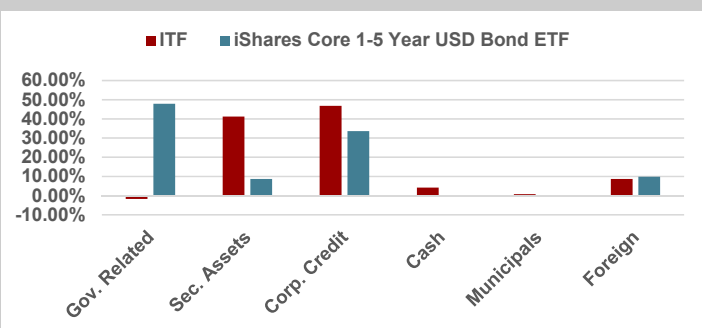
The decision to invest funds takes into account various factors including duration, credit, concentration, and manager risk, along with total return, suitability, and the experiences, quality and capability of external managers.

The primary investment objectives of the ITF are: 1) Preservation and safety of principal; 2) Liquidity; and 3) Maximization of returns within acceptable levels of risk. Because of current concerns about potential changes in monetary policy and rising interest rates, duration is limited. The investment policy calls for an average weighted maturity between one and five years, with an overall credit rating in general of A+/A as rated by a nationally-recognized rating agency. However, for any mutual funds selected by the ITF, their respective approved investment policy guidelines supersede those of the ITF.

The ITF was established on July 3, 2014 with an initial investment of \$122 million. Additional investments were made during FY 2015, FY 2017, and FY 2021, bringing the total invested to \$261.83 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 \$258.3 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 2021

PERFORMANCE

Market Value	\$259,799,360			
Performance	QTD	FYTD	1 Year	3 Year
ITF Fund	1.7%	3.1%	5.1%	4.1%
Barclays 1-3 yr Treasury	0.0%	0.1%	3.2%	2.8%
Barclays Universal 1-5 yr	0.9%	1.7%	4.9%	3.9%
DoubleLine	0.4%	1.5%	4.1%	3.9%
PIMCO Income	4.5%	7.6%	5.8%	4.8%
Vanguard Short Term	1.0%	1.9%	5.3%	4.0%

STATISTICS	Fund	Index (1)
Volatility	2.4%	1.5%
Sharpe Ratio	1.1	1.7
SEC Yield	1.6%	0.9%
Effective Duration	2.6	2.7
FYTD Net Interest & Dividends**	\$2,633,892	N/A
Net Interest & Dividends Since Inception**	\$33,535,348	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

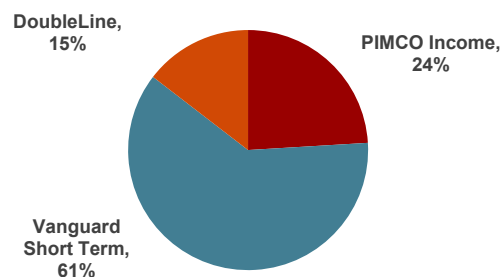
MANAGERS

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



**BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY
BUILDING AND PROPERTY COMMITTEE
April 15, 2021
MEETINGS: IN-PERSON AND VIA ZOOM**

Chair Ed Stack

Members: Robert "Chip" Andrews III, James A. "Jim" Harrell, III, Wendell Murphy,
Ronald W. Prestage, Perry Safran

- **CALL TO ORDER, READING OF ETHICS STATEMENT AND PUBLIC MEETING NOTICE**
Ed Stack, Chair
- **ROLL CALL**
- **APPROVAL OF MINUTES** **TAB 5.1**
 - **Committee Action:** November 12, 2020 closed meeting 5.1.A
 - **Committee Action:** February 25, 2021 meeting 5.1.B
- **Campus Design Review Panel** **TAB 5.2**
 - Doug Morton, Associate Vice Chancellor, Facilities*
 - **Committee Action:** Approval of procedure update 5.2.A
- **PROPERTY MATTERS** **TAB 5.3**
 - Alicia Knight, Associate Vice Chancellor, University Real Estate and Development*
- **PROPERTY MATTERS (Received after Full Board Mailing)** **TAB 5.4**
- **DESIGNER AND CONSTRUCTION MANAGERS AT RISK SELECTIONS** **TAB 5.5**
 - Doug Morton, Associate Vice Chancellor, Facilities*
 - **Committee Action:** Approval of Designer Selections \$1million or less 5.5.A
- **ACCEPTANCE OF COMPLETED BUILDINGS AND PROJECTS** **TAB 5.6**
 - Doug Morton, Associate Vice Chancellor, Facilities*
 - **Committee Action:** The University and Office of State Construction have accepted the attached list of completed buildings and projects with dollar values greater than \$2,000,000. All are recommended to the Buildings and Property Committee for formal acceptance. This listing represents buildings and projects received since the February 25, 2021 meeting. 5.6.A

- **NON-APPROPRIATED CAPITAL PROJECTS UPDATE** **TAB 5.7**
Doug Morton, Associate Vice Chancellor, Facilities
 - **Committee Action:** Approval of Non-Appropriated Capital Improvement Projects less than \$750,000 5.7.A
- **SITE AND PLAN REVIEW/APPROVAL** **TAB 5.8**
Lisa Johnson, University Architect
 - **Committee Action:** Approval of Plans and Specifications of Formal Projects less than \$2 million 5.8.A
 - **Committee Action:** Integrative Sciences Building site review/approval 5.8.B
- **PARKING AND TRANSPORTATION ORDINANCES** **TAB 5.9**
Than Austin, Director of Transportation
 - **Committee Action:** Proposed revision to Policy 07.06.01 Parking and Transportation Ordinances 2021-2022.* 5.9.A
- **INFORMATIONAL REPORTS** **TAB 5.10**
 - Capital Projects Update 5.10.A
Doug Morton, Associate Vice Chancellor, Facilities
 - Status of Projects in Planning 5.10.B
Doug Morton, Associate Vice Chancellor, Facilities
 - Centennial Campus Rezoning Update 5.10.C
Alicia Knight, Associate Vice Chancellor, University Real Estate and Development
 - Physical Master Plan Update 5.10.D
Doug Morton, Associate Vice Chancellor, Facilities
- **DISCUSSION**
- **ADJOURN**

* Requires full board approval

OPEN SESSION MINUTES

Buildings and Property Committee
 Board of Trustees
 North Carolina State University
 February 25, 2021

The Building and Property Committee of the Board of Trustees of North Carolina State University met in Zoom on February 25, 2021.

Members present:

Ed Stack, Committee Chair
 Robert "Chip" Andrews, III
 James A. "Jim" Harrell, III
 Wendell Murphy
 Ronald W. Prestage
 Perry Safran
 Thomas E. Cabaniss, Board Chair

Chair Stack called the meeting to order at 10:15 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 Committee at this meeting. Trustee Safran announced that he would recuse himself from voting on any property matters regarding I-440 expansion project. Chair Stack then reminded those in attendance that while the Committee meeting is a public meeting, it is not a meeting for public comment and only those on the agenda will be permitted to speak. He asked that all Trustees identify themselves before speaking due to the nature of the Zoom meeting. He then called on Sarah Kwon for the roll call.

ROLL CALL

Sarah Kwon called roll and certified that a quorum was present.

MINUTES

Trustee Prestage made the motion, seconded by Trustee Wendell, to approve the open session minutes of the November 12, 2020 meeting. Chair Stack called for a vote by roll call.

Andrews	AYE
Harrell	AYE
Murphy	AYE
Prestage	AYE
Safran	AYE

The motion passed.

PROPERTY MATTERS – ALICIA KNIGHT, ASSOCIATE VICE CHANCELLOR, UNIVERSITY REAL ESTATE AND DEVELOPMENT

Alicia Knight provided an overview of I-440 Expansion Project and presented four property matters for the committee to recommend for full board approval.

5.3.B DISPOSITION BY REALLOCATION

North Carolina State University requests permission for the reallocation of a portion of the property located at the intersection of Hillsborough Street and I-440 and currently leased by the NC State University Partnership Corporation. This property being acquired by the Department of Transportation as part of the I-440 Expansion Project (STIP Project No. U-2719).

Trustee Murphy made the motion, seconded by Trustee Harrell, to recommend agenda item 5.3.B Disposition by Reallocation to the full board for approval. Chair Stack called for a vote by roll call.

Andrews	AYE
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Harrell	AYE
Murphy	AYE
Prestage	AYE
Safran	RECUSE

The motion passed.

5.3.C DISPOSITION BY REALLOCATION

North Carolina State University requests permission for the reallocation of a portion of the property located at the intersection of Hillsborough Street and Blue Ridge Road and currently leased by the NC State University Partnership Corporation. This property being acquired by the Department of Transportation as part of the I-440 Expansion Project (STIP Project No. U-2719).

Trustee Prestage made the motion, seconded by Trustee Harrell, to recommend agenda item 5.3.C Disposition by Reallocation to the full board for approval. Chair Stack called for a vote by roll call.

Andrews	AYE
Harrell	AYE
Murphy	AYE
Prestage	AYE
Safran	RECUSE

The motion passed.

5.3.D DISPOSITION BY REALLOCATION

North Carolina State University requests permission for the reallocation of a portion of the property located at Lorimer Road. This property being acquired by the Department of Transportation as part of the I-440 Expansion Project (STIP Project No. U-2719).

Trustee Prestage made the motion, seconded by Trustee Murphy, to recommend agenda item 5.3.D Disposition by Reallocation to the full board for approval. Chair Stack called for a vote by roll call.

Andrews	AYE
Harrell	AYE
Murphy	AYE
Prestage	AYE
Safran	RECUSE

The motion passed.

5.3.E DISPOSITION BY LEASE

Disposition by Lease for approximately 12,000 rentable square feet of office and high-bay space at Research IV on Centennial Campus. Disposition is recommended for partnership with the University and contribution to the Innovation Ecosystem on Centennial Campus.

Trustee Andrews made the motion, seconded by Trustee Harrell, to recommend agenda item 5.3.E Disposition by Reallocation to the full board for approval. Chair Stack called for a vote by roll call.

Andrews	AYE
Harrell	AYE
Murphy	AYE
Prestage	AYE
Safran	AYE

The motion passed.

**DESIGNER AND CONSTRUCTION MANAGERS AT RISK SELECTIONS – DOUG MORTON,
ASSOCIATE VICE CHANCELLOR, FACILITIES**

INTEGRATIVE SCIENCES BUILDING – DESIGNER

Doug Morton presented the designer selection for the Integrative Sciences Building.

Trustee Harrell made the motion, seconded by Trustee Murphy, to approve the Integrative Sciences Building - Designer. Chair Stack called for a vote by roll call.

Andrews	AYE
Harrell	AYE
Murphy	AYE
Prestage	AYE
Safran	AYE

The motion passed.

INTEGRATIVE SCIENCES BUILDING – CONSTRUCTION MANAGER AT RISK

Doug Morton presented the construction manager at risk selection for the Integrative Sciences Building.

Trustee Andrews made the motion, seconded by Trustee Harrell, to approve the Integrative Sciences Building – Construction Manager At Risk. Chair Stack called for a vote by roll call.

Andrews	AYE
Harrell	AYE
Murphy	AYE
Prestage	AYE
Safran	AYE

The motion passed.

PHYSICAL MASTER PLAN – DESIGNER

Doug Morton presented the designer selection for the Physical Master Plan.

Trustee Prestage made the motion, seconded by Trustee Murphy, to approve the Physical Master Plan - Designer. Chair Stack called for a vote by roll call.

Andrews	AYE
Harrell	AYE
Murphy	AYE
Prestage	AYE
Safran	AYE

The motion passed.

APPROVAL OF DESIGNER SELECTIONS \$1 MILLION OR LESS

Doug Morton presented eight projects for formal approval of designer selections for \$1M or less.

Trustee Murphy made the motion, seconded by Trustee Prestage, to approve the Integrative Sciences Building - Designer. Chair Stack called for a vote by roll call.

Andrews	AYE
Harrell	AYE

Murphy	AYE
Prestage	AYE
Safran	AYE

The motion passed.

ACCEPTANCE OF COMPLETED BULDINGS AND PROJECTS – DOUG MORTON, ASSOCIATE VICE CHANCELLOR, FACILITIES

The University and Office of State Construction have accepted the attached list of completed buildings and projects with dollar values greater than \$2,000,000. All are recommended to the Buildings and Property Committee for formal acceptance. The listing represents buildings and projects received since the November 12, 2020 meeting.

Trustee Murphy made the motion, seconded by Trustee Prestage, to approve the Acceptance of Completed Buildings and Projects. Chair Stack called for a vote by roll call.

Andrews	AYE
Harrell	AYE
Murphy	AYE
Prestage	AYE
Safran	AYE

The motion passed.

NON-APPROPRIATED CAPITAL PROJECTS UPDATE – DOUG MORTON, ASSOCIATE VICE CHANCELLOR, FACILITIES

There are no Non-appropriated Capital Projects to update for this agenda, and no committee action is required.

SITE AND PLAN REVIEW/APPROVAL – LISA JOHNSON, UNIVERSITY ARCHITECT

Lisa Johnson presented four projects for formal acceptance of plans and specifications of \$2,000,000 or less. The list presents projects received since the November 12, 2020 meeting.

Trustee Prestage made the motion, seconded by Trustee Murphy, to approve the Acceptance of Completed Buildings and Projects. Chair Stack called for a vote by roll call.

Andrews	AYE
Harrell	AYE
Murphy	AYE
Prestage	AYE
Safran	AYE

The motion passed.

CENTENNIAL CAMPUS ZONING – ALICIA KNIGHT, ASSOCIATE VICE CHANCELLOR, UNIVERSITY REAL ESTATE AND DEVELOPMENT

Alicia Knight provided the Committee with an update on the status of the University's rezoning application for Centennial Campus. She reported that the process is moving forward in a collaborative manner and on the anticipated schedule.

Vice Chancellor Maimone briefed the Committee on a series of conversations with Plant Sciences Initiative stakeholders related to the zoning process as well as a resolution from the Endowment Fund regarding this matter that Chair Cabaniss will be sharing at the full board meeting.

INFORMATIONAL REPORTS

CAPITAL PROJECTS UPDATE – DOUG MORTON, ASSOCIATE VICE CHANCELLOR, FACILITIES

Doug Morton presented on the Capital Projects at a Glance as of January 31, 2021 and highlighted the Bureau of Mines Renovation, Restoration of Memorial Belltower, and Plant Sciences Building.

STATUS PROJECTS IN PLANNING – DOUG MORTON, ASSOCIATE VICE CHANCELLOR, FACILITIES

Doug Morton presented on the Status Projects In Planning and emphasized the upcoming projects list.

SPRING SEMESTER PREPARATION – DOUG MORTON, ASSOCIATE VICE CHANCELLOR, FACILITIES

[Internal Air Quality and COVID-19 Preparation video](#) was shared.

With no further business, Chair Stack announced the meeting adjourned at 11:31 a.m.

Respectfully submitted,

Assistant Secretary

Secretary

Approved:

Chair of the Committee

The Panel Charge

This panel is intended to provide an advisory committee to review master plan issues and guidelines, consider the development of design guidelines for campus projects, review significant projects underway and determine critical issues for proactive investigation.

- Advise on architectural standards and guidelines for the campuses
- Advise on exterior material selections for use in the construction of projects
- Participate in peer review of campus design and physical master plan
- Review project plans for responsiveness to master plan standards and guidelines

The Scope of Responsibility

The scope of the responsibility of the Panel is to respond to projects of a significant nature with impacts on the aesthetic quality of the campus as well issues relating to the realization of the campus master plan.

- Projects with a budget greater than \$1,000,000.00
- Projects with an impact on the exterior appearance of a building
- Projects with an impact on the physical master plan of the campus
- Utility and infrastructure projects where the work is concealed or the physical appearance is unchanged will be excluded from this process

The Scope of Responsibility

The composition of the Campus Design Review Panel brings campus expertise and greater continuity to the design process. Faculty appointees and campus area representatives are expected to have professional credentials or experiences that will contribute to the design review process.

The composition of this panel includes the following membership on three year staggered terms:

- One current or former Trustee from the Buildings and Property Committee
Appointed by the Chair of the Buildings and Property Committee
 - One current or former Trustee at Large
Appointed by the Chair of the Board of Trustees
 - The Associate Vice Chancellor for Facilities*
 - The University Architect, Designated as the Chair of the Panel*
 - One faculty member from the School of Architecture
Appointed by the Dean of the College of Design
 - One faculty member from the Department of Landscape Architecture
Appointed by the Dean of the College of Design
 - One faculty member from the campus at large
and
 - One member of each of the campus areas (N, S, W, Central and Centennial Campus)
Appointed by the Chancellor from a slate of candidates nominated by the academic deans
 - Ex-officio (non-voting) members are the Associate University Architect and the associate director of Design, Capital Project Management
- *Standing Members

The Frequency of Meetings

The Campus Design Review Panel will meet on a regularly scheduled basis.

- Monthly Scheduled Meetings, special meetings called as needed

The Campus Design Review Panel

Proposed Amendment: April 15, 2021

Panel Charge

This Panel serves as an advisory committee to the Trustees Buildings and Property Committee. It reviews and recommends approval of campus design projects that have an aesthetic impact to the physical campus. The Panel reviews the designs of exterior campus spaces, buildings, and other exterior structures to ensure alignment with the Physical Master Plan. A recommendation of design approval is required prior to a project being placed on the Buildings and Property Committee agenda for review and final approval.

Scope of Responsibility

The Panel reviews, makes recommendations, and approves projects that impact the aesthetic quality of the campus and ensures project designs are in keeping with the Physical Master Plan. The Panel's scope includes:

1. Review of design projects that have an impact on the exterior appearance of campus buildings or grounds.
2. Review of projects that have an impact on or change to the physical master plan
3. Review of project plans for responsiveness to master plan standards and guidelines.
4. Advise on exterior material selections for campus projects
5. Participate in peer review of the physical master plan and master plan updates.

Membership

The composition of the Campus Design Review Panel brings campus expertise and greater continuity to the design process. Faculty appointees and campus area representatives are expected to have professional credentials or experiences that will contribute to the design review process. The composition of this panel includes the following membership on staggered terms:

1. One current or former Trustee from the Buildings and Property Committee
Appointed by the Chair of the Buildings and Property Committee (2-year term)
2. One current or former Trustee at Large
Appointed by the Chair of the Board of Trustees (1-year term)
3. The Associate Vice Chancellor for Facilities*
4. The University Architect, Designated as the Chair of the Panel*
5. The Associate Vice Chancellor for University Real Estate and Development*
6. One faculty member from the Department of Architecture
Appointed by the Dean of the College of Design (3-year term)
7. One faculty member from the Department of Landscape Architecture
Appointed by the Dean of the College of Design (3-year term)
8. One faculty member from the campus at large and one faculty or staff member of each of the campus precincts (North, South, West, Central and Centennial)
Appointed by the Chancellor from candidates nominated by the University Architect (3-year terms)
9. The Associate University Architect
10. University Landscape Architect**
11. The Senior Director of Capital Project Management**

*Standing Members

**Ex officio Members

Meeting Frequency

The Campus Design Review Panel meetings are scheduled on monthly basis and may be canceled due to the lack of agenda items.

Approved: April 16, 1998

Amended: September 18, 2003

Amended: September 18, 2008

Amended: February 18, 2010

Approval of Designer Selections for Projects \$1M 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 for \$1M or less that are not on the OESAD list. This listing represents designers selected since February 25, 2021.

Project:

Fee:

Industrial Design Renovations

\$21,000

Designer: Tonic Design

Source: Repair and Renovations

B104 Lab Acoustic Remediation- CVM Main Building

\$16,900

Designer: Ewing Cole

Source: CVM Trust Funds

Phase Loss Relay Protection for MMC & Chiller- McKimmon Center

\$8,785

Designer: Hallam-ICS

Source: BM&O Appropriated Funds

Renovations to Graduate School Restrooms- Textiles Complex

\$15,100

Designer: 310 Architecture + Interiors, PA

Source: Grad School Appropriated Funds

111 Lampe Drive Parapet Brick Mortar Joint Repointing

\$8,000

Designer: Raymond Engineering

Source: Trade Shops Appropriated Funds

Chiller Plant Recommissioning- Yarbrough Central Utility Plant

\$49,200

Designer: RMF Engineering

Source: Energy Mgmt Appropriated Funds

Scott Hall HVAC Upgrades

\$70,300

Designer: Dewberry

Source: Repair and Renovations

Hydraulic Study CHW to Main Campus

\$49,750

Designer: RMF Engineering

Source: Facilities AVC Appropriated Funds

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

5.6.A

Code/Item	Project#	Location	Title	Cost of Work	University Acceptance
41624/310	201620008		Exterior Lighting LED Conversion	\$2,038,577	11/13/2020
41524/313	201520025	Fitts-Wollard Hall	South Plaza	\$1,700,000	1/29/2021
41824/311	201820113	Tucker and Owen Residence Halls	Elevator Additions	\$1,503,672	1/11/2021
41724/313	201720140	Memorial Belltower	Restoration Memorial Belltower	\$5,585,000	2/22/2021
N/A	202035010	CVM Equine Isolation Facility Building	Renovations and Alterations	\$272,810	3/5/2021
41624/312	201620023	Bureau of Mines	Bureau of Mines Building Renovation	\$4,500,000	3/5/2021
N/A	202024068	ES King Village Building	AP Box Installation	\$111,691	1/11/2021
TOTAL				\$15,711,750	





















Approval of Non-Appropriated Capital Improvement Projects Less Than \$750,000

April 15, 2021

Project Title	Total Project Cost (\$)	Previous Authorization (\$)	Requested Authorization (\$)	Authorization Type	Funding Source	Description
Equine CT Room Renovation	\$600,000	-	\$600,000	Full	Other Trust Funds	Renovate rooms D220 and D220D in the CVM Main Building to accommodate future medical CT equipment and new hoist to allow staff to improve how equine are handled during the procedure. The scope includes structural improvements for new equine hoist, equipment radiation shielding, reinforced concrete pit for future CT scan system and hydraulic table. This renovation will also update the room conditions to meet wash-down requirements.
Bragaw Electrical Distribution Replacement	\$498,000	-	\$498,000	Full	Housing Receipts	Replace water-damaged electrical equipment (transformer, distribution equipment, 800A service feeders, subpanels, ATS & controls, fire alarm, and wiring devices) due to basement flooding in Bragaw Residence Hall.

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

Note: The project(s) 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 25, 2021 meeting.

<u>Project</u>	<u>Construction Estimate</u>
Coliseum Parking Deck Project# 202035089 Addition Repairs Designer: Atlas Engineering Raleigh, NC Fund Source: Transportation Trust Funds	\$ 220,000
111 Lampe Drive Project# 202124007 Parapet Brick Mortar Joint Reappointment Designer: Raymond Engineering – Georgia Inc. Raleigh, NC Fund Source: Facilities Appropriated	\$ 160,000
Scott Hall Project# 201935021 Fire Pump and Controller Replacement Designer: Edmondson Engineers Durham, NC Fund Source: Repair and Renovations	\$ 140,000
CALS Turkey House Project# 201935121 Turkey Education – Renovations to Room 8 Designer: Design Line Studios Cary, NC Fund Source: Trust Funds	\$ 136,258
Dabney Hall Project# 202135001 Repair Slab at Dabney South Bridge Designer: Timmons Group Raleigh, NC Fund Source: Repair and Renovations	\$ 110,000
Environmental, Health and Safety Center Project# 202024115 Chemical Storage Area Epoxy Floors Designer: Oakley Collier Architects, PA Rocky Mount, NC Fund Source: EH&S Appropriated Receipts	\$ 102,600

**BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY**

Committee: Buildings and Property

Meeting Date: April 15, 2021

Agenda Item / Issue:	5.8.A Site Review/Approval Integrative Sciences Building – North Campus, Project #202020005								
Requested / Required Action:	Review and Approval								
Functions:	The Integrative Sciences Building will further the university's mission by providing much-needed STEM (science, technology, engineering, and mathematics) teaching and research space. It will be a catalyst for transforming the sciences at NC State. Embracing new models for sciences teaching and research, it will integrate STEM education with the grand challenges of society, inspiring new, interdisciplinary approaches to the sciences. The 145,000 GSF building will have a molecular sciences of life focus and will include classrooms, teaching labs, research labs, research core facilities, collaboration/study space, and office space.								
Project Scope:	<table> <tr> <td>\$16,000,000</td><td>Design/Consultant Costs</td></tr> <tr> <td>\$117,000,000</td><td>Construction</td></tr> <tr> <td>\$27,000,000</td><td>Other Project Costs/ Contingency</td></tr> <tr> <td><u>\$160,000,000</u></td><td>Total Project Budget</td></tr> </table>	\$16,000,000	Design/Consultant Costs	\$117,000,000	Construction	\$27,000,000	Other Project Costs/ Contingency	<u>\$160,000,000</u>	Total Project Budget
\$16,000,000	Design/Consultant Costs								
\$117,000,000	Construction								
\$27,000,000	Other Project Costs/ Contingency								
<u>\$160,000,000</u>	Total Project Budget								
Design Team:	Moseley Architects/ZGF – Lead Architect/Designer Michael Van Valkenburgh - Landscape Architect AEI – Mechanical, Electrical and Plumbing								
Master Plan Summary:	The site, located in the heart of north campus, presents an opportunity for the building to act as a Landmark celebrating the sciences and to enhance the university's identity and brand. The building design will promote creativity and collaboration and will showcase and celebrate the sciences ("Sciences on Display"). Adjacent to the "Brickyard" one of the university's nine Hallowed Places, great care will be given strengthen this iconic site.								
Recommendation:	Reviewed by CDRP on March 31, 2021. Approval recommended.								
Suggested Motion:	Move approval of site for the Integrative Sciences Building								
Funding Source:	\$80M Appropriated and \$80M Non-Appropriated Currently, \$7M Appropriated Funding to initiate design								
Responsible University unit University Presenter/Contact:	Office of Finance and Administration, Facilities Division Lisa Johnson, University Architect								

INTEGRATIVE SCIENCES BUILDING SITE SELECTION

Trustees Buildings and Property Committee

April 15, 2021

Site Selection Process

- | | |
|--|---------------------|
| • Building Committee Project Kick-off Meeting | February 1, 2021 |
| • Visioning Workshop | February 24, 2021 |
| • Site Selection Workshop 1 | February 25, 2021 |
| • Site Selection Workshop 2 | March 17, 2021 |
| • Building Committee Site Selection Meeting
(Harrelson Hall site recommended) | March 18, 2021 |
| • ISB Executive Advisory Panel Virtual Review | March 22 – 24, 2021 |
| • Campus Design Review Panel | March 31, 2021 |
| • Trustees Buildings & Property Committee | April 15, 2021 |

VISION STATEMENT

INTRODUCTION

The **INTEGRATIVE SCIENCES BUILDING** will further the mission of NC State University by providing much-needed STEM (science, technology, engineering, and mathematics) teaching and research space. It will be a **CATALYST FOR TRANSFORMING THE SCIENCES** at NC State. Embracing new models for sciences teaching & research, it will integrate STEM education with the grand challenges of society, inspiring new, **INTERDISCIPLINARY** approaches to the sciences. This building will exemplify the very best of NC State's values and aspirations. Located in the heart of North Campus, it serves as **A CROSSROADS FOR CAMPUS CONNECTIVITY** and student learning. The Integrative Sciences Building will be an inspiring, **FLEXIBLE MODEL** for academic and research creativity that is focused on **COLLABORATION, DISCOVERY, AND TRANSFER OF KNOWLEDGE.**

The building design will promote creativity and collaboration and will showcase and celebrate the sciences **"SCIENCES ON DISPLAY"** at NC State. It will be a flexible, interdisciplinary sciences building with a **FOCUS ON CHEMISTRY, BIOCHEMISTRY AND BIOTECHNOLOGY.**

VISIONING & PROGRAMMING

INTRODUCTION

TEACHING LABORATORIES

- + Support **DYNAMIC SCHEDULING**
- + Focus on **INNOVATION** in chemistry instruction
- + Large open laboratories should provide additional **FLEXIBILITY**

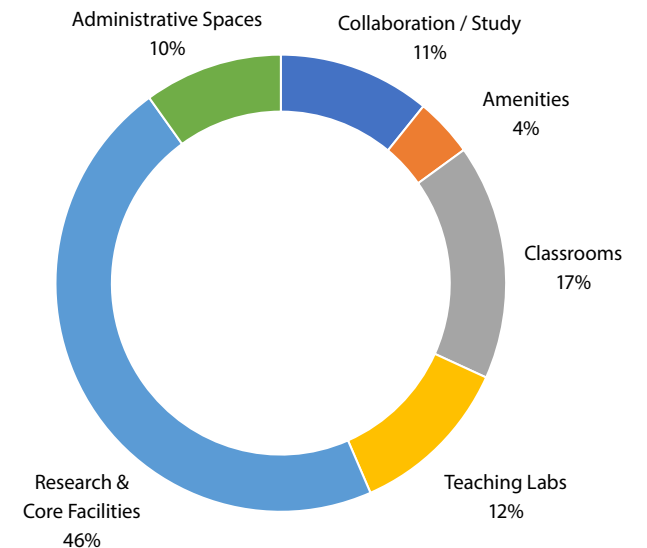
RESEARCH LABORATORIES

- + Medium-sized or larger **OPEN LABORATORIES**
- + Support a **RANGE OF RESEARCH WORK:** biology/biomedical, organic/inorganic and synthetic chemistry
- + **OPEN PLAN OFFICE LAYOUTS** for research staff

CORE FACILITIES

CLASSROOMS / AMENITIES

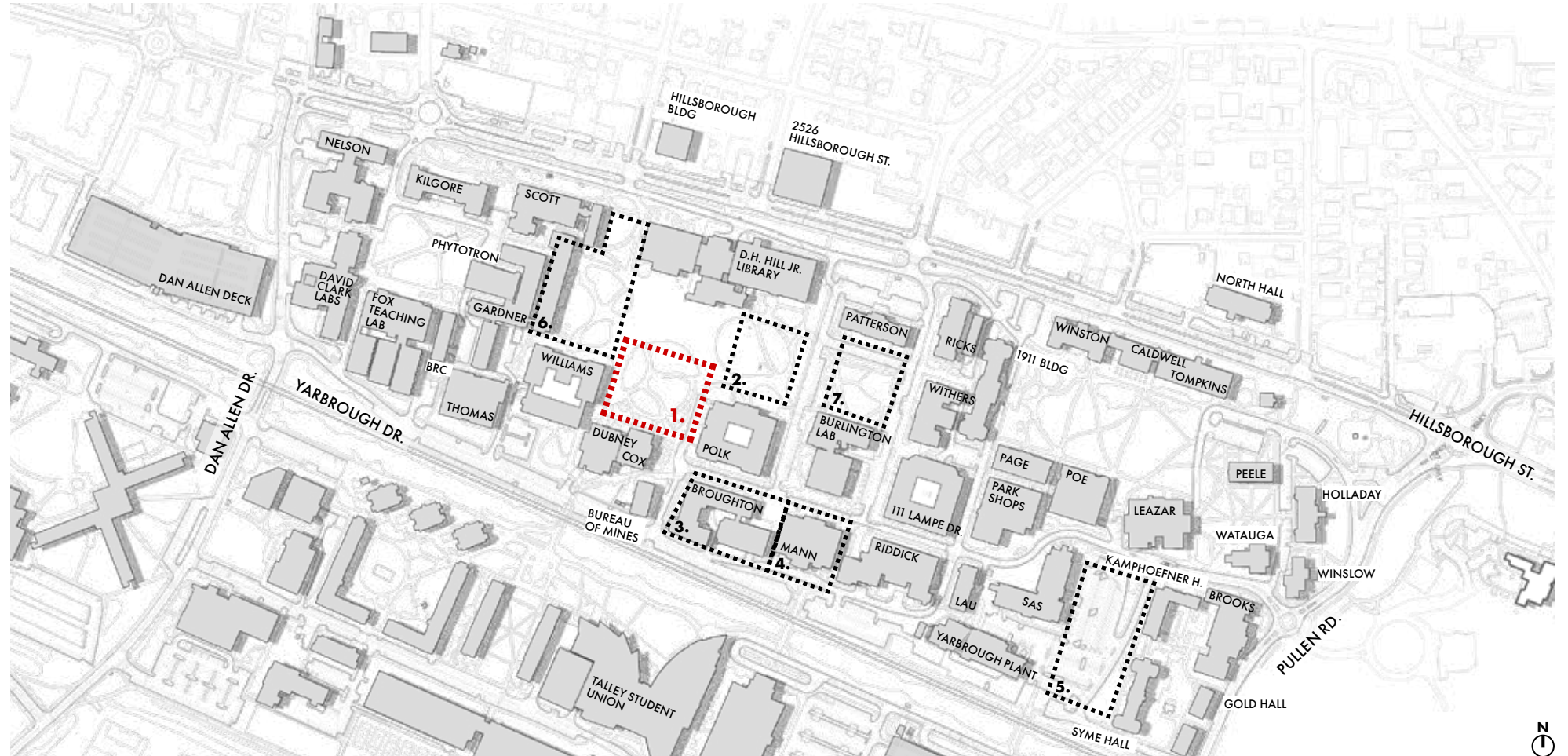
- + Larger, **FLEXIBLE CLASSROOMS** are preferred
- + Medium and small **BREAK OUT ROOMS** should be provided
- + **MAKER SPACES & A COFFEE BAR** are desirable amenities



SUMMARY OF SITES EVALUATED

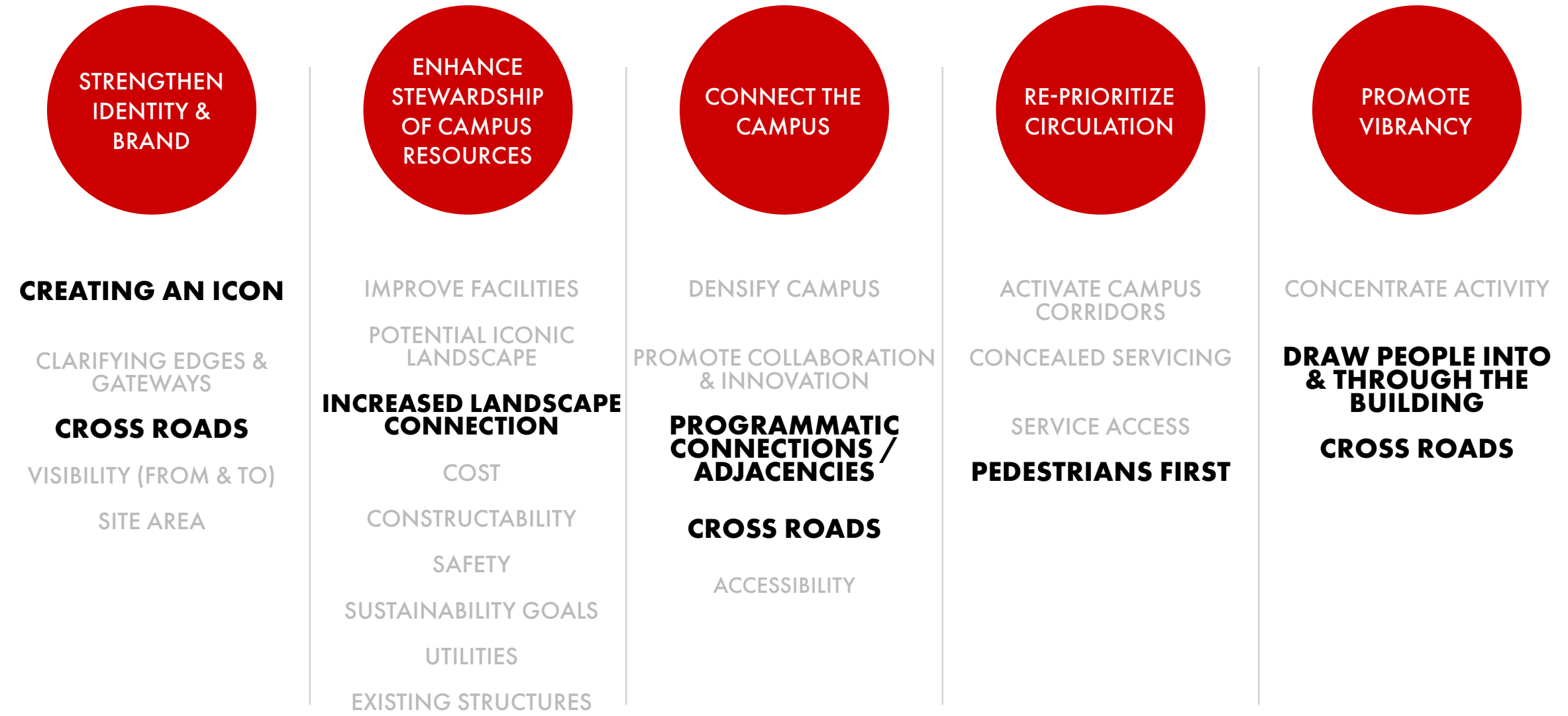
SITE RECOMMENDATION

1. HARRELSON HALL SITE
2. BRICKYARD EAST EDGE
3. BROUGHTON HALL
4. MANN HALL
5. SAS HALL
6. BRICKYARD WEST EDGE / BOSTIAN HALL
7. ARBORETUM SITE



EVALUATION PARAMETERS

2017 CAMPUS CAPACITY & ASSESSMENT STUDY - GUIDING PRINCIPLES



CAMPUS ANALYSIS

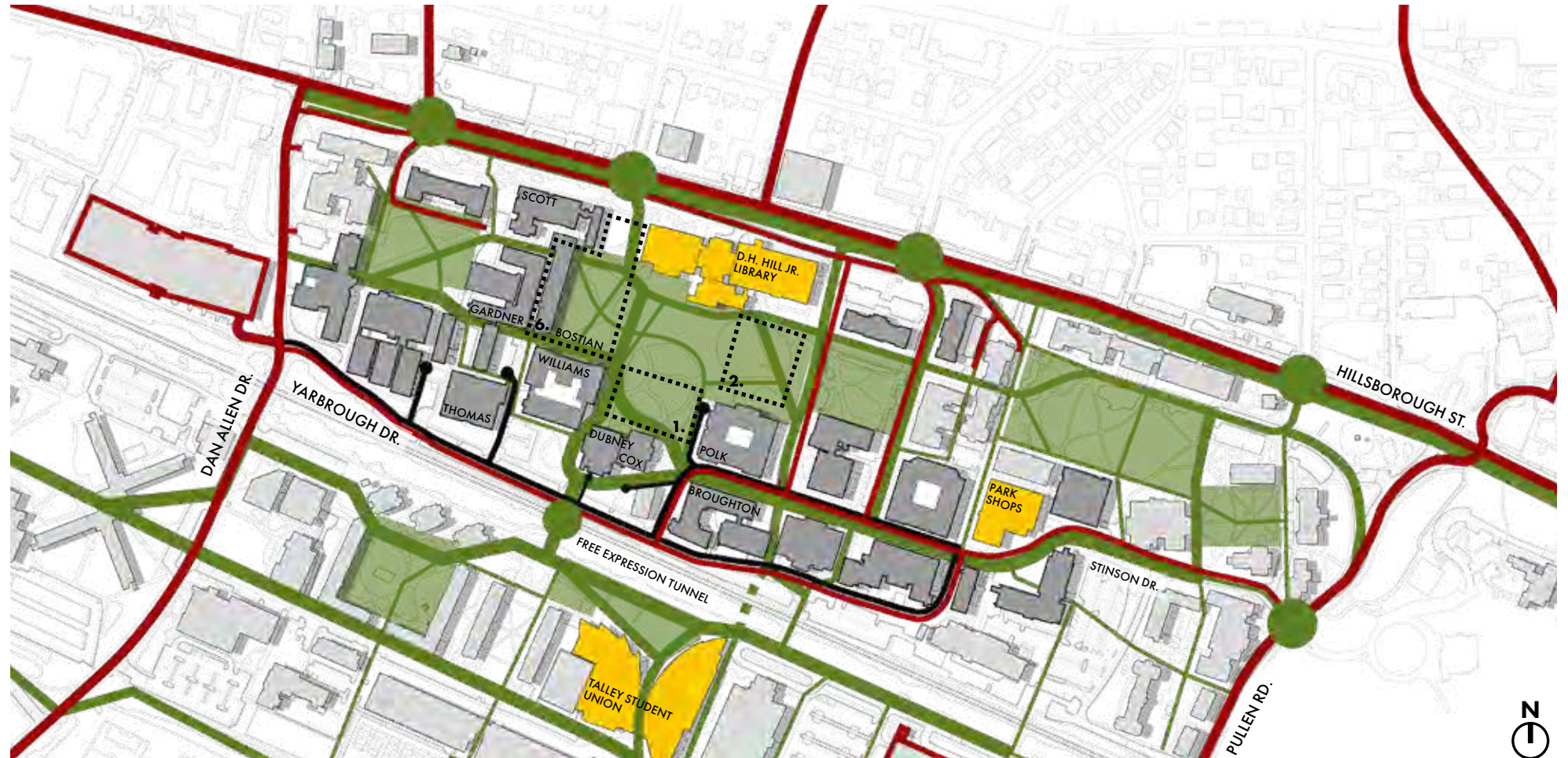
SITE RECOMMENDATION

BRICKYARD AS
HALLOWED SPACE, CORE
OF NORTH CAMPUS
ACTIVITY

STRONG EAST/
WEST PEDESTRIAN
CONNECTION

FREE EXPRESSION
TUNNEL AS MAIN
GATEWAY

PRIORITIZE PEDESTRIANS
OVER VEHICLES



- 1. HARRELSON HALL SITE
- 2. BRICKYARD EAST EDGE
- 6. BRICKYARD WEST EDGE / BOSTIAN HALL

- HUBS : EXISTING
- VEHICULAR CIRCULATION
- PEDESTRIAN/BIKE PATHS & GATEWAYS
- SERVICE

HISTORIC PLAN & EXISTING CONDITIONS THE BRICKYARD



1964 NORTH CAMPUS PRELIMINARY LANDSCAPE PLAN
RICHARD C. BELL ASSOCIATES



EXISTING CONDITION

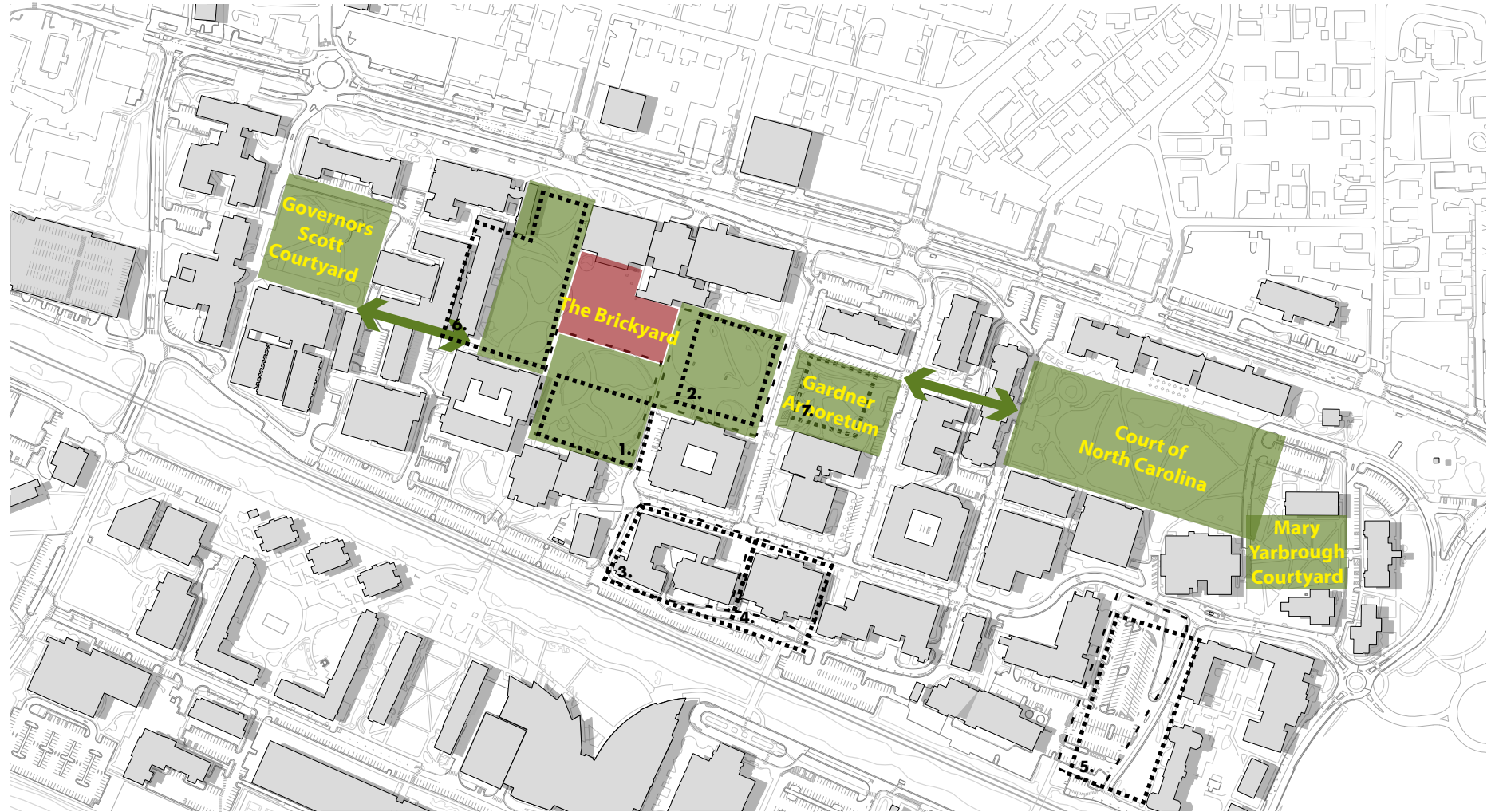
HISTORIC ANALYSIS : EVERYDAY USE
THE BRICKYARD - HALLOWED PLACE



HISTORIC ANALYSIS : SPECIAL EVENTS
THE BRICKYARD - HALLOWED PLACE



CENTRAL GREEN SPACES LANDSCAPE ANALYSIS



 GREEN SPACE
CONNECTOR

THREE CONTIGUOUS SPACES

LANDSCAPE ANALYSIS



STEM BUILDINGS BY SCIENCE

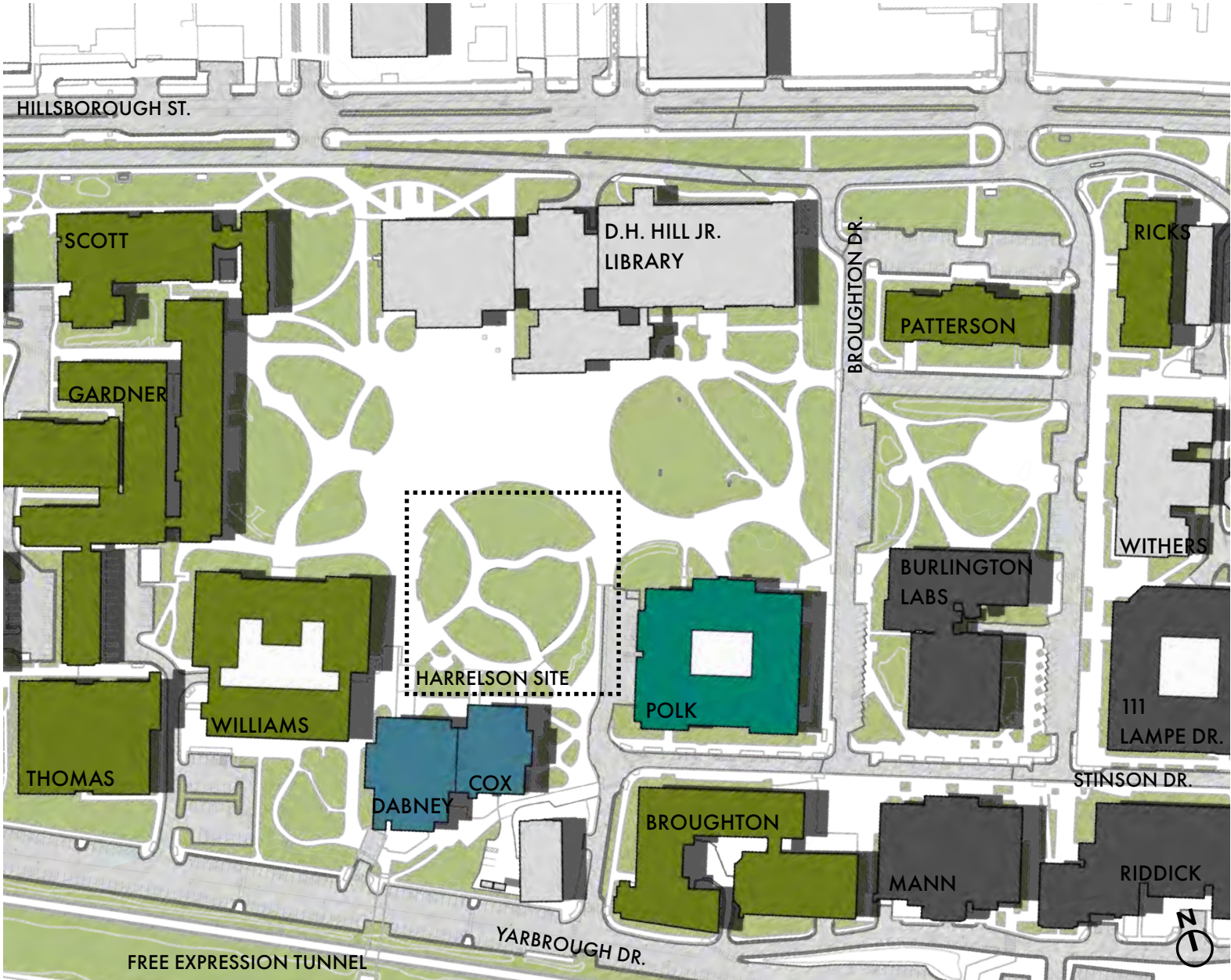
PROGRAMMATIC ADJACENCIES

- + LOCATION AT THE CORE OF STEM CLUSTER IN NORTH CAMPUS
- + IMMEDIATE PROXIMITY TO OTHER CHEMISTRY & BIOCHEMISTRY BUILDINGS (DABNEY HALL, COX HALL & POLK HALL)

BIOCHEMISTRY

CHEMISTRY

AGRICULTURAL & BIOLOGY SCIENCES



HARRELSON SITE

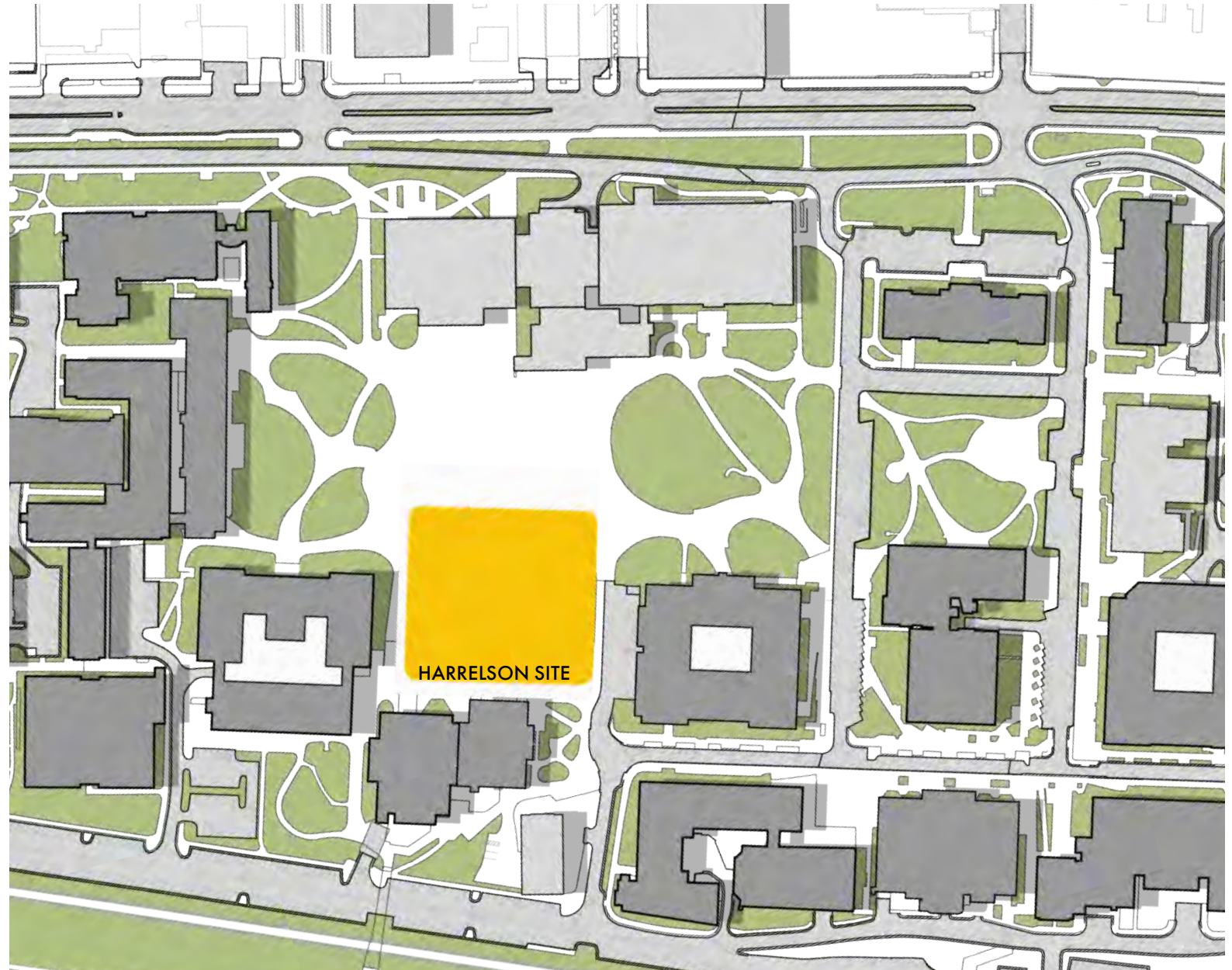
RECOMMENDED SITE

OPPORTUNITIES

- + ICONIC LOCATION
- + CROSS ROAD LOCATION (TWO ALL CAMPUS PATHS)
- + PRESERVES EXPRESSION OF BRICKYARD TO HILLSBOROUGH ST.
- + IMPROVE IDENTITY BY FILTERING DABNEY & COX
- + PROGRAMMATIC ADJACENCIES TO STEM BLDG'S
- + IMPROVEMENT TO EXISTING BUILDINGS
- + IMPROVE SERVICING TO POLK, DABNEY & COX
- + ADJACENT TO MAIN UTILITIES (CW + S)
- + STORMWATER MANAGEMENT
- + LIMITED IMPACT TO HALLOWED PLACE
- + ACTIVATES BRICKYARD
- + IMPROVEMENT TO BRICKYARD ACCESSIBILITY

CHALLENGES

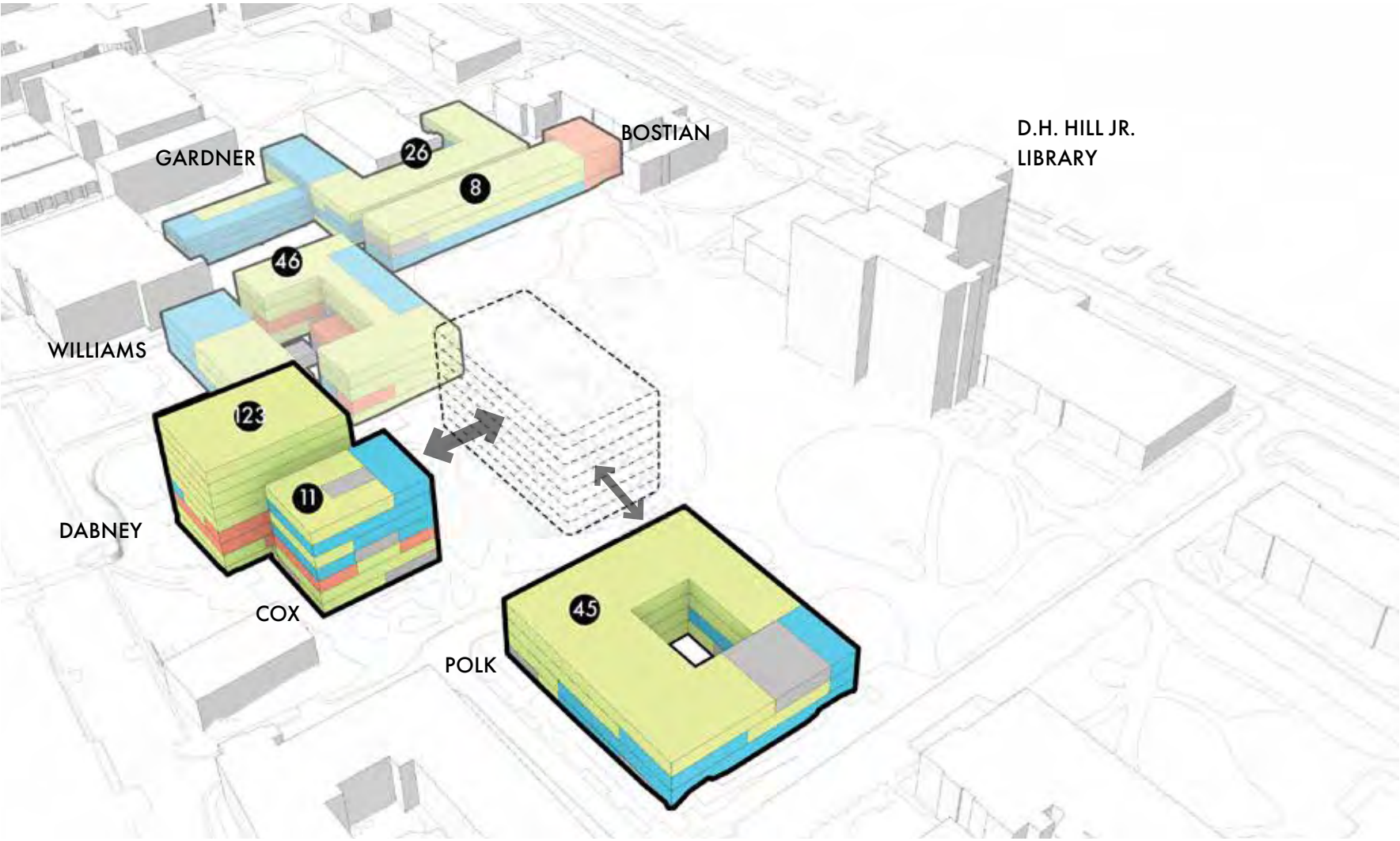
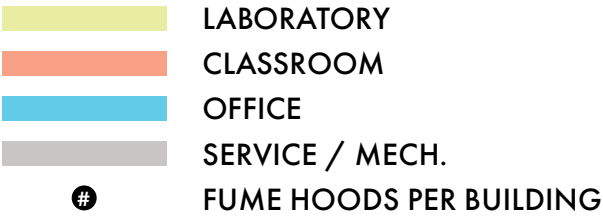
- SEPARATION OF PEDESTRIAN & SERVICE



EXISTING PROGRAM BY BUILDING

PROGRAMMATIC ADJACENCIES

+ IMMEDIATE PROXIMITY TO
OTHER CHEMISTRY & BIOCHEMISTRY
BUILDINGS (DABNEY HALL, COX HALL &
POLK HALL)



HARRELSON SITE

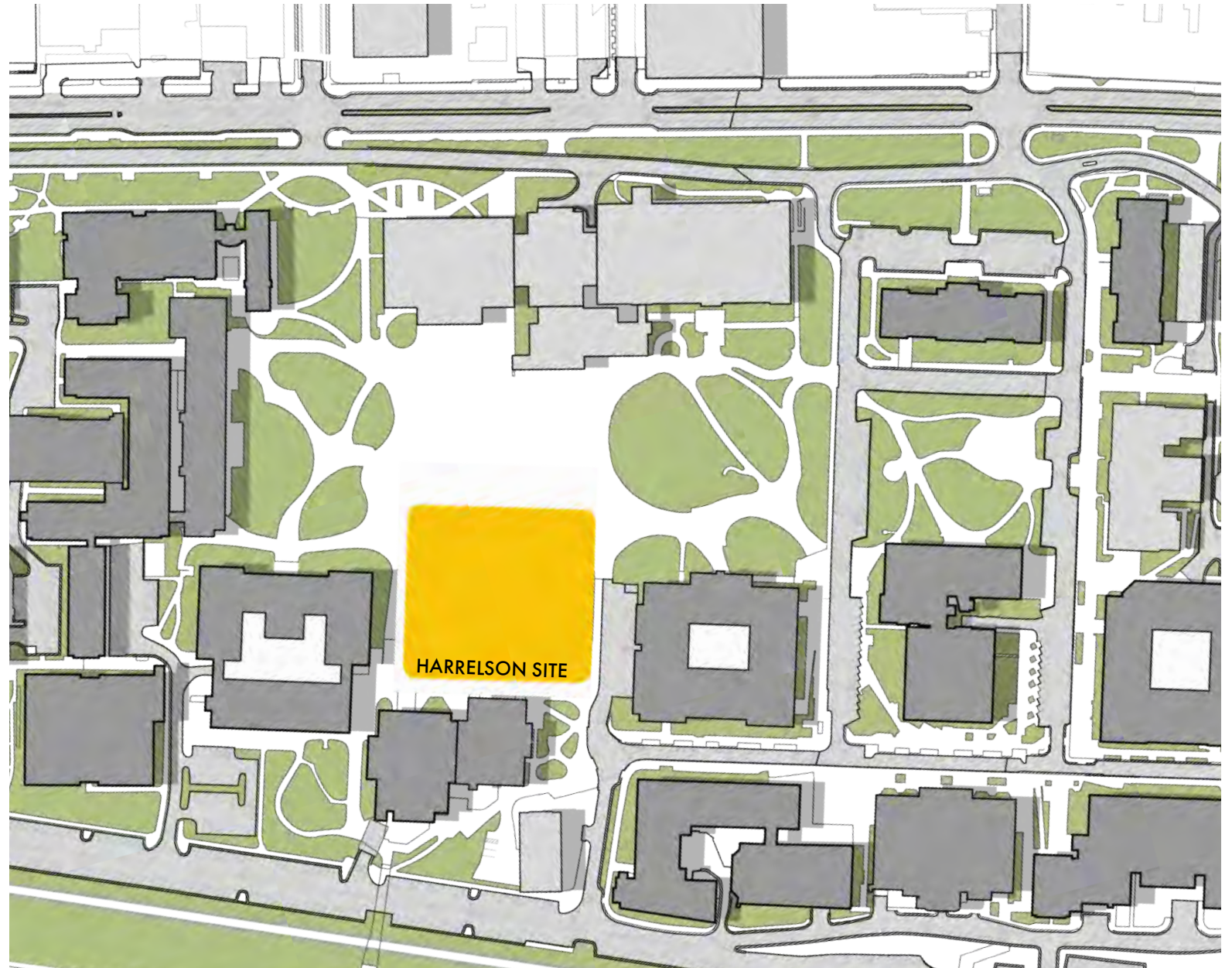
RECOMMENDED SITE

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- + IMPROVEMENT TO BRICKYARD ACCESSIBILITY

CHALLENGES

- SEPARATION OF PEDESTRIAN & SERVICE



2014 MASTER PLAN INTRODUCTION

1. HARRELSON SITE
IDENTIFIED AS LOCATION
FOR "SCIENCE
COMMONS BUILDING"

2. BRICKYARD IDENTIFIED
AS "HALLOWED PLACE"



SUMMARY NARRATIVE OF PROPOSED 2021-2022 CHANGES TO PARKING AND TRANSPORTATION ORDINANCES

- 1.1.9 Removed definition - Car Share program is no longer on campus
- 1.1.11 Removed superfluous definition
- 1.1.25 Added language regarding emergency vehicles
- 1.1.40 Removed definition and combined with 1.1.41
- 1.1.41 Corrected language and definition to remove pay lot and replace with pay-by-plate
- 1.1.42 Rewritten for clarity
- 1.1.9 - 1.1.68 Renumbered
- 2.1.3 Removed link – Updated Attachment 1 with 2021–2022 Parking Map
- 2.2.5 Added language regarding parking permits purchased by employees
- 2.2.8 Language that was removed can be found in 2.2.5
- 2.2.5 - 2.2.13 Renumbered
- 2.3.2 Rewritten for clarity
- 2.3.3 Rewritten for clarity. Added permit types that can be combined with ROTC auxiliary permit.
- 2.3.4 Removed word “Resident” and minor punctuation corrections
- 2.4.4 Changed “Greek Life” to “Fraternity and Sorority Life”
- 2.4.5 Rewritten for clarity
- 2.4.6 Rewritten for clarity
- 2.4.9 Rewritten for clarity and changed “Greek Life” to “Fraternity and Sorority Life”
- 2.5 Updated dates
- 2.6.1 Added language for clarity
- 2.7.1 Rewritten for clarity
- 3.5.1 Clarified description, removed the word “Use”
- 4.1.1 Added permit type
- 4.1.5a Added language for clarity
- 4.1.5b Added language for clarity
- 4.1.6 Corrected language from pay lots to pay-by-plate locations
- 4.1.7 Rewritten for clarity
- 4.2.1 Corrected language from pay lots to pay-by-plate locations
- 4.2.2 Clarified parking zone areas by adding decks to Notes: 2)
- 4.2.3 Clarified parking zone areas by adding permit types and additional decks to Notes: 1), 2) and 3)

- 4.4.2.d Added the word “prior” for clarification
- 4.5 Corrected language from pay lots to pay-by-plate locations
 - 4.5.1 Corrected language from pay lots to pay-by-plate locations
 - 4.5.2 Corrected language from pay lot to pay-by-plate location
 - 4.5.3 Corrected language from pay lots to pay-by-plate locations
 - 4.5.4 Removed language referring to Pay Lot. Clarified actions that generate a parking fine
- 4.7.1 Rewritten for clarity
- 5.1.1 Rewritten for clarity
- 5.5.1 Rewritten for clarity
- 5.7.1 Removed pay lot invoice language
 - 5.7.1.a Removed language for clarification
- 5.7.5 Rewritten to remove redundancy
- 5.7.7 Removed language for clarification

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: ~~March 30, 2020~~ March 9, 2021.

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.~~

1.1.~~940~~ 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.~~

1.1.1~~02~~ Chronic Offender: An individual who exhibits an observable pattern of recurring parking violations without demonstrating a recognizable intent to self-correct the violating behavior.

1.1.1~~13~~ Concurrent Parking: When multiple vehicles, registered to one account (credential), are found parked on campus at the same time.

1.1.1~~24~~ 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.

1.1.1~~35~~ 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.

1.1.1~~46~~ 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.

1.1.1~~57~~ e-Bike: Pedal assist bicycle that cannot provide power when traveling over 15 mph.

1.1.1~~68~~ e-Skateboard: A skateboard with an electric motor for propulsion and a remote control.

1.1.1~~79~~ 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.~~1820~~ e-Citation: An electronic parking citation which is delivered via an electronic method (typically email).

1.1.~~1924~~ Employee: 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.

1.1.2~~02~~ 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.

1.1.2~~13~~ Fiscal Year: From July 1 to June 30 of any given year.

1.1.2~~24~~ Food Truck: A vehicle equipped with facilities for cooking and selling food.

1.1.2~~35~~ Greenway: Greenway trails are paved and are designed to accommodate a variety of users, including bicyclists, walkers, hikers, joggers and those confined to wheelchairs. e-Scooters, motorcycles and mopeds are not allowed on the Greenway. Exceptions may be granted to emergency vehicles.

1.1.2~~46~~ LPR: A technology known as License Plate Recognition which is used for parking management purposes.

1.1.2~~57~~ Loading Zone: A time--limited space designated by signs and proclaimed for use for loading and unloading materials and supplies.

- 1.1.2~~68~~ 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
- 1.1.2~~79~~ Market Rate: Parking rate based on an annual sampling of comparable private parking rates in downtown Raleigh.
- 1.1.~~2830~~ Motorcycle/Moped: Any motorized two or three wheeled vehicle capable of carrying a rider and capable of speeds greater than 15 mph.
- 1.1.~~2934~~ No Parking Area: Any area not specifically marked, striped, or designated for parking.
- 1.1.3~~02~~ 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~~13~~ Non-University Apartment Shuttles: Bus shuttle service, for off-campus apartment residents, between residential areas and campus.
- 1.1.3~~24~~ Operator: A person in actual physical control of a vehicle, which is in motion, stopped or standing.
- 1.1.3~~35~~ 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~~46~~ 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~~57~~ 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
- 1.1.3~~68~~ Parking Permit: A physical or virtual parking credential that defines and grants access to parking in designated area(s) 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~~79~~ 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.
- ~~1.1.40 Pay-By-Plate: A lot where users are required to enter their vehicle license plate at the machine where they pay for time parked.~~
- 1.1.~~3844~~ Pay-By-Plate Location-Lot: Any parking ~~facility~~~~lot or area~~ where payment for parking is required based on the length of time the vehicle is parked.
- 1.1.~~3942~~ Pay-Lot ~~Citation~~~~Invoice~~: A ~~citation~~~~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.
- 1.1.4~~03~~ Pedestrian Safety Zone: Areas where cyclists, skateboarders and 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.
- 1.1.4~~14~~ 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.
- 1.1.4~~25~~ Registered Vehicle: A vehicle registered with Transportation, authorized to park on campus.

1.1.4~~36~~ Reserved Space: Any parking space, designated for a specific user or use.

1.1.4~~47~~ 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~~58~~ Retired Employees: Individuals who 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.)

1.1.4~~69~~ Service Provider: One who is providing repair and/or maintenance of equipment or facility. Exceptions to this definition are by Transportation approval only.

1.1.4~~750~~ 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.

1.1.4~~854~~ 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.

1.1.4~~952~~ State: When unmodified, means the State of North Carolina.

1.1.5~~03~~ 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.

1.1.5~~14~~ 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.

1.1.5~~25~~ Street, Highway, or Roadway: The entire width of a corridor designed or marked by proper authorities for vehicular traffic.

1.1.5~~36~~ 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 SHRA or EHRA guidelines.

1.1.5~~47~~ 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.

1.1.5~~58~~ Traffic Signal: A road signal that cycles a red, green, or amber warning light to direct traffic to stop, proceed or proceed with caution.

1.1.5~~69~~ Traffic Way: Any way, area or region where vehicles or bicycles are permitted to be operated or parked.

1.1.5~~760~~ 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.

1.1.5~~864~~ 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.~~5962~~ University: Unless otherwise provided, North Carolina State University at Raleigh.

1.1.603 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.

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

1.1.625 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.

1.1.636 Vehicle Registration: The registration of vehicle(s) parked on campus as required by G.S 116-44.4.

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

1.1.658 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.

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 revenue collected shall be used for Transportation staffing and operations 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.

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 plate.

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)

2.1.4 Fines may result from failure to purchase parking via kiosk, pay station or application or failure to display an appropriate permit or obtain a virtual permit, while parked in a permit-required zone or space.

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 cars. Motorcycle permits may add up to five (5) motorcycles per parking permission. Only one (1) vehicle or one (1) 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 may not purchase student designated permits or utilize guest parking credentials.

2.2.3 Employee parking assignments are based on availability.

2.2.4 Payroll deducted employee parking fees shall be deducted on a tax basis determined by the University, in alignment with applicable tax laws. Refund amounts shall be prorated based on the week the permit is cancelled. Physical or virtual permits/parking permissions must be returned to Transportation prior to a refund.

2.2.5 Departments may not pay for an employee's parking permit. Employees are not eligible for visitor parking permits.

2.2.65 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 prior to or during University holidays and academic break periods to avoid parking fees during said period.
- 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.

2.2.76 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.

2.2.87 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 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.~~98~~ 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.~~109~~ 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 be made by cash, check or credit card. Payment must be for the full amount due on the parking permit. Permits may be purchased on a monthly, weekly or daily basis. Temporary employees are not eligible for parking within gated employee parking areas. Departments may not issue temporary employees departmental or visitor permits. Parking assignments are based upon space availability. Temporary employees are not eligible to be placed on a permit wait-list.

2.2.~~110~~ 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.~~124~~ 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.~~132~~ Adjunct Faculty: Adjunct faculty members must purchase a parking permit if they require parking on campus.

2.2.~~143~~ 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.

2.3 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. Residential and commuter sStudents are only eligible to receive parking per Section 2.3.43.
- b. Students are not eligible to use visitor permits in lieu of purchasing a student parking permission.
- c. All students are eligible to request parking based on space availability. All students are eligible for bicycle and motorcycle parking permits.
- ~~d. Resident students are eligible for permits per Section 2.3.3.~~
- ~~e. Overnight parking is prohibited in commuter parking areas. Eligible commuting students may purchase parking for:~~
- ~~e. Zones CC, CB, CD, DD, F, V and W. Overnight parking is prohibited in these areas.~~
- ~~e.d. Commuter students may request an 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 2.3.3.~~
- ~~f.e. Student permits are only sold on a semester and summer session basis, with the exception of RH.~~
- ~~g.f. Student permits may be canceled and returned for a prorated refund via form submission. Refund amounts shall be prorated based on the week the permit is canceled, through the respective semester/session drop/add date.~~
- ~~h.g. Students living in the following locations are not eligible for an on-campus parking permit based upon proximity to the University:~~
- ~~1. Student residents of privately owned housing facilities located on Centennial Campus.~~
 - ~~2.1. Students living along Hillsborough Street between Rosemary Street/Shepherd Street and Cox Street/Woodburn Road including Stanhope Student Apartments (3001 – 1114 Hillsborough Street), 2604 Hillsborough (2604 Hillsborough Street).~~
 - ~~3.2. Students living north of Hillsborough Street and south of Clark Avenue between Enterprise and Horne Streets.~~
 - ~~4.3. Students who reside in University Towers (111 Friendly Drive), Valentine Commons (3009 ME Valentine Drive), and College Inn (2717 Western Blvd.)~~
- ~~i.h. Transportation reserves the right to revoke parking privileges if a student is found ineligible for parking even after a permit is issued.~~

2.3.3 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, CVM North Lot, 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 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 <u>Residence Halls</u>
RS	Centennial Campus Storage -Lots
RV	Wolf Village <u>Residence Halls</u>
RW	Residence Hall areas located West of Dan Allen Drive
TC*	Auxiliary permit for active ROTC students
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

*TC – Auxiliary permit for active ROTC students that may be purchased in conjunction with a residential (RV, RW, RC, RF, RH, RS) or commuter permit. Provides parking in the Coliseum Deck between 7 am and 9 am.

2.3.4 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.

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

2.4 Other Permits

2.4.1 Permits for Departments

- Service, Academic and Administrative departments may purchase UD (Universal Departmental) permits for employee use while conducting University-related business. They are not to be used while parked at principal work location. The UD permit is only to be used when conducting University business and not for personal parking.
- Service departments may purchase SV permits for State-Licensed vehicles used to provide service as defined in Section 1.1.47 of this Ordinance.
- 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.
- 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.
- Service provider permits may not be purchased by departments for employee use.

2.4.2 Permits and Fees for Electric Vehicle Charging Stations: Vehicles parked in EV (Electric Vehicle) Charging Stations may purchase an EV access permit in addition to the appropriately designated University parking permit for the area in which the EV station is located.

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

2.4.3 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. Representatives, 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 and fines.

2.4.4 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/ Fraternity and Sorority Greek Life
SL	Transportation/DASA

2.4.5 Carpools and Vanpools: Individuals who wish to purchase a carpool permit must apply with Transportation. Individuals who participate in a 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:
 - i. All members must not live ~~within at least~~ one-quarter mile ~~off from~~ a Wolfline ~~stop route~~ and reside within a reasonable vehicular route between each member's home to campus.
 - ii. Each member of a carpool must register their own separate vehicle with Transportation.
 - iii. One parking privilege shall be issued to the carpool.
 - 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, refuse or revoke carpool permits that do not meet the guidelines, intent of the program or that were fraudulently submitted.

2.4.6 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 Services 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 requiring access to employee parking areas to attend classes. Temporary parking for up to 2 weeks ~~can be requested will be provided~~, if more than 2 weeks is needed, a student must have a state-issued placard.

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-issued handicapped placard for their personal use to park on campus are subject to citation and loss of parking privileges.

2.4.7 Student Leader Permits

- Division of Academic and Student Affairs vets and approves student requests for student leader permits.
- Permits for new leaders shall be issued only after the outgoing leader for that position has returned the previously assigned permit.
- The SL permit is valid in student resident and commuter parking areas.
- The Student Body President is eligible for a Trustee permit.
- Students must return their SL / Trustee permit at the conclusion of their elected term.

2.4.8 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 must display a valid University parking privilege/virtual permit for their vehicle to park in these areas.

2.4.9 Permits for Non-Resident ~~Fraternity and Sorority~~ Greek Life Members

~~Fraternity and Sorority~~ Greek Life members who do not reside in a Greek house located in Greek Village, but are required to take meals and attend meetings inside normal parking enforcement hours, may either purchase a GL parking permission in addition to their valid university permit or purchase hourly parking~~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, may not purchase the GL permit.

2.4.10 Non-University Apartment Shuttles

Non-University apartment shuttles that provide bus shuttle services for their residents, between the residential areas and campus, must annually purchase a bus shuttle permit for each vehicle and provide proof of insurance by August 1. 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 serving 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/Non-University Permits July 1 – June 30		
Permit	Description	FY 210/221
		Annual Fee
A4	Holladay Hall Reserved Lot	\$1,248
AS	Assigned Space Individual	\$1,428
AS	Assigned Space Department	\$2040
B	North Campus - Employee	\$528

CE	Employee	\$387
CDE	Coliseum Deck-Employee	\$480
DDE	Dan Allen Deck Employee	\$480
EV	Electric Vehicle Charging Decal	\$120
L1E/L2E	Off Peak (Per Semester)	\$80
LZ	Loading Zone (Departments Only)	\$45
M	Motorcycle	\$50
R	Retired	\$100
SHU	Apartment Shuttle	\$250
SP	Service Provider (off campus)	\$768
SV	Service Vehicle	\$560
T	Trustee	\$65
UV	University Vehicle	\$528
U/UD	Universal (faculty and staff)/Universal Department	\$528
C4	Non-University Employee Corporate Partner	Negotiated Market Rate
Student Permits		
August 16-August 15June 30		
Permit	Description	FY 210/221
		Semester Fee
AH	Handicapped Parking Permit	\$210
CC	Centennial Decks - Commuter	\$210
CB	Centennial BioMedical (CVM) Deck – Commuter	\$210
CD	Coliseum Deck - Commuter	\$210
DD	Dan Allen Deck - Commuter	\$210
EV	Electric Vehicle Charging Decal (Academic Year)	\$120
F	Fringe - Commuter	\$185
GV	Greek Village - Commuter/Resident	\$220
L	Off Peak Student (Per Semester) - Commuter	\$80
M	Motorcycle - Commuter/Resident	\$50
RF	Avent Ferry - Resident	\$220
RC	Wolf Ridge - Resident	\$220
RD	Resident Director	\$240
RE	East Campus-Resident	\$220
RH	ES King or Western Manor Resident (Annual Fee)	\$440
RS	Resident Storage - Resident	\$220
RV	Wolf Village - Resident	\$220
RW	West Campus-Resident	\$220
SL	Student Leader	\$210
V	Varsity Lot - Commuter	\$105
W	West Deck - Commuter	\$210
GL	Greek Life Auxiliary Decal (Academic Year)	\$10
SCP	Student Carpool Permit	Shared cost of permit
S1 or S2	Summer Session 1 or 2 Permit - Resident or Commuter	\$50

SS	Full Summer Permit - Resident or Commuter	\$75
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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 ~~of time~~ 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.

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:

- a. ~~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 the dashboard. ~~Non-hanging permits are to be displayed on the lower left hand (driver) side dashboard.~~
- b. A violation of this section (Improper Display of Permit) may result in a citation~~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

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

2.9 Unlawful ~~I~~transfer or Use on Unauthorized Vehicle

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/ Mopeds/Scooters

3.1.1 Motorcycles and mopeds must have a valid motorcycle parking credential, from Transportation, to park on campus and must park in designated motorcycle parking spaces. Failure to register the vehicle may result in citation; a motorcycle or moped deemed abandoned may be impounded.

3.1.2 Motorcycle permits may not be used as part of a carpool.

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

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

3.1.5 Battery operated vehicles, including scooters and bikes, may not be operated, charged, stored or parked inside 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.

3.2.3 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. 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. Permits must be visibly displayed on the bicycle.

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.

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/Segways/Hoverboard

3.3.1 Skateboards, e-skateboards, roller skates, inline skates, Segways and hoverboards 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, inline skates, Segways and hoverboards on all of NC State University shall be 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 or operators of Segways and hoverboards 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 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, in-line skates, Segway or hoverboard 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, in-line skates, Segway or hoverboard 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 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.

3.4.4 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.

3.4.5 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.

3.4.6 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.

3.5 Personal Assistive Mobility Device

3.5.1 ~~Use~~ – An electric personal assistive mobility device may be operated on the public highways, sidewalks and greenways. A person operating an electric personal assistive mobility device on a sidewalk, roadway or greenway shall yield the right-of-way to pedestrians.

3.6 Impoundment

3.6.1 Bicycles and scooters of any kind are to be stored in an appropriate manner at bicycle racks. 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, RV 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 Off-Peak (L) student permits may park in CC, CB, CD, DD and W designated areas between the hours of 7 a.m. and 9 a.m. and/or after 3 p.m. on weekdays.

4.1.5b Off-Peak (L) employee permits may park in B, C and DD, areas between the hours of 7a.m. and 9a.m. and/or after 3 p.m. on weekdays.

4.1.6 Pay-By-Plate Locations~~Lots~~ shall be enforced during posted times noted at each lot.

4.1.7 A vVehicle may receive citations daily until violation(s) are corrected.

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

4.2 Permit Enforcement Areas

4.2.1 A valid parking credential is required to park in permit designated areas during enforcement times. Permit holders must pay the required fee for time parked in pay-by-plate locations~~lots or pay spaces~~.

4.2.2 Employee/Department parking permit types are valid in the parking zone areas as indicated below:

Valid Permit Zone Area(s) for Each Permit Type																	
Permit	B	C	CC	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
C		X				X	X				X		X			X	X
CD				X													
DD					X												

R	X	X		X	X	X										X	X
RDE								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	X	X				X	X				X		X			X	X
UD	X	X		X	X	X	X				X		X			X	X
Carpool	X	X	X	X	X	X										X	X

Notes:

- 1) **Off-Peak** L1E and L2E employee permits are valid in the B, C and DD between 7 a.m. to 9 a.m. and/or after 3 p.m.
- 2) CD and DD permits are valid in Coliseum Deck, **Dan Allen Deck**, Partners Way Deck **Toxicology Deck**, **MRC Deck** and West Deck after 3 p.m., and in the CVM North Lot at any time.

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

Notes:

- 1) **Off-Peak** L student permits are valid in **CB**, CC, CD, DD, F and W areas 7 a.m. to 9 a.m. and after 3 p.m.
- 2) CB student permits are valid in **Coliseum Deck, Partners Way Deck, Toxicology Deck, and MRC Deck** **CC and CD areas** 7 a.m. to 9 a.m. and after 3 p.m.
- 3) CC, CD, DD and W permits are valid in Coliseum Deck, **Dan Allen Deck**, **CBC Deck**, Partners Way Deck, **Toxicology Deck**, **MRC Deck** and West Deck after 3 p.m., and in the CVM North Lot at any time.
- 4) 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, bus stop/zone and blocking of any pedestrian route or accessible aisle or route.

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

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

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

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

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

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

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

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

4.4 Parking Restrictions

4.4.1 A vehicle must always be parked in the manner and direction indicated by the parking markings and within the confines of the parking space. In all 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. Vehicles that pull through or back into a space must display a front license plate.

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
- d. have a trailer attached to it when parked. Trailers may not park on campus without prior authorization from Transportation
- e. park in an unmarked or hatched area or encroach its wheels into another parking space

4.4.3 A violation of this section 4.4 shall result in a fine and the vehicle is subject to towing.

4.5 Pay-By-Plate Locations~~Lots~~/Pay Stations/Pay Devices

4.5.1 Any vehicle may park in ~~lots designated as pay-by-plate locations~~lots. Pay-by-plate locations~~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-by-plate ~~location~~lot without making full payment for time. Payment for time parked in a pay-by-plate location~~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-by-plate locations~~lots~~.

4.5.3 Parking fees in hourly pay-by-plate locations~~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 7 hours or longer. Customers are responsible for entering the correct vehicle license plate number in pay-by-plate locations~~lots~~. ~~There are no refunds for unused time. Parking permits, including visitor permits, are not valid in pay lots.~~

4.5.4 A violation of this section 4.5 shall result in a fine.~~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 can provide proof of payment for time parked, the invoice may be waived. Unpaid Pay Lot Invoices 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 Failing to pay 4 ~~invoices or~~ citations within a 12 month period (July 1 – June 30) may~~will~~ result in vehicle immobilization.

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

5. ENFORCEMENT

5.1 Fines and Fees

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

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- By-Plate Location-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
31	Boot Removal Fee	1 st Boot \$50, 2 nd Boot \$150 and Subsequent Boots \$250
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

5.2 Towing

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

- a. unauthorized parking in a space marked 24 HOUR TOWING
- b. a violation of section 4.3.8 “unauthorized parking in an accessibility space”
- c. parking in a no parking area or fire lane
- d. unauthorized parking at 1570 Main Campus Drive
- e. repeat offenders
- f. abandoned or stored vehicles
- g. unauthorized parking in a reserved space and/or lot
- h. a vehicle that has had an immobilization device placed on it, and remains unclaimed after 36 hours.
- i. upon evidence of tampering with a boot or threatening to remove a boot
- j. unauthorized use of permit

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

5.3 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 identification from the owner/operator.

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 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. 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 all fines and fees are paid.

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

5.6 Failure to Settle Fines, Fees and Charges

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

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

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. repairs to damaged property
- g. boot removal fees and towing fees
- 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 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.

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.

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

Board judgment is based on:

- a. Information provided by the appellant
- b. Any information provided by Transportation or Campus Police to include previous violations records
- c. These ordinances
- 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 ~~m~~Membership

~~Membership~~ shall consist of students, faculty and staff.

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 Appeals 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 Appeals Officer at least 48 hours prior to their hearing date if they wish to have an observer present and the name of that individual.

6. TRAFFIC REGULATIONS

6.1 The Director of Transportation is responsible for establishing and posting all traffic control signs and devices on campus for the purpose of regulating vehicular operations and speeds for University streets, roads,

parking lots, parking structures or anywhere vehicles may travel. These signs/devices may regulate vehicle direction, vehicle stopping or yielding, fire lanes, no parking areas, pedestrian crossings or any other regulatory needs to direct or control the flow of vehicles.

6.2 Bicycle Lanes

6.2.1 A portion of roadway designated by signs and pavement marking for exclusive use by bicycles. Motor vehicles are not permitted to use bicycle lanes as travel lanes, parking, stopping or standing.

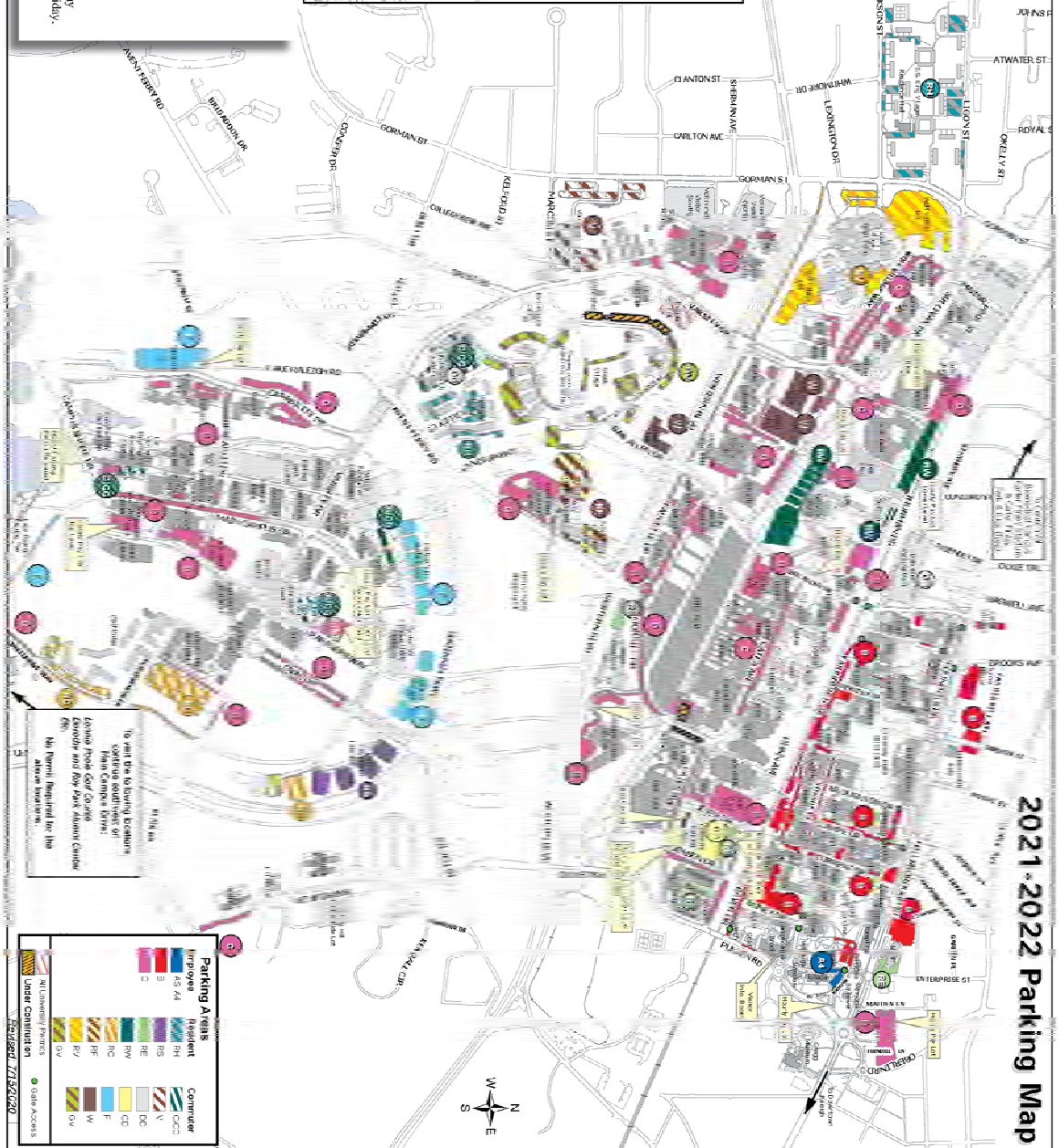
6.3 Penalty for Violation of this Article

6.3.1 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.

[illegible]

Important Notes:

“CB” permits are valid in “F” areas.
 “CC” permits are valid in the Primaries, Why Think, Technology Deck, and MBRC Deck.
 “CD” permits are only valid in the Collision Deck.
 “DD” permits are only valid in the Don Allen Deck and where indicated.
 “RC,” “RE,” “RF,” “RV,” and “RW” areas are enforced 7 a.m. – midnight, Monday – Thursday
 and 4 a.m. – 5 p.m. on Friday. “CV” and “RV” areas are enforced 4 a.m. – 5 p.m., Monday – Friday.
 University permits required in Hillsborough Bay/West Lanes at all times.



Capital Projects at a Glance
as of February 28, 2021

NORTH CAROLINA STATE UNIVERSITY

Bid 2020
Bid 2021
Bid 2022
Bid 2023
In Construction
Complete

Code/Item	Project Name		Bid	Expected Acceptance	Total Project Budget	Remarks
41824 333	Lab & Building Systems Modifications VRB	Design	2/17/21	9/11/21	\$1.5M	Bid Documents Review Underway
41724 316	Steam Phase VIIC	Design	3/2/21	10/13/21	\$1.7M	Bid Documents Review Underway
41924 310	Water Line Modifications at Ligon Street Bridge	Design	3/28/21	10/9/21	\$550K	URED Review Underway
41924 305	Ricks Hall 2nd Floor Renovation	Design	4/19/21	7/28/22	\$5.5M	SD/DD Phase Ongoing
41924 303	Electrical Distribution Upgrade	Design	4/26/21	3/25/25	\$58.8M	Predesign Underway
41824 318	Dairy Facility at CVM	Design	5/18/21	4/19/22	\$5.5M	Beginning CD Phase
41824 317	Structural Repairs Mann Hall	Design	7/14/21	3/31/22	\$5M	CD Phase Underway
42024 303	Lake Wheeler MDF	Design	9/2/21	1/13/22	\$800K	Survey Proposal Review Underway
41924 326	Page Hall Mechanical & Electrical Upgrade	Design	12/12/21	11/13/22	\$5.7M	SD/DD Review Underway
41524 338	Dabney Upgrade Ph 3 8th Floor HVAC	Design	TBD	TBD	\$1M	ON HOLD
41924 301	Renovations to Data Center II	Design	TBD	TBD	\$6.5M	ON HOLD
41924 316	Renovations to Don Ellis Building	Design	TBD	TBD	\$1M	ON HOLD
41824 327	Thermal Utilities to P2 and Toxicology Buildings	Design	TBD	TBD	\$7M	ON HOLD
41924 317	Varsity Parking Lot Expansion	Design	TBD	TBD	\$5.5M	ON HOLD
41324 320	HVAC Renovations Matsumoto Wing - Brooks Hall	Design	1/23/22	7/23/22	\$565K	Fee Proposal Review Underway
42024 324	Scott Hall HVAC Upgrades - Phase 2	Design	1/23/22	7/23/22	\$763	Design Agreement Underway
42024 324	HVAC Upgrades - Thomas Hall	Design	1/30/22	7/30/22	\$500K	Designer Selection Underway
42024 301	STEM Building - Integrative Sciences Building	Design	7/3/23	8/2/26	\$160M	Pre-Con Proposal Review Underway
41924 304	Parking Lot Replacment 512 Brickhaven	Construction		3/5/21	\$800K	81% Construction Complete
41824 331	Fire Alarm Replacement Brooks & Bostian	Construction		4/8/21	\$640K	78% Construction Complete
41924 312	Chiller Replacement Lee Hall	Construction		4/30/21	\$600K	0% Construction Complete
41824 330	Central Campus Electrical Upgrade Phase 2 - Distribution	Construction		5/15/21	\$6.2M	74% Construction Complete
41524 313	Fitts-Woolard Hall (Engineering Building Oval)	Construction		5/31/21	\$137M	99% Construction Complete
41824 334	Library Renovations Jordan Hall	Construction		8/18/21	\$1.5M	20% Construction Complete
41524 314	Plant Sciences Building	Construction		2/4/22	\$150.6M	66% Construction Complete
41824 319	Greek Village Phase 4 Infrastructure, Townhomes, Apts	Design/Const.		6/20/23	\$47.5M	Site Const. / CD Buildings
41824 311	Elevator Additions- Tucker & Owen Residence Halls	Complete			\$2.4M	Accepted on 1/11/21
41624 312	Bureau of Mines Renovation	Complete			\$6M	Accepted on 3/5/21
41724 313	Restoration of Memorial Belltower	Complete			\$6.5M	Accepted on 2/22/21



















SUBMITTAL NUMBER	PROJECT NAME	SCOPE	DESIGNER		TRUSTEE'S BPC SITE SELECTION		CAMPUS DESIGN REVIEW PANEL		TRUSTEE'S BPC PLAN REVIEW		CONSTRUCTION DURATION	
			FIRM NAME	DATE SELECTED	REVIEW	APPROVAL	REVIEW	RECOMMENDATION	REVIEW	APPROVAL	ESTIMATED START	ESTIMATED COMPLETION
171	Mann Hall Structural Repairs (window replacement)	\$5,500,000	SKA Engineers	April-19	4/15/21		3/31/21					
170	Integrative Sciences Building	\$160,000,000	Moseley Architects / ZGF	Dec. 2020	4/15/21		3/31/21				Fall, 2023	Jan, 2026
	Upcoming Projects											
	Ricks Hall 2nd Floor Renovations	\$5,000,000	HH Architecture	Mar 2020			N/A	N/A				July, 2022
	Page Hall Mechanical & Electrical Upgrade	\$5,700,000	Watson Tate Savory	August-20			NA	NA				October, 2022
	USDA-ARS Building at Lake Wheeler Field Labs (Land lease - federally funded)	\$30,600,000	Clark Nexsen									
	Approved Projects											
169	EB III Airplane Display		Facilities Division and University Communications (In-House)		Info Item only		8/26/20	8/26/20	Info item only			
168	Greek Village Phase IV - Infrastructure, Townhouses and Apartments	\$47,500,000	Jenkins Peer Architects	Sep-19	9/10/20	9/10/20	5/27/2020 7/29/2020	7/29/20	9/10/20	9/10/20	December, 2020	June, 2023
166	CVM Teaching Animal Unit Dairy Facility	\$4,800,000	HH Architecture	8/12/19	4/23/20	4/23/20	2/26/20	2/26/20	4/23/20	4/23/20	February, 2021	November, 2021
167	Library Renovations- Jordan Hall	\$1,500,000	Watson Tate Savory	8/15/19	4/23/20	4/23/20	NA	NA	4/23/20	4/23/20	October, 2020	July, 2021
162	Elevator Additions - Tucker & Owen Residence Halls	\$1,400,000	Caidus Design	4/10/2019	11/21/2019	11/21/2019	9/25/2019	9/25/2019	11/21/2019	11/21/2019	April, 2020	December, 2020
164	Varsity Drive Parking Lot Site Selection	\$5,500,000	Draper Aiden Associates	March 2020	11/21/2019	11/21/2019	9/25/2019 10/21/2019	10/21/2019	11/21/2019	11/21/2019		On Hold
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	October, 2020
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	February, 2022
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
160	Belltower Restoration	\$6,000,000	New Atlantic Contracting w/ Walter Robbs Architecture	5/24/18	4/18/19	4/18/19	3/27/19 2/27/2019	3/27/19	4/18/19	4/18/19	November, 2019	December, 2020
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	December, 2020

Centennial Campus Zoning Project Status Update



Project Status & Milestones

Q3/Q4 2020

Campus & External Stakeholder Engagement
Board Presentation – University & Endowment Fund (Nov 12/2)
1st Community Meeting (November 17/18, 2020)
Zoning Application Filed (November 20, 2020)
Staff and Public Review Period Begins

Q1 2021





Campus & External Stakeholder Engagement (Ongoing)
Continued Staff & Public Review Period
Board Presentation – University & Endowment Fund (Feb 25/22)
2nd Community Meeting (Mar 4)
Planning Commission Meeting – Initial Meeting (Mar 30)

Q2 2021

Campus & External Stakeholder Engagement (Ongoing)
Planning Commission Meeting (s) – Continued
Board Presentation - University & Endowment Fund (April 15/May)
City Council Public Hearing(s) – anticipated June 2021



Achieving our Zoning Goals

PROJECT GOAL	CMP ZONING PLAN
 <p>Continue the trajectory of Centennial Campus as a vibrant educational and public-private partnership campus benefitting the city of Raleigh, the Triangle and the state of North Carolina</p>	<ul style="list-style-type: none">• Flexibility to grown NC State's academic/research enterprise as well as public-private partnerships
 <p>Provide zoning rights to provide flexibility and accommodate long term needs for both university buildings and private development on Centennial Campus, including paving the way for the planned Innovation District</p>	<ul style="list-style-type: none">• Framework for additional ~9M sf of development• Permitted uses to encompass academic, research and partner activities• Development rights facilitate critical mass of activity to drive further campus activation• Campus-wide approach to parking, open space and related requirements
 <p>Align the zoning structure with the City of Raleigh's updated zoning ordinances and the university's 21st century vision of Centennial Campus as a mixed-use urban learn/live/work/play innovation environment</p>	<ul style="list-style-type: none">• Adopts Campus Master Plan (CMP) zoning under current zoning ordinance.• Heights and density facilitate vision of a more urban learn/live/work/play environment
 <p>Create predictability and certainty as to campus development rights and associated requirements</p>	<ul style="list-style-type: none">• Modernization of prior zoning provides clarity around the rights and responsibilities associated with future campus development



Physical Master Plan Update

BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY
AGENDA

University Advancement and External Affairs Committee
1:15 p.m. – 3:00 p.m., April 15, 2021
MEETINGS: IN-PERSON AND VIA ZOOM

Chip Andrews, Chair
Members: Ann Goodnight, Wendell Murphy,
Ron Prestage, Ed Stack, Ed Weisiger, Jr.

- **CALL TO ORDER, READING OF ETHICS STATEMENT AND PUBLIC MEETING NOTICE**
Chip Andrews, Chair

- **ROLL CALL**

- **APPROVAL OF MINUTES** **TAB 6.1**
 - **Committee Action**: Approval of February 25, 2021 minutes

- **INFORMATIONAL REPORTS** **TAB 6.2**
 - University Advancement Update 6.2A
Brian Sischo, Vice Chancellor, University Advancement

 - Fundraising and Campaign Report 6.2B
Jim Broschart, Associate Vice Chancellor, University Development

 - Advancement Services Update 6.2C
Jeff Baynham, Associate Vice Chancellor, Advancement Services

 - Extraordinary Opportunity Scholarship Initiative Update 6.2D
Krista Ringler, Associate Vice Provost and Director, Scholarships and Financial Aid

- **COMMITTEE DISCUSSION** **TAB 6.3**
 - Naming Opportunity Proposals 6.3A
Jim Broschart, Associate Vice Chancellor, University Development
Committee Action: Approval of Naming Opportunity Proposals

- **CLOSED SESSION** **TAB 6.4**

- **RECONVENE IN OPEN SESSION**

- **ADJOURN**



CONSENT AGENDA

Approval of February 25, 2021 Minutes

OPEN SESSION MINUTES

University Advancement and External Relations Committee

Board of Trustees

North Carolina State University

February 25, 2021

The University Advancement and External Relations Committee of the Board of Trustees of North Carolina State University met February 25, 2021 on Zoom.

Members Present: Chip Andrews, Committee Chair
 Ann Goodnight
 Ed Stack
 Wendell Murphy
 Ed Weisiger Jr.

Chair Andrews called the meeting to order at 1:15 pm.

Chair Andrews reminded the Committee that the meeting will be conducted pursuant to the provisions of the Open Meetings Act that apply during states of emergency and that allow for public bodies to meet via electronic means. This law requires that all votes be taken via roll call. Chair Andrews then reminded those in attendance that while the Committee meeting is a public meeting, it is not a meeting for public comment and only those on the agenda will be permitted to speak. He also 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 Committee at this meeting.

Chair Andrews then called on Maggie Musick for the roll call. The roll was called and a quorum was present.

Approval of Minutes

Trustee Goodnight made the motion, seconded by Trustee Stack, to approve the open session minutes of the November 12, 2020 meeting. Chair Andrews called on Maggie Musick for the roll call. The motion passed.

Chip Andrews	VOTE
Ann Goodnight	VOTE
Ed Stack	VOTE
Wendell Murphy	VOTE
Ron Prestage	NOT PRESENT
Ed Weisiger Jr.	VOTE

Informational Reports

University Advancement Update

Vice Chancellor Sischo presented a University Advancement update, sharing an overview of NC State's endowment growth, reporting on results from a recent UNC System-wide survey, reviewing the plan for the final year of the campaign, and providing an update on the second year of University Advancement Roadmap projects.

Fundraising and Campaign Report

Associate Vice Chancellor Jim Broschart shared an overarching campaign and fundraising update informing the committee that the year-to-date total for new gifts and commitments to the campaign now

stands at \$1 billion, \$905 million. He also provided an update on the Extraordinary Opportunity Scholarship Initiative, reporting that the total amount contributed to date is \$7.2M.

University Development Update

Associate Vice Chancellor Jim Broschart shared a University Development update with the committee where he touched on strategies for the upcoming Day of Giving on March 24 and highlighted several areas of University Development which included Major Gifts, Gift Planning, and Annual Giving.

Wolfpack Women in Philanthropy Presentation

Volunteer leaders of the Wolfpack Women in Philanthropy Initiative, Elin Gabriel and Gayle Lanier, provided the committee with an update on their efforts to inspire and engage women to transform the culture of philanthropy at NC State through influential leadership and impactful giving

Committee Discussion

Naming Opportunity Proposals

The Committee reviewed and approved a total of three naming opportunity proposals, which include two in the College of Natural Resources and one in NC State Athletics/Wolfpack Club.

Trustee Murphy made the motion, seconded by Trustee Weisiger, to approve donor naming opportunities presented by Associate Vice Chancellor Broschart. Chair Andrews then called on Maggie Musick for the roll call vote. The roll was called and the motion passes.

Chip Andrews	VOTE
Ann Goodnight	VOTE
Ed Stack	VOTE
Wendell Murphy	VOTE
Ron Prestage	NOT PRESENT
Ed Weisiger Jr.	VOTE

Closed Session

With no further business in open session, Chair Andrews made the motion, seconded by Trustee Goodnight, at 2:30 pm to go into closed session. The motion carried.

Reconvene in Open Session

After coming out of closed session, Chair Andrews announced the meeting in open session at 2:38 pm.

Adjournment

With no further business, Chair Andrews announced the meeting adjourned at 2:39 pm.

Respectfully submitted,

Assistant Secretary

Secretary

Approved:

Chair of the Committee



INFORMATIONAL REPORTS

University Advancement Update

Fundraising and Campaign Report

Advancement Services Update

**Extraordinary Opportunity Scholarship
Initiative Update**

NC STATE

THINK AND DO
THE
EXTRAORDINARY

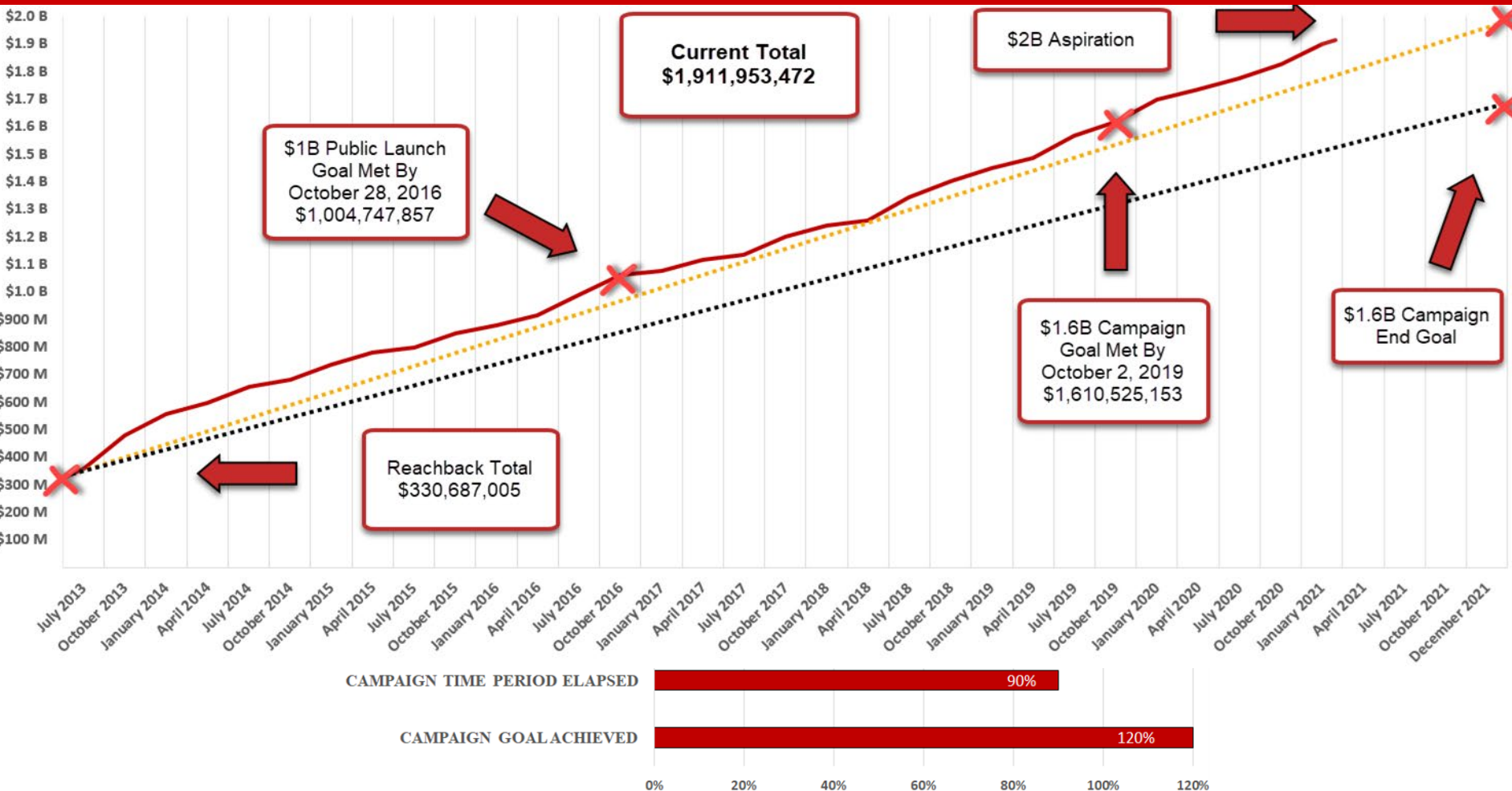


The Campaign for NC State



University Advancement Update

Brian Sischo
Vice Chancellor
University Advancement



CAMPAIGN BY THE NUMBERS

Endowments

as of December 31, 2020



979

New Campaign
Endowments



\$1.62B

Total Endowment
Market Value



3104

Total
Endowments

Student Support

535

New Funds
in Campaign



1954

Total #
Funds

\$486M

Endowment Market Value
of Funds created in Campaign

Faculty Support

86

New Funds
in Campaign



205

Total #
Funds

\$210M

Endowment Market Value of
Funds created in Campaign

CAMPAIGN BY THE NUMBERS

Student Support

as of December 31, 2020



1954

Total Student
Support Endowments

\$486M

Endowment Market
Value of Student
Support Funds created
in Campaign



\$691M

Total Endowment
Market Value of
Student Support

Undergraduate Support



\$647M

Total
Endowment
Market Value

Graduate Support

\$44M

Total
Endowment
Market Value



CAMPAIGN BY THE NUMBERS

Faculty Support

as of December 31, 2020

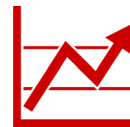


205

Total Faculty
Support
Endowments

\$210M

Endowment Market
Value of Faculty
Support Funds Created
in Campaign



\$314M

Total Endowment
Market Value of
Faculty Support

Faculty Support



\$16M

Total
Endowment
Market Value

Professorships

\$298M

Total
Endowment
Market Value





NC STATE

DAY OF GIVING

03.24.21

#GivingPack



Final Year of the Campaign

- Committees are established!
 - Donor & Volunteer Recognition
 - Donor Pipeline
 - Communication & Marketing
 - Campaign Reporting
 - Staff Recognition
- Red & White Week 2021
 - Campaign Celebration! 220 days...
- Announcement to all of UA



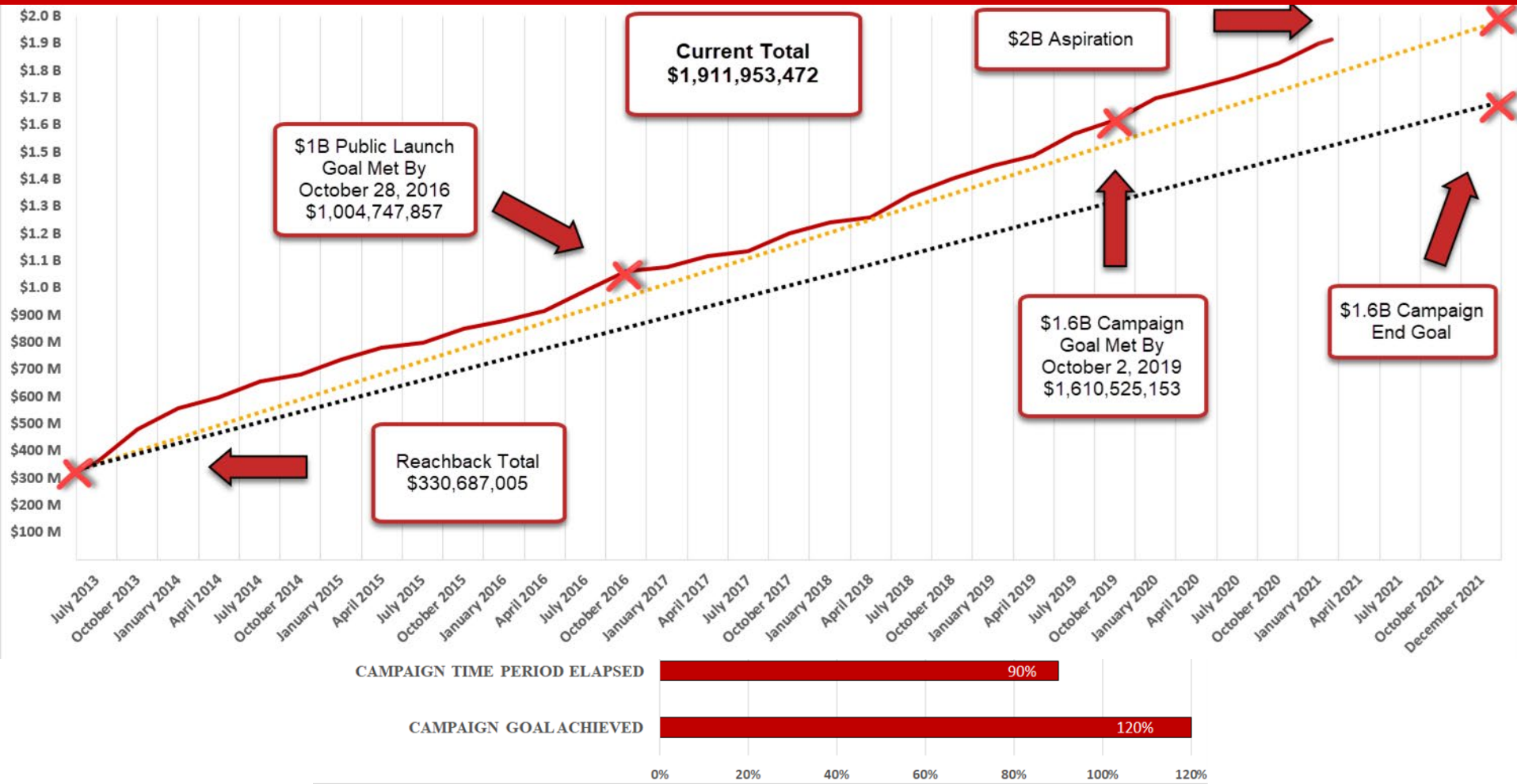


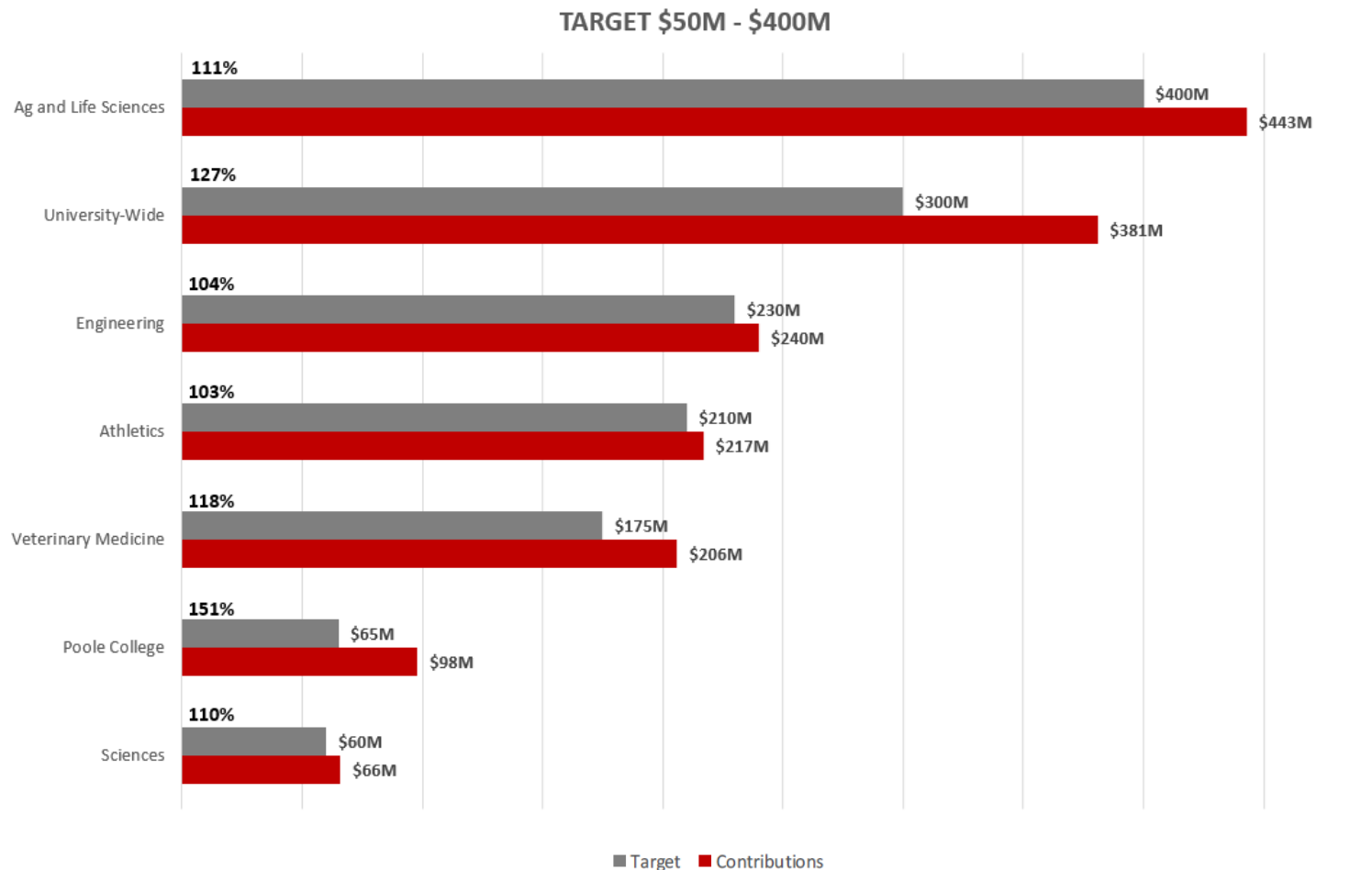
NC STATE

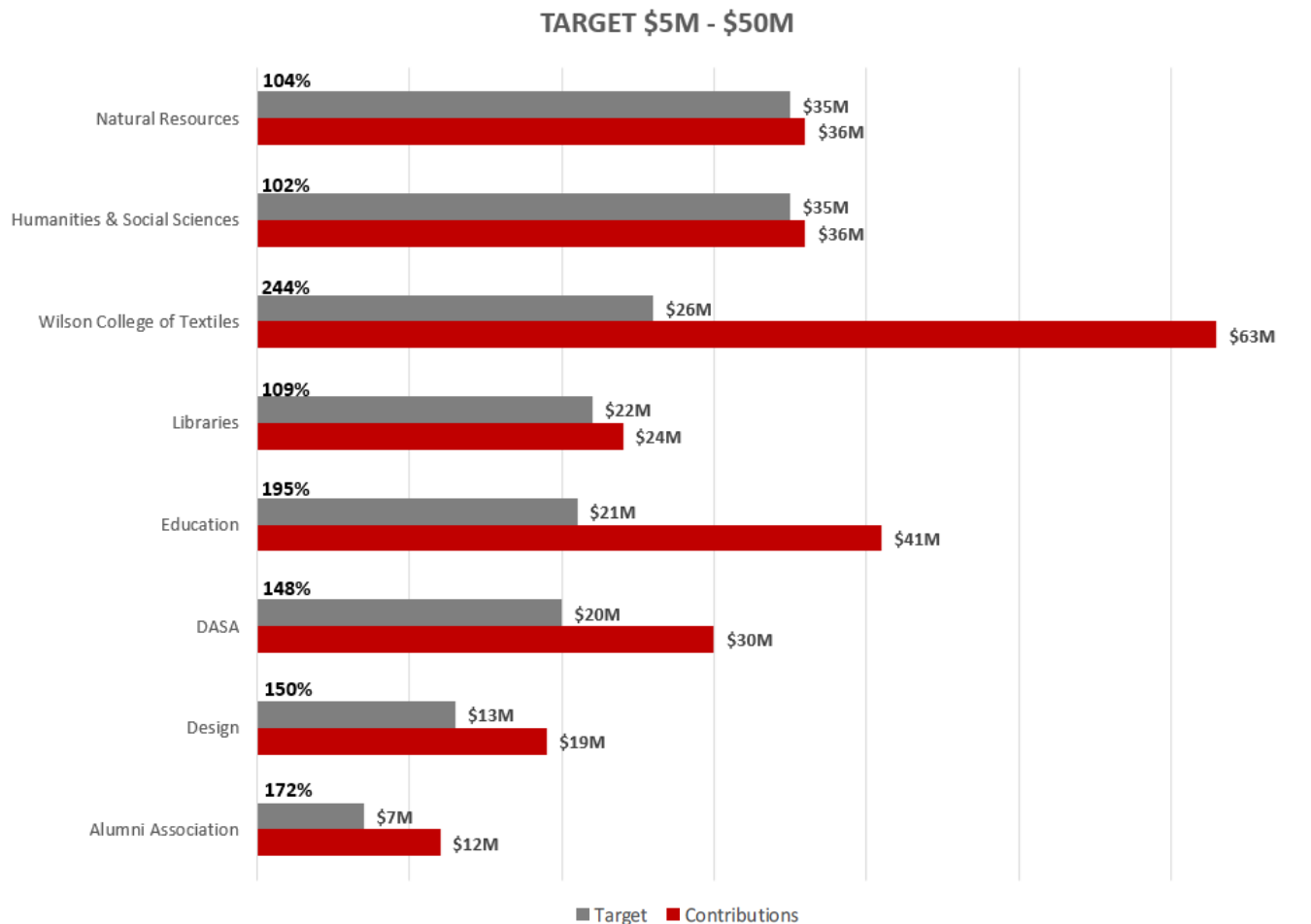
THINK AND DO
THE EXTRAORDINARY

Think and Do The Extraordinary Campaign Update

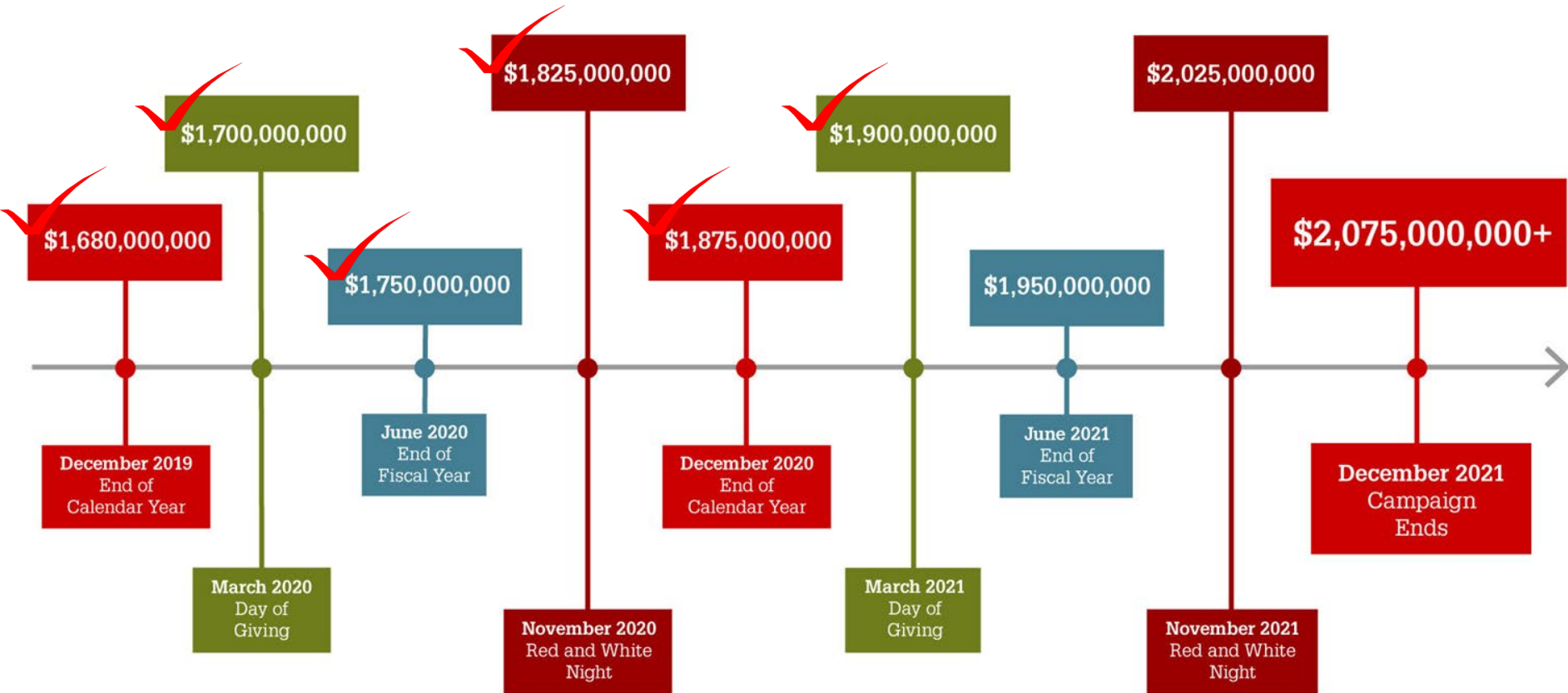
Jim Broschart
Associate Vice Chancellor
University Development







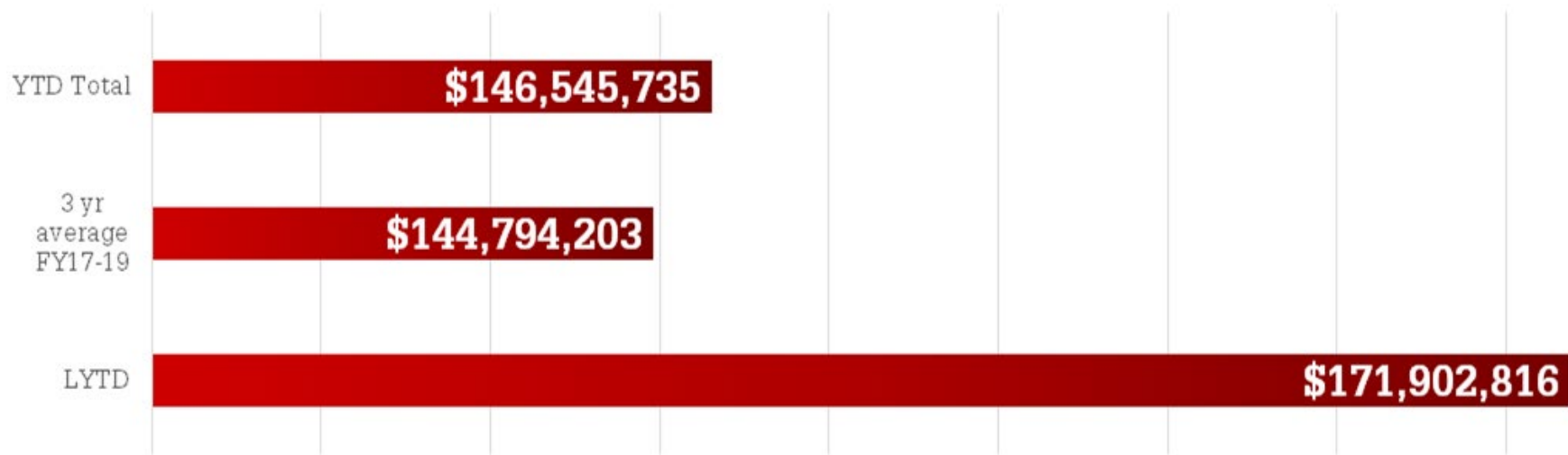
Campaign Milestones





YTD Gifts and New Commitments

as of February 28, 2021

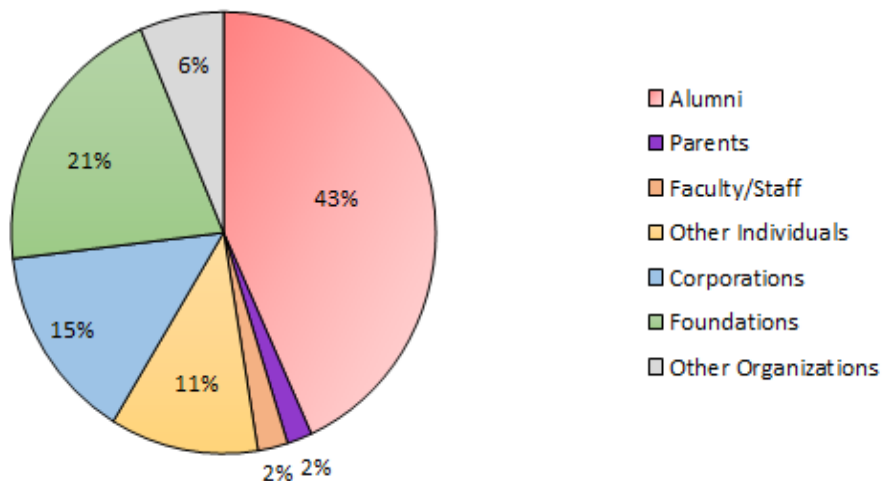




Campaign Gifts by Source

as of February 28, 2021

Gifts by Source

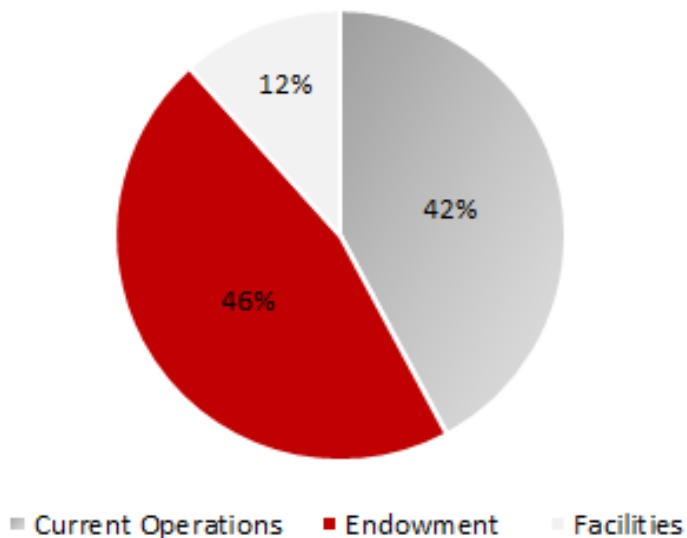


Source	Total
Alumni	\$826,307,237
Parents	\$36,313,826
Faculty/Staff	\$43,804,955
Other Individuals	\$216,039,215
Corporations	\$275,617,449
Foundations	\$391,640,618
Other Organizations	\$122,230,171



Campaign Gifts by Use as of February 28, 2021

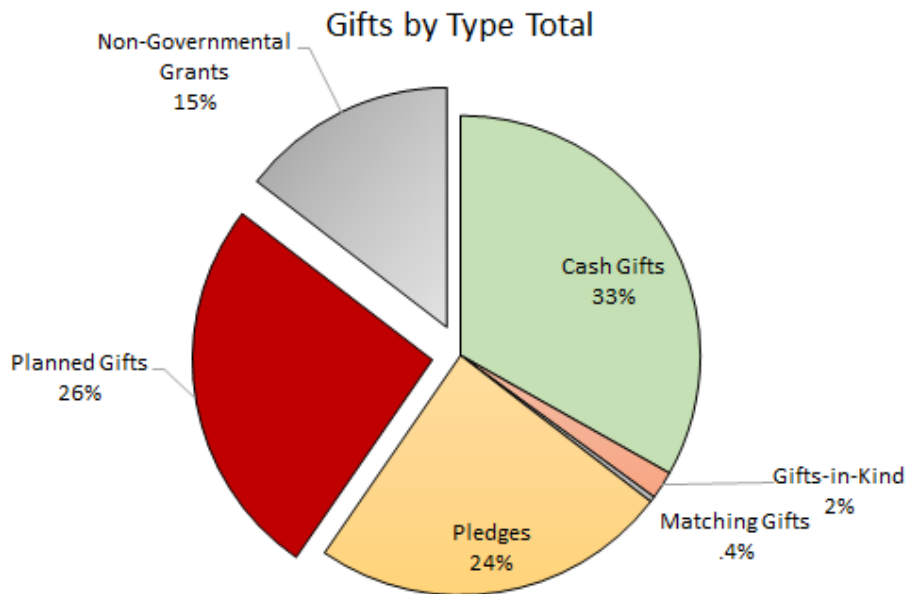
Gifts by Use



Use	Total
Current Operations	\$805,976,615
Endowment	\$883,053,300
Facilities	\$222,923,556



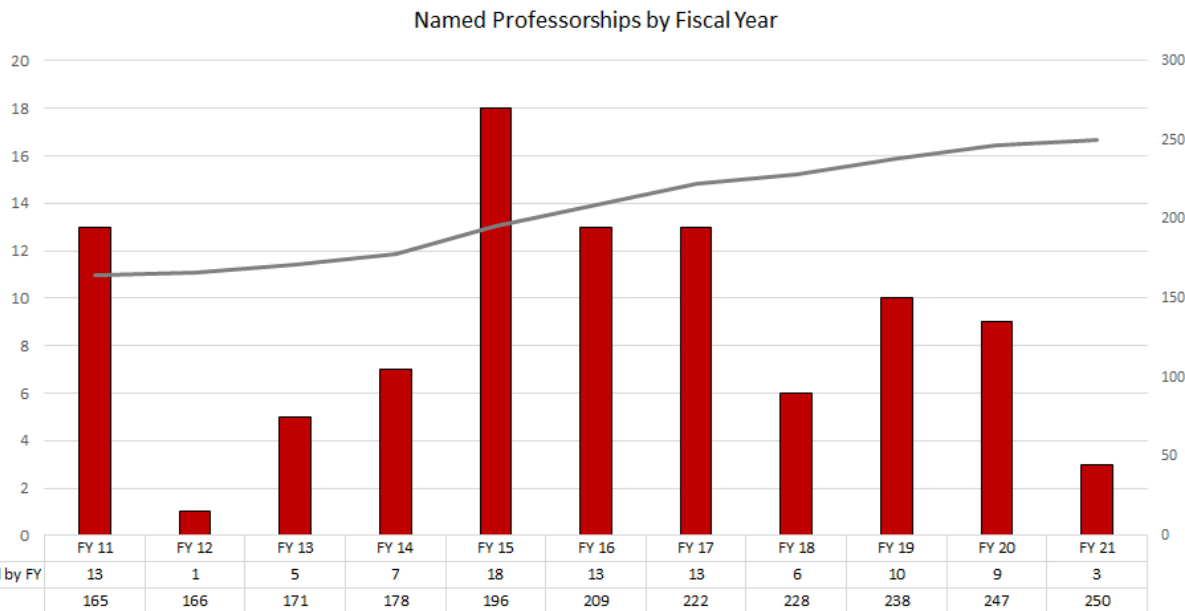
Campaign Gifts by Type as of February 28, 2021



Type	Total
Cash Gifts	\$634,126,788
Gifts-in-Kind	\$35,964,497
Matching Gifts	\$7,326,389
Pledges	\$462,365,634
Planned Gifts	\$493,492,545
Non-Governmental Grants	\$278,677,619



Named Professorships at NC State as of February 28, 2021



**39.2% of all
Named
Professorships
created between
FY11-FY21**



Advancement Services

Jeff Baynham

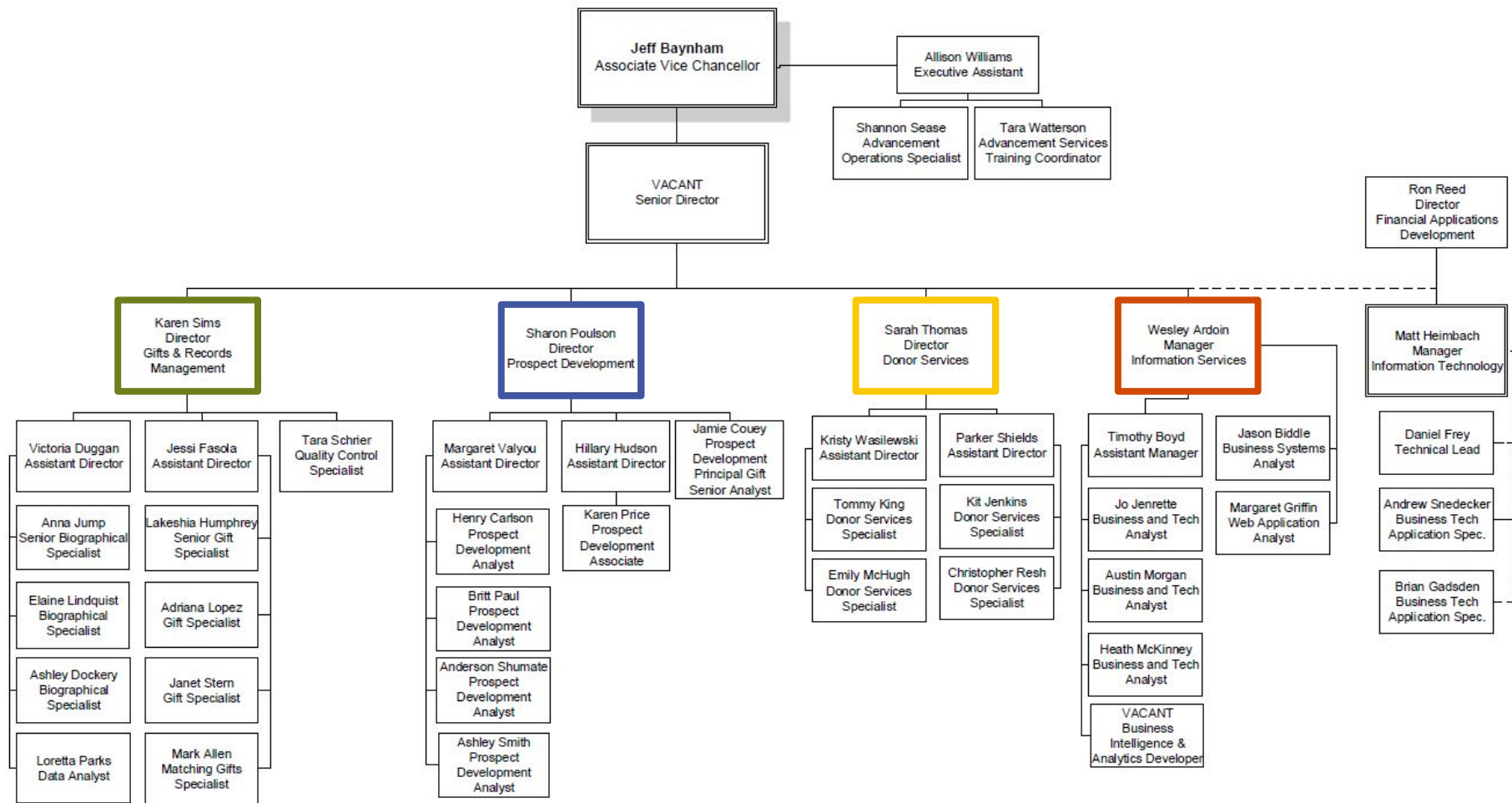
Associate Vice Chancellor

Advancement Services



Advancement Services

Advancement Services supports NC State University's fundraising efforts by gathering, organizing, managing and disseminating accurate and timely information to guide the sound planning and effective execution of advancement activities. Advancement Services adheres to guidelines, establishes best practices and applies technical solutions to maximize efficiency, protect data and reduce risk while maximizing philanthropic efforts.





Karen Sims, Director

Jessi Fasola, Asst Director
Victoria Duggan, Asst Director

Gifts and Records Management (GRM)

FY20 By the NUMBERS



Gifts and pledges processed -
47,900



Biographical elements updated -
over **300,000**

Alumni records management

Biographical procedures

Data quality & integrity

Biographical updates for Advance

Gift/ pledge processing & modifications

Matching gifts

Securities, gifts-in-kind, payroll deduction, bank
draft, credit cards

Receipts & pledge reminders



Sharon Poulson, Director

Margaret Valyou, Asst Director
Hillary Hudson, Asst Director

Prospect Development (PD)

Develop estimated capacity ratings, provides valuable asset and giving information

Prospect research for suspect identification

Prospect management & moves management strategy

Portfolio reviews & analysis

FY20 By the NUMBERS



Proactive electronic screenings created - **31,273**

- **1,143** individual validations
- **222** referrals to major gift team



Completed research request from Development staff - **476**



Prospect management updates on entity records - **4,390**



Sarah Thomas, Director

Kristy Wasilewski, Asst Director
Parker Shields, Asst Director

Donor Services (DS)

Gift Agreements

Naming Opportunities

Endowment Reports

Distinguished Professorships

FY20 By the NUMBERS



Gift agreements processed - **387**



Distinguished Professorships
created - **11**



Naming opportunities approved
by Board of Trustees - **20**



Donor proposals approved
by Board of Trustees - **103**



Wes Ardoin, Manager

Tim Boyd, Asst Manager



We
understand
the data



We know
the systems

Advancement Information Systems (AIS)

FY20 By the NUMBERS



Reports completed - **1,072**



Dashboards created - **22**

Advance business process analysis and implementation

Data integration and analysis

Standard and ad hoc reporting and analytics

Fundraising reports

Advancement systems administration



Advancement Technology Ecosystem

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v1.4.1

DRAFT

February 25, 2021

Symbol and Color Key:



Constituent Interacting/Facing

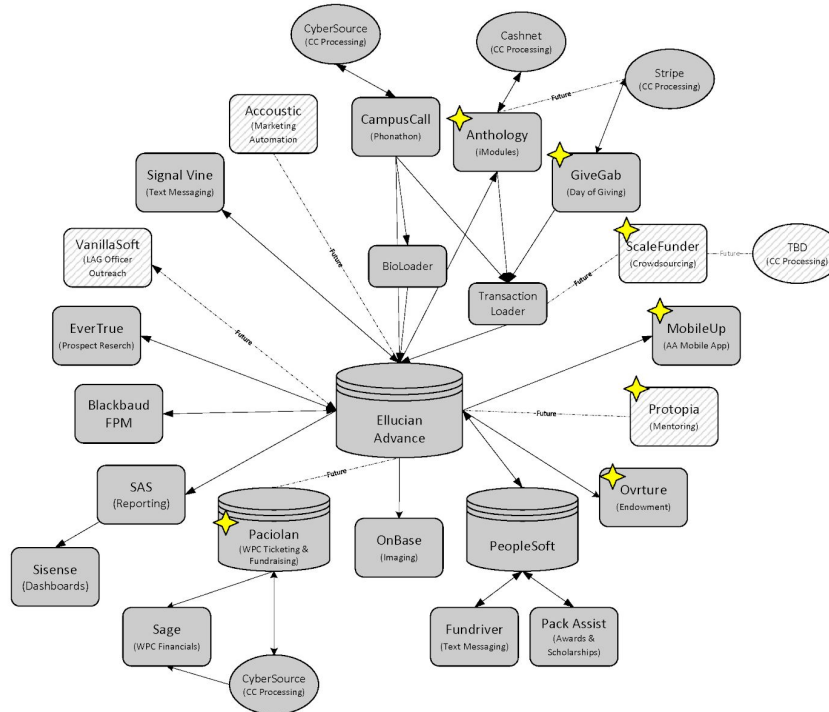


Future/Planned Solution

Anthology (iModules) Services



Ellucian Advance Core Services



Integrated Services



Other Applications



Google Apps



Social Media



PeopleSoft



Other NC State





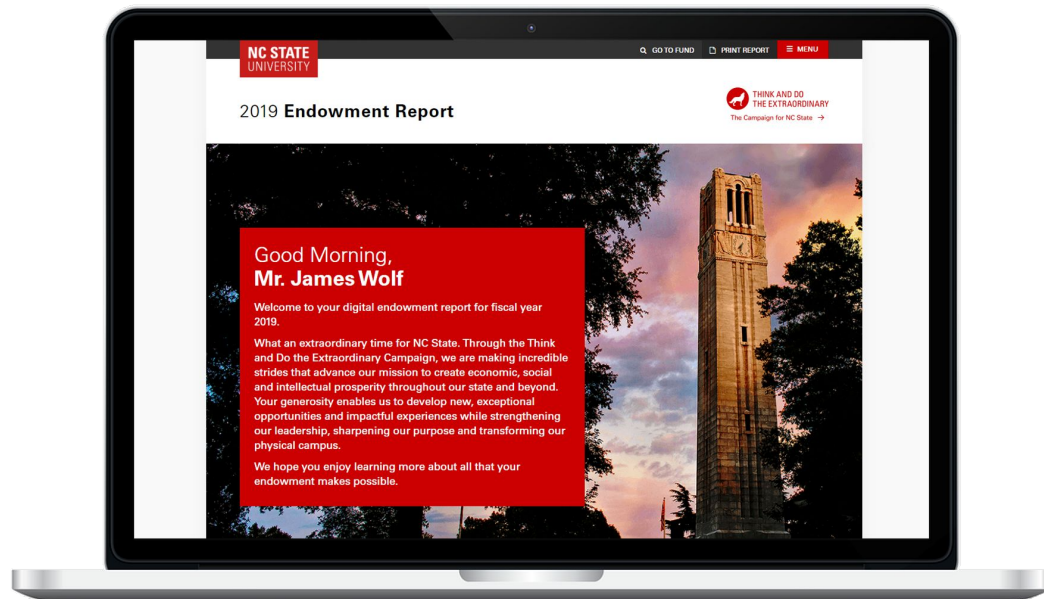
A Year of Digital Transformation

- Migrate the **constituent experience** onto digital platforms
- Leverage big data to drive enterprise-wide **decision making**
- Automate **workflows and processes** across departments



Digital Endowment Reports

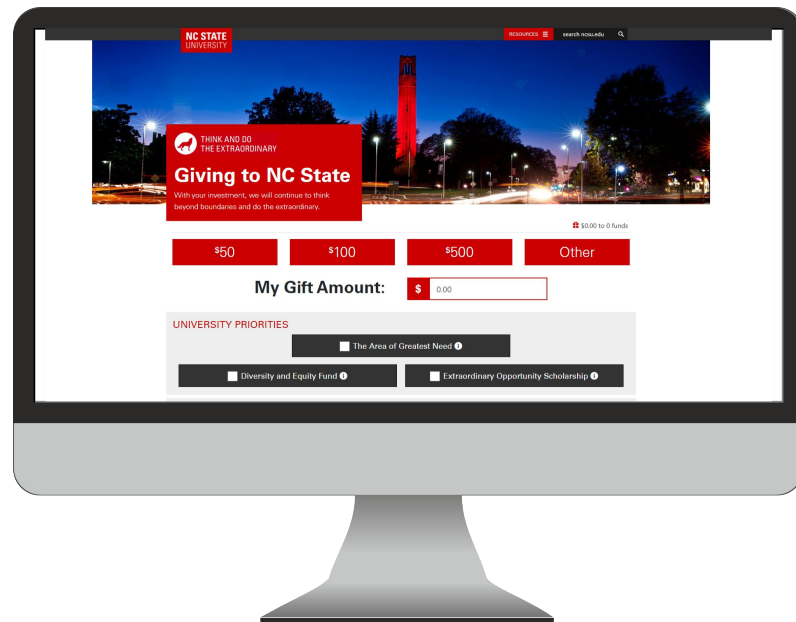
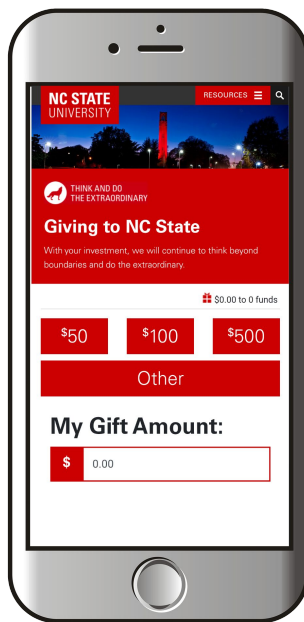
- Provided personalized login with endowment financials, impact, and video.
- 75% of the ~3,000 Endowment Reports were digitally delivered to endowment stewardees.





New Online Giving Page

- Prominently features university priority fund and unit pages
- Search all funds
- Suggested gift amounts






E-receipts

- CY20 **15,000** gifts were receipted digitally
- Expect to eliminate an additional **7,000** paper receipts
- Over **\$18,000** in postage and stationary savings
- Over **150** hours labor savings


Thank you for your gift to NC State. Your official receipt is attached. 📎

NC State Gift and Records Management
to me

Feb 26, 7:00 PM



Thank You for Your Gift



Thank you for your gift to NC State. We are truly grateful for your support.

Attached you will find your official tax receipt.

The work we do here matters, and your investment pushes us forward in solving the grand challenges of a complicated world. Philanthropy helps us expand opportunities for students, support the world's best faculty and build cutting-edge facilities. Together, we will meet challenges and create societal, economic and intellectual prosperity in North Carolina and beyond.

As COVID-19 continues to impact our educational and research environment, the generosity of our donors is more important than ever. [Learn more](#) about how we're taking care of our Pack.

[Click here](#) to adjust your gift receipt delivery settings.

Annual gifts are received by the [NC State University Foundation, Inc.](#), and may be distributed to an [affiliated foundation](#) that manages the fund supported by the donor.

To support our fundraising, the university may apply an assessment fee on charitable gifts. [Please visit our website for details](#) or call (919) 915-7627. Visit [NC State's equity statement](#) for information on how the university collects and manages personal data.

0991388260

NC State University, Campus Box 7474, Raleigh, NC 27695


YouTube | Vimeo | This?

Facebook | Twitter | Instagram | LinkedIn

NC STATE

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North Carolina State University Foundation, Inc.
Tax ID# 56-0049503



Please retain this document as your official tax receipt.





ID # 0000575512 | Receipt # 0991388260
Gift processed date: February 25, 2021


GIFT INFORMATION	
DESIGNATION Diversity and Equity Fund	\$10.00
TOTAL TAX DEDUCTIBLE AMOUNT	\$10.00


Unless documented on this receipt, no goods or services were provided in consideration of this contribution. Please consult your tax advisor and IRS form 1840 for gifts of cash and listed securities, and annual IRS form 8870 for non-cash gifts.

To support our fundraising efforts an administrative fee may be assessed on gifts designated for current operations or facilities. Visit [go.ncsu.edu/gift](#) for more details.

NC State strives to keep you informed about important events and news from across the university. If you have recently moved, changed your phone number or changed your email address, please let us know! Return this form and/or redesign payments to NC State Gifts and Records Management, Box 7474 Raleigh, NC 27695-7474 or email giftsandrecords@ncsu.edu

Home:	Business:	Phone:	Email:
			





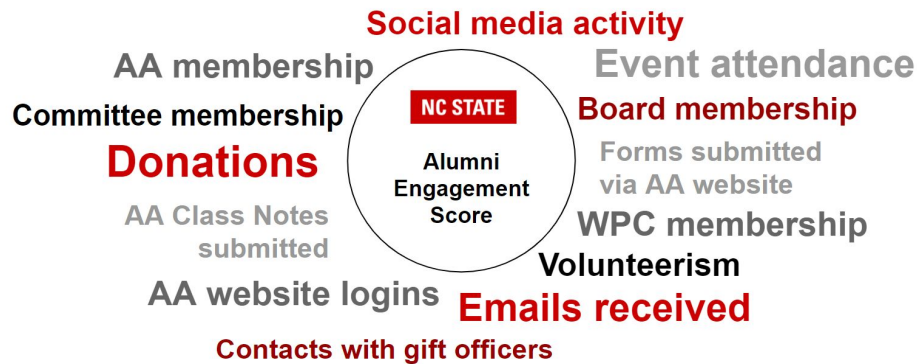
0000575512-75.pdf

Provides a live view forecast of major gift proposals in the pipeline by university-wide or by college/unit.

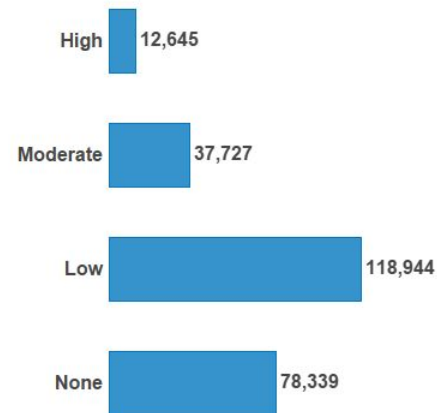




Engagement Scoring



Engagement Level Distribution





Engagement Scoring

Individual Engagement

Select an individual and a comparison group.

575512

Faculty / Staff
Class of Null
Null
Donor Status: Current Donor
Membership Status: Current as of 12/31/2019
Email Status: Valid Email

Engagement History as of December 31, 2019

Donation Count	156
Donation Amount	\$3,430
Emails Sent	369
Email Opens	306
Email Open Rate	83%
Email Unique Clicks	49
Email Click to Open Rate	16%
Event Registrations	8
Volunteer Count	0

The engagement history displays activity during the scoring period from January 1, 2017 through December 31, 2019

Engagement Score
82

Engagement Level
High

Scores Compared to Level: High



The blue bar indicates engagement for the selected individual.
The green reference line represents engagement for the comparative group.

Select Criteria

ID

575512

Last Name

(All)

First Name

(All)

Make selection below

if multiple results

Select a

Comparative Group

Engagement Level

Constituent Type

Donor Status

Engagement Level

First Degree Year

First School

Membership Status



Engagement Score	Percent Engaged	Number of Records
1969	68%	1,658
1962	66%	729
1966	65%	1,119
2017	87%	7,735
1967	63%	1,112
1959	61%	585
1964	64%	891
1965	63%	1,062
1960	60%	644
1968	65%	1,318
1963	63%	705
2018	87%	7,842



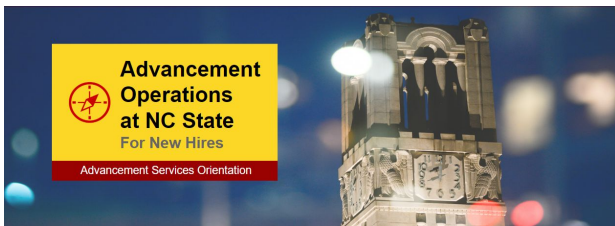
DocuSign for Digital Routing & Signatures

- Easily route documents for signatures during WFH environment
- Gift Agreements
- Naming Agreements
- Gift Commitment Forms
- Day of Giving

The image shows a computer monitor displaying a DocuSign document titled "Commitment Intent Form" for NC State University. The document is a pledge form for the "Think and Do the Extraordinary" campaign. It includes fields for "Designation(s)", "Commitment Information" (Total Commitment, Payment Amount, # of Years, First Payment Date, # of Payments), and "Pledge Details" (Pledge may not exceed five years, Pledge reminders will be sent prior to each scheduled payment date). The form is signed by "NC State University Foundation". The DocuSign interface is visible at the top and bottom of the screen.



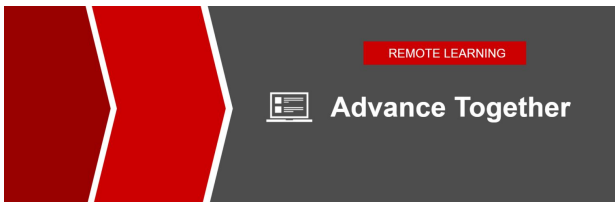
Training Programs



Orientation for new hires to provide an initial working knowledge of NC State's advancement operations as they begin their new role



Series of **in-depth training sessions** exploring advanced topics related to advancement operations enabling greater efficiency and effectiveness in their work with data and services provided by Advancement Services.



Provides a **forum** that offers UA staff context and guidance regarding **UA initiatives, policies and tools** to stimulate informed collaboration and cooperation between Advancement Services and other UA entities.



Training by the Numbers

January 2020 - February 2021



64 training sessions



110 hours of training



2,087 participants



Key Upcoming Projects

- Docusign CLM
- Digital wallets
- Partnership platforms
- CRM readiness and selection



DocuSign CLM

- One system to request any type of gift agreement or naming agreement
- Track signature process and all communications
- Increase compliance measures
- **Speed up the approval process**

The screenshot displays a web browser window with the DocuSign CLM interface. The browser's address bar shows the URL: `na11.springcm.com/atlas/doclauncher/form/NCSU%20GFR%20Agreement%20Request?aid=19697&folderPath=%2FEDU%20Demo%2FAdvancement%20...`. The page title is "DocuSign Building Gift Agreement Request".

The form is titled "1. Complete Form" and includes instructions: "Review the form on this page and fill out the required fields to prepare your document. We'll save your changes as you fill it out." and "Once you've finished, select next to preview your document."

The form fields are organized into sections:

- Donor Information**: Includes a "Donor Legal Name" text input field.
- Donor Legacy**: Includes a rich text editor with the text "1989 Alumni from the College of Design".
- Recognition**: Includes radio buttons for "Include Donor's name" (selected) and "List as 'Anonymous'".
- Gift Information**: Includes a "Name of Fund" text input field with the value "Blue Skies Endowment".
- Amount of Gift**: A label for the next section, which is currently empty.

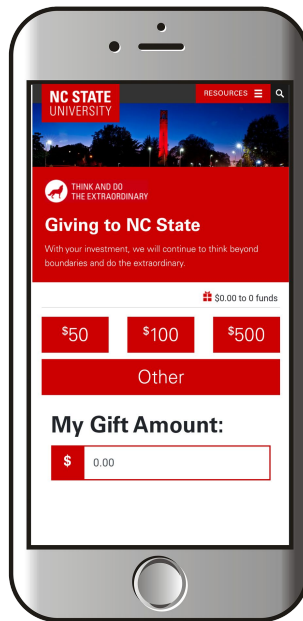


NC STATE

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Digital Wallet

Accept donations electronically through digital wallet apps





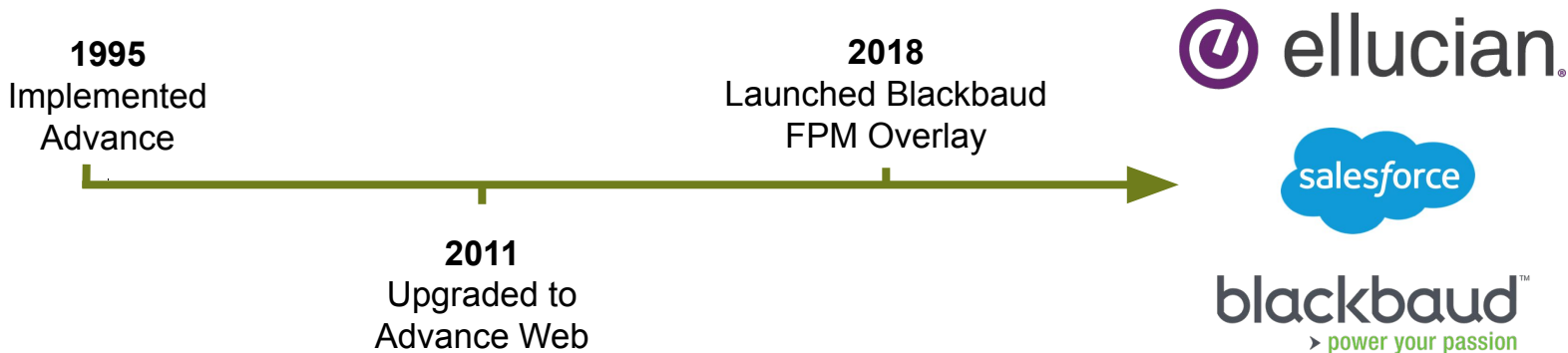
Upcoming Platforms Launches

- Leadership Annual Giving prospect management software
- Digital engagement strategy
- Crowdfunding
- Alumni and Student mentoring platform





CRM Readiness and Selection



Data & Technology Governance and Readiness





Noteworthy Recognitions

- Recipient of **three** CASE District III awards in two years
- **Karen Sims** collaborated with CASE on the book, *Diversity, Equity, and Inclusion in Advancement: A Guide to Strengthening Engagement and Fundraising Through Inclusion*
- **Jeff Baynham** served on the faculty for the CASE Institute for Advancement Services

Extraordinary Opportunity Scholarship Initiative



THINK AND DO
THE EXTRAORDINARY

The Campaign for NC State

About

Priorities

News

Where to Give

How to Give

Leadership

Connect

GIVE NOW →

EXTRAORDINARY OPPORTUNITY

Our Promise of Access

With the Extraordinary Opportunity Scholarship Initiative, we're reaffirming our commitment to access and affordability for scholars from across our state.

Learn More →

New Challenges/Opportunities



New Challenges/Opportunities



Enrollment
Goals

New Challenges/Opportunities

Enrollment
Goals

Access/
Pathways

$+\infty$

$$x(\omega) \cdot \sin(\omega t) \cdot dt$$

New Challenges/Opportunities

Enrollment
Goals

Access/
Pathways

COVID

WILL NOT ENTER AND WITHDRAWAL SURVEYS

“I have to pay for college myself and I unfortunately cannot afford NC State.”

“Can’t afford to pay for everything with financial aid given.”

“Due to financial issues, I will not be able to attend NCSU this year, I received more money from another school.”

“All it was was that I was going to have to pay less money. I would have most likely gone to NC State had the cost been as low as Chapel Hill's where I only have to pay a little over 2,000 dollars.”

“As a legacy, my family supported my decision of attending Clemson University. Additionally, Clemson offered me a scholarship that would allow me to graduate without much, if any, student debt.”

“Both schools had an excellent program in my major, but USC offered a more affordable aid package.”

“Chapel Hill offered me much more need-based financial aid and a work study, whereas NC State only really offered me loans.”

FINANCIAL AID OFFER

5YR CHANGE - (UGRD NC RESIDENT)

2015-2016

2020-2021

Cost of Attendance

\$23,039

\$24,553

Financial Need

\$23,039

\$24,553

Total Aid Offer

\$21,385

\$21,915

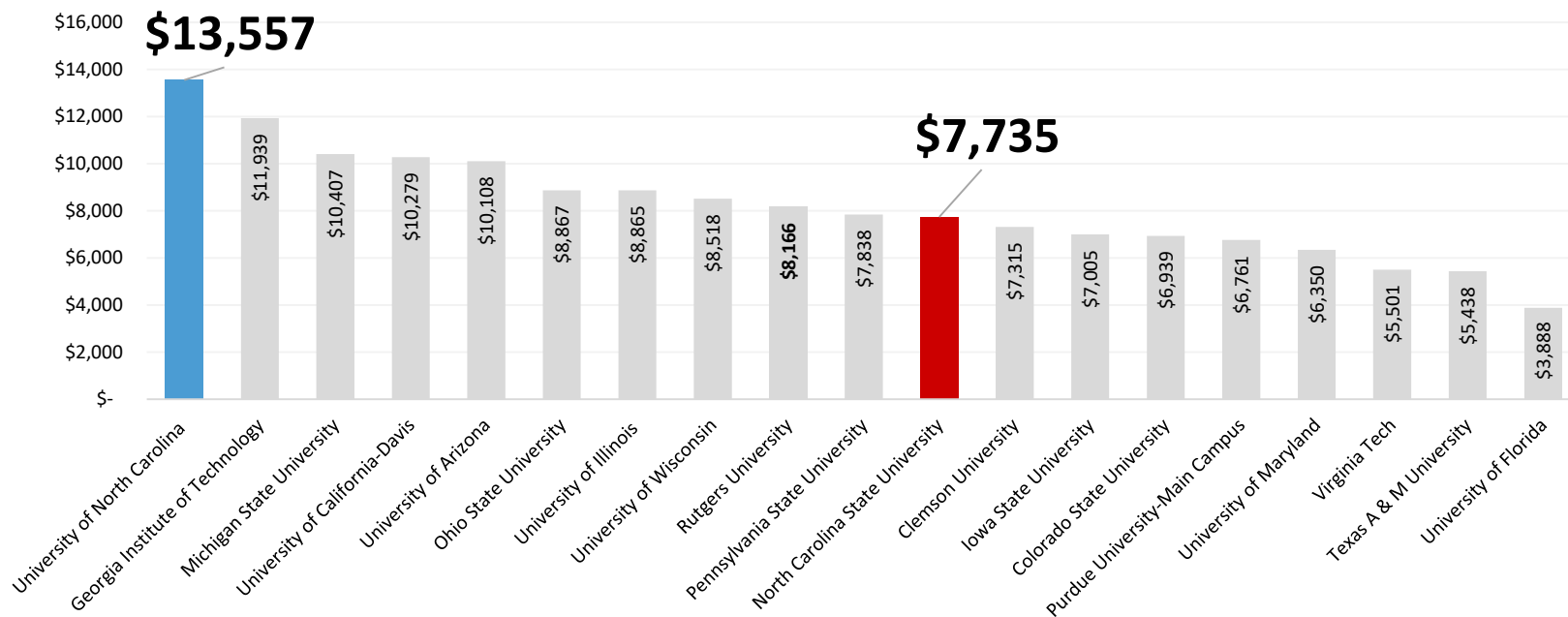
Includes
student
loan

Unmet Need

\$1,654

\$2,638

PEER COMPARISON: INSTITUTIONAL SCHOLARSHIPS AND GRANTS AVERAGE AMOUNT OF INSTITUTIONAL GRANT AID





Extraordinary Opportunity Scholarship is born!

Extraordinary Opportunity Scholarship Initiative



Undergraduate



NC Resident



Financial Need

Extraordinary Opportunity Scholarship Initiative

10 Colleges

16 NC
Counties

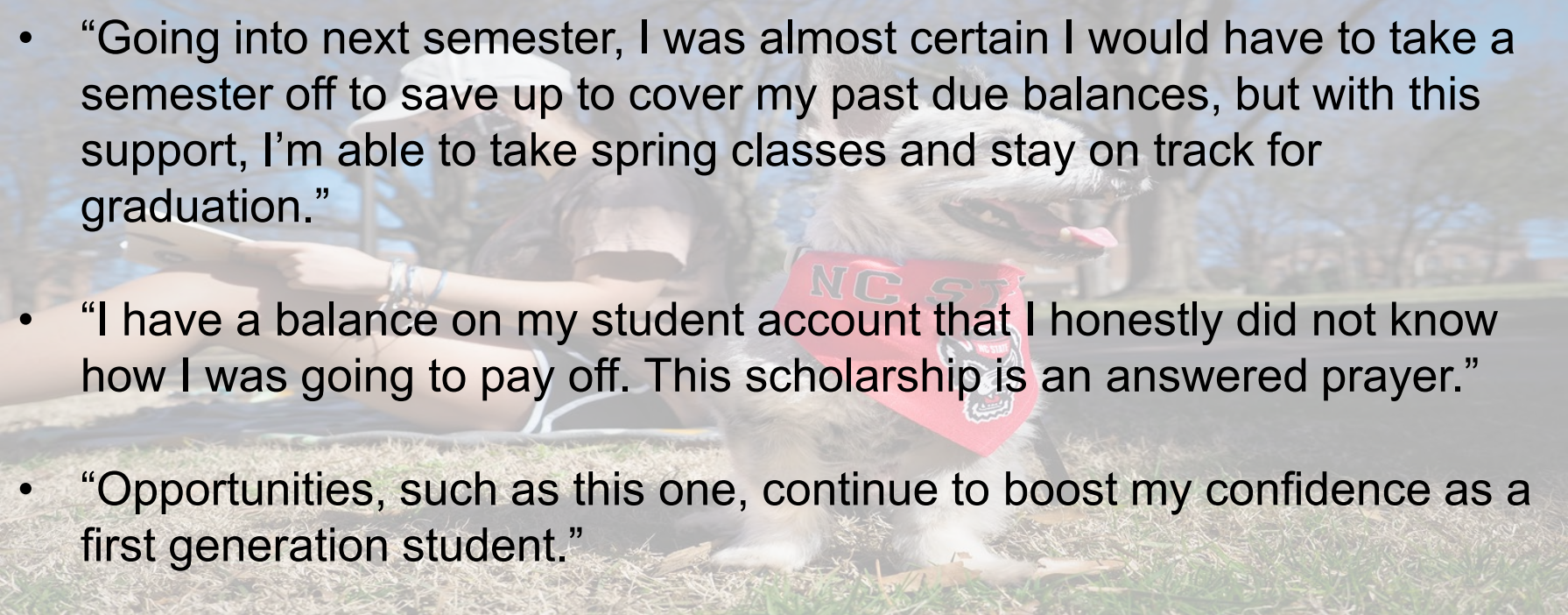
6 Transfer
Students

53% Under-
represented
Minority

\$18,341
Average Need

3.46 Average
GPA

Extraordinary Opportunity Scholarship Initiative

- “Going into next semester, I was almost certain I would have to take a semester off to save up to cover my past due balances, but with this support, I’m able to take spring classes and stay on track for graduation.”
 - “I have a balance on my student account that I honestly did not know how I was going to pay off. This scholarship is an answered prayer.”
 - “Opportunities, such as this one, continue to boost my confidence as a first generation student.”
- 
- A background image showing a student lying on their stomach on a grassy lawn, wearing a white t-shirt and a black visor. A dog is sitting next to them, wearing a red NC State University shirt. The scene is outdoors with trees in the background.

Extraordinary Opportunity Scholarship Initiative

- “I am married and have two kids. Sometimes I work a part time job to afford my needs, and sometimes I take a semester off to save money to go back to school again.”
- “I came here as a refugee in 2014 and I just became a U.S. citizen yesterday. I chose NC State because I think it is the best university in this area. When I came to the U.S. I could not even speak English; now I am in one of the top Engineering schools in the country. THANK YOU AMERICA.”



Extraordinary Opportunity Scholarship Initiative

as of January 31, 2021



Matching Pool

Total \$ Committed:	\$5,320,000
Total \$ Received:	\$1,054,779
Total \$ to Match:	\$661,342



Individual Funds

Total \$ Committed:	\$2,004,000
Total \$ Received:	\$1,322,684
Established Funds:	17

Total Giving: \$7,226,093

Includes matching pool, individual funds and university-wide funds

A photograph of a long, narrow tunnel with graffiti-covered walls and a colorful, abstract mural on the ceiling. The word "Questions?" is overlaid in the center.

Questions?



COMMITTEE DISCUSSION

Naming Opportunity Proposal



March 22, 2021

MEMORANDUM

TO: Board of Trustees

FROM: W. Randolph Woodson, Chancellor

A handwritten signature in blue ink, reading "Randolph Woodson", is written over the "FROM:" line.

SUBJECT: Naming Opportunities Proposals

The Naming Opportunities Committee has endorsed and favorably recommends to you the following proposal:

Office of the Executive Vice Chancellor and Provost

Suite 4100, Shelton Leadership Center, James B. Hunt Jr. Library

The Office of the Executive Vice Chancellor and Provost proposes the opportunity to name the administrative suite on the fourth floor of the Hunt Library, to benefit the Shelton Leadership Center.



March 21, 2021

MEMORANDUM

TO: W. Randolph Woodson, Chancellor

FROM: Brian C. Sischo, Vice Chancellor, University Advancement

SUBJECT: Naming Opportunities Proposals

A handwritten signature in black ink that reads "Brian C. Sischo".

The Naming Opportunities Committee has endorsed and favorably recommends to you the following proposals:

Office of the Executive Vice Chancellor and Provost

Suite 4100, Shelton Leadership Center, James B. Hunt Jr. Library

The Office of the Executive Vice Chancellor and Provost proposes the opportunity to name the administrative suite on the fourth floor of the Hunt Library, to benefit the Shelton Leadership Center.

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

April 15, 2021

Background

As per POL 03.00.02 – Criteria and Procedures for Naming Facilities, Programs and Funds, 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:** 1
- **Total Facility Proposals:** 1
- **Total Program Proposals:** 0
- **Total Naming Opportunities:** 1
- **Total Gift Amount:** \$700,000
- **Colleges/Units Represented:**
 - Office of the Executive Vice Chancellor and Provost

Office of the Executive Vice Chancellor and Provost

Suite 4100, Shelton Leadership Center, James B. Hunt Jr. Library

This administrative suite houses the General Hugh Shelton Leadership Center (SLC). The SLC was established in 2002 to encourage values-based leadership behavior. Its educational programs, camps and organizational trainings reach youth, college students and professionals at NC State and beyond.

- **Naming Type:** Existing space
 - **Total Naming Opportunities:** 1
 - **Total Gift Amount of Naming Opportunities:** \$700,000
 - **Purpose of Funds:** Gifts will provide unrestricted support for the Shelton Leadership Center.
-

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

April 15, 2021

Policy References

POL 03.00.02 – Criteria and Procedures for Naming Facilities, Programs and Funds

Proposals for Naming Opportunity Approval

Board of Trustees' Meeting
April 15, 2021





**Office of the
Executive Vice Chancellor and Provost**

**Administrative Suite 4100
Shelton Leadership Center
in the James B. Hunt Jr. Library**

- **Naming Type:** Existing space
- **Total Naming Opportunities:** 1
- **Total Gift Amount of Naming Opportunities:** \$700,000
- **Fund Purpose:** Gifts will provide unrestricted support for the Shelton Leadership Center.



BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY
UNIVERSITY AFFAIRS COMMITTEE
APRIL 15, 2021
Park Alumni Center and via Zoom Video Conferencing

Chair Dewayne N. Washington
Members: Melanie Flowers, James A. "Jim" Harrell III, Stanhope A. Kelly,
Ven Poole, Perry Safran

- **CALL TO ORDER, PUBLIC MEETING NOTICE, READING OF ETHICS STATEMENT**
Dewayne N. Washington, Chair

- **ROLL CALL**

- **CONSENT AGENDA** **TAB 7.1**
 - **Committee Action:** February 25, 2021 meeting minutes 7.1A
 - **Committee Action:** Conferral of Tenure Requests 7.1B

- **REQUESTED ACTION** **TAB 7.2**
 - Endorsement of the 2021-2030 Strategic Plan 7.2A
Presenter: Warwick Arden, Executive Vice Chancellor and Provost
 - **Committee Action:** Recommend to the Full Board endorsement of NC State's 2021-2030 Strategic Plan.*
 - Salary Ranges for Senior Academic and Administrative Officers Tier II 7.2B
Presenter: Marie Williams, Associate Vice Chancellor for Human Resources
 - **Committee Action:** 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 FY 21-22.
 - Renewal of Wake STEM Early College High School MOA
Presenter: Warwick Arden, Executive Vice Chancellor and Provost
 - **Committee Action:** Recommend to the Full Board approval of the MOA.*

- **REPORTS** **TAB 7.3**
 - Diversity and Inclusion Annual Report 7.3A
Presenter: Sheri Schwab, Vice Provost for Institutional Equity and Diversity
 - Residency for Full Scholarship Undergraduate Students 7.3B
Presenter: Krista Ringler, Director, Scholarships and Financial Aid
 - Students Requiring Special Consideration 7.3C
Presenter: Louis Hunt, Senior Vice Provost for Enrollment Management and Services
 - Faculty Senate Report 7.3D
Presenter: Hans Kellner, Chair of the Faculty
 - Staff Senate Report 7.3E
Presenter: Pat Gaddy, Staff Senate Chair

* Requires Full Board Approval

- | | |
|--|--|
| <p>■ REPORTS (Continued)</p> <p>— Commencement Update <i>(no materials)</i>
<i>Presenter: W. Randolph Woodson, Chancellor</i></p> <p>— Provost Update
<i>Presenter: Warwick Arden, Executive Vice Chancellor and Provost</i></p> <ul style="list-style-type: none">• Update on Current Initiatives• Nepotism Report• Distinguished Professorship Update | <p>TAB 7.3</p> <p>-</p> <p>7.3F</p> |
| <p>■ CLOSED SESSION</p> | <p>TAB 7.4</p> |
| <p>■ RECONVENE IN OPEN SESSION</p> | |
| <p>■ ADJOURN</p> | |

CONSENT AGENDA ITEMS

OPEN SESSION MINUTES

University Affairs Committee
Board of Trustees
North Carolina State University
February 25, 2021

The University Affairs Committee of the Board of Trustees of North Carolina State University held a meeting via Zoom teleconferencing on February 25, 2021.

Members Present: Dewayne Washington, Committee Chair
Melanie Flowers
Jim Harrell
Stan Kelly
Perry Safran
Tom Cabaniss, Board Chair

Absent: Ven Poole

Chair Washington called the meeting to order at 1:16 p.m. The roll was called and a quorum was present.

Chair Washington reminded all attendees that this is a public meeting but not a meeting for public comment and read the State Government Ethics Act to remind all members of their duty to report conflicts of interest or appearances of conflict.

Consent Agenda

Chair Washington reviewed the list of items on the consent agenda.

A motion was made by Mr. Kelly, and seconded by Ms. Flowers, to approve the consent agenda items which included approval of the November 12, 2020 open and closed session minutes; approval to continue the Comparative Medicine Institute and the Institute for Transportation Research and Education; designation that a distinguished professorship be awarded on a time-limited basis; and conferral of tenure to two new faculty members. Chair Washington called for a vote by roll call.

Flowers	AYE
Harrell	AYE
Kelly	AYE
Poole	ABSENT
Safran	AYE
Washington	AYE

The motion passed.

Informational Reports

Annual Report on Intercollegiate Athletics

Dr. Doneka Scott, Vice Chancellor and Dean of the Division of Academic and Student Affairs, introduced Ms. Katie Graham, Assistant Dean and Associate Athletic Director for Academics, to deliver the Annual Report on Intercollegiate Athletics, a requirement of UNC policy. The report highlighted the profiles of admitted student-athletes, 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. In the Fall 2020 semester, 22 of NC State's 23 athletic teams earned above a 3.0 GPA. The cumulative GPA for our

student-athletes is currently 3.23. In terms of the multi-year Academic Progress Rate (APR), 19 of 21 teams are within 3 points of the national average or above the national average for their sport. On the women's side, all teams are doing well and above 980. On the men's side, the scores are a little lower overall, but the teams are tracking well compared to their peers around the country. In particular, men's basketball is making huge gains academically as strategies that have been implemented to improve men's basketball for the past several years are working. The APR for wrestling has also improved dramatically over the years. The most recent Graduation Success Rate was 89%, which is an all-time high for NC State and above the national average for division I programs.

Annual HR Compliance Report (FY2019-20)

Marie Williams, Associate Vice Chancellor for Human Resources, reviewed NC State's Annual Human Resources Compliance Report for Fiscal Year 2019-20. The report is a requirement under UNC Policy and includes information pertaining to non-salary compensation and salary range information for SAAO employees; conferral of tenure; institutional policies; harassment complaints and hiring activity. A new section on training and professional development was added to the report this year. The report is prepared for review and approval by the Chancellor, shared with the Board of Trustees and submitted to the UNC System Office.

Graduation Report

Dr. Louis Hunt, Senior Vice Provost for Enrollment Management and Services, provided a report on graduation trends, including the number and types of degrees awarded, as well as graduation rates for undergraduate students. The report showed that the university continues to increase retention and graduation rates, consistent with its enrollment and strategic plans. Particularly notable was improvement in the 4-year graduation rate and the 42% growth in doctoral degrees awarded over the last ten years. This being one of Dr. Hunt's last meetings with the committee before his retirement, Trustee Kelly, former chair of the committee, applauded Dr. Hunt on his service and noted his efforts have set the university up for success for many years to come.

Student Body President Report

Student Body President Melanie Flowers provided an update on Student Government activities since the last Board of Trustees meeting. Regarding COVID-19, Student Government has worked with DASA and Student Health Services to distribute masks and hand sanitizer to students and is creating a communication campaign for wellness days as students continue to be concerned about their mental health. Regarding Diversity and Inclusion initiatives, Student Government has allocated \$15,000 for the purpose of supporting Diversity, Equity and Inclusion training for students. In addition, the Respect the Pack event was held on January 21 and is celebrating its 10th year. Student Government continues to be active in food and housing insecurity efforts as well as being active within the UNC Association of Student Governments.

Provost's Update

In his report, Provost Arden shared information about a new graduate certificate in Engineering Management Foundations. He provided an update on searches for the Dean of the College of Humanities and Social Sciences and the Senior Vice Provost of Enrollment Management and Services. He also noted that the College of Design and Wilson College of Textiles Leadership Reviews are complete. The appointments of both deans are being continued and the Provost will support their efforts to improve where identified. Provost Arden reported that the annual university reappointment, promotion and tenure process for the 2020-2021 academic year is well underway with 163 faculty members submitting dossiers for review in this year's process. Upon completion of the review process, the conferral of tenure requests will be brought to the Board for approval at the April meeting. Faculty will be notified about the outcome of the review at the end of April. Finally, the Provost shared information about the strategic planning process. Over 23 listening sessions were held on campus with a few more to come. Feedback is being incorporated into finishing the final plan. A draft plan will be shared with campus again and brought to the April Board of Trustees meeting for endorsement.

University Affairs Committee
North Carolina State University
Board of Trustees
February 25, 2021
Page 3

Closed Session

With no further business in open session, Mr. Kelly made the motion, seconded by Ms. Flowers to go into closed session to: prevent the premature disclosure of an honorary degree or award, and to consider the qualifications, competence, performance, character, fitness, conditions of appointment or conditions of initial employment of an employee or prospective employees.

Chair Washington called for a vote by roll call.

Flowers	AYE
Harrell	AYE
Kelly	AYE
Poole	ABSENT
Safran	AYE
Washington	AYE

The motion passed.

Reconvene in Open Session

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

With no further business, Chair Washington announced the meeting adjourned at 2:33 p.m.

Submitted by _____

Secretary to the Committee

Approved by _____

Chair of the Committee

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



2021-2030 Strategic Plan

NC State University

Introduction

Life has changed drastically since NC State's inception in 1887, but our mission as a university has never wavered. We are committed to meeting the needs of the people of North Carolina for a "liberal and practical education in the several pursuits and professions in life" and to making contributions to the state's economic development.

Today, this mission is more critical than ever.

The world's biggest challenges are increasingly complex, and they require a level of innovation, insight and collaboration that NC State is uniquely positioned to provide. And we, as a university, are committed to addressing those challenges.

However, as we enter a new decade, we acknowledge that the university — and the world at large — is facing significant obstacles. This strategic plan was drafted amid the global COVID-19 pandemic, which has posed considerable challenges to human health, educational opportunity, economic strength and social cohesion around the world. On a societal level, issues of racial inequity and civil unrest have rightly been thrust to the forefront of our collective consciousness.

But in true NC State form, we choose to see these challenges as opportunities — opportunities for us to lead, to think strategically, to infuse inclusion and equity into all we do, to become a more agile organization and to better serve our students, faculty, staff, partners and the people of the great state of North Carolina.

We won't be starting from scratch. We are building upon the many successes of Pathway to the Future, our previous 10-year strategic plan. Under the vision, direction and alignment of that plan, the university has achieved unprecedented levels of momentum and accomplishment in terms of student success, faculty research, expanded partnerships and brand recognition. In many ways, the last 10 years helped truly define our university's bold commitment to Think and Do.

But we're not done yet. Our stakeholders, both internal and external, have enthusiastically embraced this calling. Perhaps more than ever, the world needs what only NC State can bring, and we still have work to do to achieve our full potential.

In the 2021-2030 strategic plan, we build upon past successes and address areas of needed growth in order to more effectively fulfill our important mission. As a university, we must respond with agility to technological advancements and changes in the higher-education landscape. We recognize that we must focus more strongly on ensuring our campus is a safe, inclusive and equitable place for all. We acknowledge that the global workforce has changed in significant ways, highlighting the importance of embracing diverse perspectives and the need for a bold generation of graduates who are excited to tackle new challenges, prepared to create new technologies and poised to launch new industries. We believe that innovative partnerships, cutting-edge technologies and critical research will allow us to meet the grand challenges facing our state, country and world.

We celebrate the interconnectedness of our campus community. Our faculty cannot fully succeed without each other's help or the or the support of our staff ... our students cannot reach their potential without the help of our faculty and the support of our donors and friends ... our researchers cannot ultimately solve the world's biggest problems without the help of our government and industry partners ... and on it goes. It takes us all — as one Pack — to be and to drive the change we want to see in the world.

We've said it before, and we boldly embrace the challenge once again: **NC State, let's roll up our sleeves and get to work.**

The world is waiting.

NC State's Mission, Vision and Values

Our mission ...

As a research-extensive land-grant university, North Carolina State University is dedicated to excellent teaching, the creation and application of knowledge, and engagement with public and private partners. By uniting our strength in science and technology with a commitment to excellence in a comprehensive range of disciplines, NC State promotes an integrated approach to problem-solving that transforms lives and provides leadership for social, economic and technological development across North Carolina and around the world.

Approved by: NC State University Board of Trustees, 4/22/11; UNC Board of Governors, 6/10/11.

Our vision ...

As a preeminent public research university, NC State University will be increasingly recognized nationally and internationally for its innovation in education, research, scholarship and engagement that solves the world's most critical challenges. NC State will be known as a diverse, equitable and inclusive community that has a transformative impact on society and advances the greater good.

Our values ...

Excellence — in innovation, education and discovery, reflected in our unwavering commitment to pursue research and scholarship that solve problems and advance the greater good.

Community — in how we respect and care for all within our university community, value the contributions of every member of our Wolfpack, promote health and well-being, and help one another succeed.

Inclusion — through a culture that promotes personal excellence and institutional equity by seeking, welcoming and supporting individuals and ideas from a broad diversity of backgrounds.

Freedom — in thought, speech, expression, inquiry and dialogue as a critical part of our mission to pursue and disseminate knowledge while promoting civil and respectful discourse.

Integrity — in all we do, reflected in our commitment to the highest standards of ethical behavior and our dedication to transparency and accountability in governance.

Collaboration — across colleges and divisions, disciplines and perspectives, and in how we partner with a broad range of organizations to find solutions to challenges at home and around the world.

Sustainability — in our commitment to wise stewardship of resources, prudent financial planning and environmentally responsible operations.

2021-2030 Strategic Plan Goals

- **Goal 1:** Empower students for a lifetime of success and impact.
- **Goal 2:** Ensure preeminence in research, scholarship, innovation and collaboration.
- **Goal 3:** Expand and advance our engagement with and service to North Carolina and beyond, defining the standard for a 21st-century land-grant university.
- **Goal 4:** Champion a culture of equity, diversity, inclusion, belonging and well-being in all we do.
- **Goal 5:** Improve university effectiveness through transformative technologies, cutting-edge processes and actionable data.
- **Goal 6:** Lead in developing innovative partnerships, entrepreneurial thinking and applied problem-solving.
- **Goal 7:** Elevate the national and global reputation and visibility of NC State.

Goal 1: Empower students for a lifetime of success and impact.

Executive Summary

NC State students will acquire specific knowledge, skills and experiences — as well as the necessary values and dispositions — to not only excel professionally, but also to be leaders in advancing a productive and civil society. As a forward-thinking institution dedicated to excellence in teaching, we will be a leader in teaching and the digital transformation of higher education, delivering value to our students and ensuring the resiliency of our institution. Our faculty and staff will empower students to be entrepreneurial, independent and inclusive thinkers, strong in their disciplines and experienced in interdisciplinary collaboration, prepared to contribute impactfully in a diverse, global society. As they progress through their careers, NC State will provide relevant lifelong learning opportunities to assist in their personal and professional development to ensure they are not only NC State alumni, but also NC State students for a lifetime.

Exposition

NC State maintains a steadfast commitment to graduating students — from all backgrounds and walks of life — who are empowered for a lifetime of success and impact. As we articulate our vision for student success over the next decade, we are keenly aware that many across our university have

been affected by the seismic shifts happening around the world. The future of education is suddenly more ambiguous and challenging. Still, this university has always met challenges with resilience, creativity, insight and care. Passing this capacity on to our undergraduate, graduate and postdoctoral students is crucial to our shared futures and exemplifies the meaning of student success.

NC State's founding mission is to create and apply knowledge that "transforms lives and provides leadership of social, economic and technological development across North Carolina and around the world." The distinctiveness of our mission spares NC State the question of **why** faced by many institutions. Our questions are those of **how** we graduate students equipped to carry forth our bold mission of leadership and service. We will do this by proudly embracing our land-grant mission and ensuring its presence throughout the intersecting dimensions of campus culture, the student experience and our curriculum.

As a university, we will work to identify and remove arbitrary and inequitable barriers to the success of not only our students but also our faculty, staff and other partners. We will explore and implement effective ways to ensure greater accessibility to our university for those who want to join us in our mission of creating the next generation of Think and Do learners and leaders.

While technology continues to drastically change the world around us, NC State has remained at the forefront of welcoming and utilizing new forms of technology throughout our programs and curriculum. We will continue to evaluate and explore emerging and promising technologies that enrich the intellectual lives of our students, help them build essential technical skills and prepare them for a lifetime of professional, personal, civic and community prosperity.

We will work to instill into our students the importance of our university's core values of excellence, community, inclusion, freedom, integrity, collaboration and sustainability, so they carry those values into society and their careers.

The success of our students is greatly dependent on high-quality and relevant teaching from our excellent faculty. We commit to empowering our faculty and advancing our pedagogy in ways that best serve our students, whether they are learning in person, online or both. We aim to be leaders in content delivery, powerfully uniting digital tools with high-impact in-person engagement.

We recognize that graduates at all levels face rapidly changing economic, social and workforce demands. They need more than knowledge to get their first job; they must also possess the dispositions, skills and values to sustain them in adapting to circumstances, creating opportunities and assuming new careers throughout their lives. They must be able to not only work with those from diverse backgrounds, experiences and cultures; they also need to see the value that comes from opening their minds to differing perspectives.

Furthermore, we recognize our unique role in preparing graduates for careers that don't currently exist in industries yet to be discovered. NC State graduates are highly sought after not only because of their

technical and intellectual competencies, but also for their ability to creatively apply those competencies to real-world situations. As our mantra goes, our graduates think **and do**. And employers have long recognized this important attribute that sets NC State graduates apart from their peers.

To that end, we commit to expanding the number of high-impact practices offered to our students. These experiences are shown to increase student engagement, reduce time to degree completion and increase graduation rates. From internships to learning communities to research projects, our students will leave the university equipped with more than just a diploma; they'll also have a compelling and well-rounded resume.

As the world rapidly changes, so do the jobs our graduates are seeking. It is imperative for NC State to provide lifelong learning opportunities to its graduates seeking to acquire new skills and competencies as their professions pivot and evolve. As a premier institution of learning, we are uniquely positioned to provide upskilling, credentialing and supplemental educational experiences that will keep our graduates coming back year after year to ensure they remain at the top of their professional fields.

As the landscape of higher education continues to change and broaden, NC State has more opportunities to serve a greater number of individuals in their pursuit of knowledge and skills. Over the last few decades, new forms of educational delivery, such as certificates, digital badges and micro-credentials, have allowed institutions of higher education to expand traditional methods of recognizing educational achievement. These new designations, driven by the need to provide timely and subject-focused instruction, allow NC State to provide educational value to individuals across a lifetime.

To achieve this, NC State must continue to develop seamless processes linking credentialing and degree programs, allowing the university to be a nimble and innovative leader offering high-quality learning opportunities to all who seek to learn. These programs allow people to enhance their knowledge, marketability, development of specific competencies and access to knowledge currently in demand. They allow degree students to engage with practitioners and other professionals, while also permitting those seeking credentialing to accumulate a collection of work — when appropriate and approved by departments — that counts as credit toward a degree program, further augmenting their connections to NC State.

At NC State, we seek to ensure a broad path for learning that truly spans a lifetime.

Goal 2: Ensure preeminence in research, scholarship, innovation and collaboration.

Executive Summary

NC State's community of researchers and scholars — infused with our unique combination of innovation and collaboration, and steeped in a tradition of deep thought and practical application — is a key strategic advantage. We are strongly committed to our disciplines and equally dedicated to working across traditional disciplinary boundaries. We will devote attention and resources to

developing and leveraging our spheres of excellence to enable maximum impact as we expand and enhance our excellence to address societal need for the public good. We will focus on the critical institutional support required to advance operational excellence in our internal assessments, processes, infrastructure and procedures to most effectively support NC State researchers and scholars in advancing the university's mission. With continued commitment to research, scholarship, innovation and collaboration, NC State will respond to — and provide solutions for — the world's greatest problems, ensuring its continued place as a preeminent research institution.

Exposition

NC State is a preeminent research university dedicated to working across traditional disciplinary boundaries and partnering with communities, government and industry to overcome the grand challenges facing society. You can witness the impact of our faculty's work throughout the university, in areas ranging from education to textiles to veterinary medicine and everything in between. Regardless of the location, be it a lab in Jordan Hall or a field in Sampson County, our faculty and students engage with real problems to find real solutions.

To advance this critical part of our university's mission, it is imperative that we continue to recruit and retain world-class faculty and researchers, and that we focus our resources and capacity on building a rich and inclusive environment that fosters innovation and intellectual excitement. To accomplish this, NC State must continually build upon the successes we pursued in our previous strategic plan: offering competitive startup packages, salaries and compensation, as well as a teaching workload in line with peer institutions, committed and excellent staff support, and innovative support structures in which scholars can achieve their full potential.

As a forward-thinking higher educational institution, NC State must consider how to leverage digital transformation to augment our research and innovation practice. We believe building digital research infrastructure that supports the ever-evolving research and scholarly environment is an essential component of the digital transformation of the university as a whole.

NC State's funded research activity continues to grow impressively, and we commit to providing the additional support necessary to keep pace with these teams. We must consider issues such as how to effectively share active data sets for real-time collaboration and which systems and expertise to employ to integrate and process heterogeneous data. Classic research infrastructure is available to researchers with a baseline level of technical skills, but work remains to define and develop the next generation of research infrastructure and support. This infrastructure should include agile information systems, as well as a network of expertise and consulting services that keep pace with evolving research practices.

Investing in digital infrastructure will not only benefit our researchers and university, it will also help us in our grander mission: to serve our state — and beyond. Research data may be used in different ways by research teams at multiple institutions. As data sets are themselves becoming an important research output, we must build upon our capacity to provide data management, computational and

security consulting services that allow data to be securely accessed, described, organized, published and preserved in a way that allows their reuse and ensures their compliance with data access requirements set forth by funding agencies.

A core component of our mission is to share the fruits of our research with our industry, community and government partners and the public at large. Using technology to thoughtfully advance research and scholarship efforts at the university can improve quality of life, drive our economy and positively impact the world around us.

Moreover, we believe a critical aspect of the university's ongoing effectiveness is bringing in external funding support. Increasing the extent to which facilities and administrative funds are being used to support the scholarly and research efforts of our faculty and staff — and to expand our funding base — is an important way to achieve this goal. Considering ways to use facilities and administrative funds to support interdisciplinary and interunit collaboration is crucial. As funders seek to support investigations into complex scientific and societal problems, the university must leverage its resources to incentivize scholarly collaborations across disciplines and units.

The interruption in research activity due to COVID-19 has provided a lesson in the fragility of research infrastructure. We are likely to see worldwide disruptions continue for some time as travel restrictions and physical distancing guidelines restrict traditional field and lab research and interfere with scholarly communications channels. We need to take additional steps to be a resilient, highly distributed, low-density and network-based research university in order to become a more resilient research institution in the future.

Goal 3: Expand and advance our engagement with and service to North Carolina and beyond, defining the standard for a 21st-century land-grant university.

Executive Summary

Founded as a land-grant university with a mission of teaching, research and service, NC State has impacted countless individuals and communities since its inception in 1887. NC State's service mission has expanded beyond our traditional roots in agriculture and industrial extension to touch a variety of disciplines, from education to business to global health. We are committed to advancing our engagement with and service to the people of North Carolina by delivering broader, tangible impacts that improve people's lives every day. We will continue to collaborate with community partners to address the social, economic and environmental challenges facing our state, nation and world.

Exposition

NC State was built with a purpose: to meet the needs of North Carolina and the country, and to create lasting prosperity for all. We've summarized the way we achieve that purpose with the words "think and do." Today, this critical mission distinguishes us at a time of unprecedented challenges to higher education and accelerating change in the world. Fulfilling it requires a renewed commitment between our faculty, staff, students and the communities and partners we serve.

We recognize that thinking alone will not feed, clothe, heal, fuel, inspire or sustain a growing population. We must deliver broader, tangible and purposeful impacts. NC State needs to optimize our operations so we can be — and become renowned as — a solutions center for North Carolina and the world. Partners seek us out because they know we'll collaborate with them to find answers and solve problems. Faculty and staff come here to live and work in a best-in-class environment of relentless curiosity, rooted in an inclusive and supportive community. Students from across the state and around the world join us to learn the skills, dispositions and abilities they need to be world-class, roll-up-your-sleeves problem-solvers, and they keep coming back to adapt and learn as the challenges mount.

Communities and companies ask us to partner with them to address the myriad technological, economic, social, geographic and other challenges they face and to identify near- and long-term solutions that work. Funders at all levels are looking for measurable impacts on the public good as a return on their investments. New models for university-community collaborations are developing across the country, leading to innovative university structures and transformative research supporting high-impact engagement practices.

Calls for our expertise, our experience and our help are only growing. We must be poised to respond.

To that end, we must further integrate our education, research and public engagement missions so they catalyze one another, becoming a cohesive, focused source of energy, innovation, inspiration and direction — a culture of Think and Do. We must intensify our commitment and capability to respond to the full range of community needs through in-person and virtual engagement. We must better align resources and infrastructure for extension services and new public engagement initiatives, and we must build connections between them.

Technology will continue to be a critical tool in accomplishing this mission. Outreach, engagement and extension, framed within 21st-century digital access and literacies, have the potential to advance digital access in transformational ways for the university and the state. By further infusing technology outreach and digital outreach into NC State's extension enterprise, the university can partner with industries and governments to build critical digital infrastructure and develop fundamental literacies and capabilities to engage this infrastructure.

Industry Expansion Solutions, the Citizen Science Campus and our digital humanities programs are examples the university can expand upon. The increased importance of digital technologies in all facets of life, the persistent digital divide among the communities of North Carolina and NC State's robust extension infrastructure throughout the state present opportunities to develop a digital engagement model, enabling us to serve more North Carolinians than ever before.

Today it is increasingly crucial for NC State to continue to fulfill our land-grant mission and share the impacts of our work: talent development, innovation, discovery, service and extension of knowledge and research-based information to improve the lives of North Carolinians.

After all, the exceptional research, teaching and extension conducted at NC State is vital to the future of our state, nation and world.

Goal 4: Champion a culture of equity, diversity, inclusion, belonging and well-being in all we do.

Executive Summary

NC State's strength comes from all of its amazing people and their diversity of thought and experience. We believe that institutionalized inequality, including racism, is unacceptable in our nation and state, and on campus. We commit to creating sustainable systemic change across the university that improves our campus culture and empowers NC State to be a truly inclusive, welcoming and supportive environment for all. Therefore, as an institution, we must ensure an equitable, accessible and welcoming environment so all members of the Wolfpack community — especially those in underserved populations — feel respected, valued and a sense of belonging in every corner of campus. We will work to ensure diverse perspectives are embraced at all levels, in all processes and through all decisions. We will work to promote the health and well-being of our campus community. We seek to invest our minds and hearts at the individual level, and our capacity and resources at the institutional level, to bring about and sustain needed change in a way that champions equity, diversity, inclusion, belonging and well-being at NC State.

Exposition

The impacts of a global pandemic and our collective witness to systemic racial injustice have magnified disparities not only around the world, but also on our campus. Therefore, it is more critical than ever that we work to ensure everyone — faculty, staff and students — feels a sense of belonging within our university as we humbly face and vigorously address inequities and strive to build an inclusive culture.

A true sense of belonging requires more than a values statement, training sessions or support services for marginalized groups that reinforce a deficit framework. It requires making equity, diversity, inclusion, belonging and well-being primary, fundamental parts of our commitment to every member of our community.

We want to take the university's charge to Think and Do and apply that same drive, fervor, collaboration and unity of purpose to achieving this critical goal. We want NC State to be known for its inclusive excellence and dedication to well-being, and to stand apart from other institutions as a role model and a leader — now and for years to come.

As NC State moves forward to further advance diversity, equity, inclusion, belonging and well-being, it will be critical for this strategic plan to zealously root out areas where systemic inequities hide and correct them at the institutional level — and to continue embracing the critical underpinning of individual and interpersonal cultural competency as a key characteristic of all aspects of our broader institutional mission.

To accomplish this goal, we will operate under these guiding principles:

- > We value equity, diversity and inclusion.
- > We seek to build a culture and climate that are equitable and where everyone belongs.
- > We strive to have a safe, healthy and resilient university community.

Moreover, we will accomplish our intended goals only with a firm foundation of human rights, anti-racism and community care, with ongoing, regularly assessed education and cultural humility, and through collective action in every facet of our mission.

We also recognize that NC State should press onward in advancing a culture that fosters the well-being of its faculty, staff and students. We must respond innovatively — developing effective, impactful ways to strengthen the health and well-being of our campus community — with the intention that this work extends far beyond our campus footprint. Trends across the nation include implementing a proactive approach to well-being and using education and outreach to inspire community members to make positive changes. We will strive to cultivate and center wellness at NC State to positively impact our students and employees in the ways they learn, live and work.

Goal 5: Improve university effectiveness through transformative technologies, cutting-edge processes and actionable data.

Executive Summary

NC State strives to exceed best practices through customer service, employee engagement and resource management using collaborative processes that leverage data and technology. We will pursue emerging technologies that connect and empower our campus community. We will be agile and flexible in adapting to change and the evolving needs of our students, faculty and staff. NC State commits to utilizing actionable intelligence to engage in more strategically focused planning and decision-making activities that benefit our students, staff, faculty, partners and the broader community. We will attain greater efficiency and effectiveness to ensure the resiliency of our institution.

Exposition

Pursuing university effectiveness plays a critical role in enabling NC State to more effectively accomplish its mission, realize its vision and achieve its strategic goals, while also allowing the university to gain a competitive advantage over other institutions, improve its rankings and reputation as a premier public research institution, and increase the university's effectiveness and productivity.

We recognize that NC State has a complex organizational structure that can sometimes impede collaboration, efficiency and innovation. Having different organizational units with different goals or metrics to define success can lead to inefficiency or inadvertent competition. Cultural or historical differences across units may exacerbate these differences. However, our previous strategic plan did much to align the university in a shared pursuit of key goals. Further, the COVID-19 pandemic has compelled a rapid and substantial increase in cross-unit communication and collaboration as the university manages the myriad of challenges associated with this crisis. Our response

has highlighted the strengths of our organization, as well as the opportunities to improve our collaboration, agility, data-driven decision-making, efficiency and communication.

Ultimately, as stated in the last strategic plan, we believe that achieving organizational excellence is dependent upon stakeholders engaging and identifying deeply with goals that are shared across the university. A key task for unit leaders and managers must be working collaboratively within and beyond their units to articulate how their group's work ties into those shared goals, and how the people within specialized units are able to contribute in measurable and meaningful ways to achieving them. Other efforts that will contribute to success include creating a common language for our shared goals and for the outcomes we will emphasize and measure in our work; developing mechanisms that allow us to visualize our progress; and rewarding units and unit leaders who reduce divisional barriers and promote collaboration. This university-first approach offsets a more siloed and individualistic approach that prioritizes the individual unit's success in accomplishing its own defined goals. Rather, we believe each unit's ultimate success is rooted in its ability to collaborate with other units in service of shared university goals.

We commit to an emphasis on shared goal-setting, cross-unit collaboration and the development of shared language and tools for collaborative work that will best serve the entire university community now and for years to come.

Goal 6: Lead in developing innovative partnerships, entrepreneurial thinking and applied problem-solving.

Executive Summary

At NC State, we recognize that many of society's toughest problems can only be solved through powerful multidisciplinary partnerships and an entrepreneurial approach. Our partnerships are numerous and varied, including partners in the academic, industry, government, community and nonprofit sectors. These partnerships are seen right here on campus, as well as across the state and around the world. We will remove barriers and achieve success through an ongoing commitment to innovative partnerships that bring together the brightest minds in industry, government, community and the academy to creatively tackle the great global challenges. Through innovative partnerships, academics, and co-curricular and extracurricular opportunities, we will continue to fuel and elevate NC State's entrepreneurial ecosystem.

Exposition

As a university, we recognize that world-changing research and scholarship are built on innovative partnerships and that solving the grand challenges facing society requires collaboration with leading entities in the private, public and nonprofit sectors. Year after year, we have shown that partnerships create jobs and improve lives by driving cutting-edge discoveries to market. The dynamic and interconnected nature of our university is one of our most strategic competitive advantages.

NC State's commitment to partnerships — whether they are academic, industry, government,

community or nonprofit — sets us apart from other institutions, since they are central to the success of a 21st-century land-grant university. Not only do they allow NC State to maximize its positive impact on society, but they ultimately enable us to achieve our student success goals. By engaging in partnerships at multiple levels and across multiple disciplines, our students get real-world experience in tackling problems in a way that mimics the work we hope they will continue to pursue long after they leave our campus. Moreover, these partnerships allow our faculty to use their expertise to address real-world problems alongside industry and to bring those lessons into the classroom.

A successful partnership becomes a catalyst for each partner to grow its own impact, and in turn — as former UNC System president and NC State alumnus William Friday has stated — to grow economic and societal well-being. To date, NC State has more than 200 major partnerships in more than 50 countries across the globe. Our university is home to more than 70 world-class centers and institutes. More than 1,000 NC State faculty are members of these institutes and centers, which work on interdisciplinary projects leading to new programs and discoveries. When these factors are combined with the depth and breadth of our expertise, it becomes obvious that NC State is positioned to collaborate like never before to find unified solutions to the global challenges facing society and the environment.

A key differentiator for NC State is our Centennial Campus, home to 75 corporate, government and nonprofit partners. NC State ranks No. 2 in industry research funding and No. 7 in R&D expenditures among public universities without a medical school. As we embark on this new strategic plan, we must prioritize educational, research and engagement programs that provide the NC State community with the best opportunities to translate their educational, research and professional development activities into graduate employability and success in competitive fields.

We believe research partnerships are fundamental to our success, yet our partnerships extend beyond research and scholarship. We celebrate the fact that thousands of important partnerships exist across the university, between students, staff and faculty members, local community members, alumni, startup companies, entrepreneurs, multinational corporations, other universities, government agencies and many more innovative collaborators.

Our university is in the top 10 nationally for almost all innovation metrics (startups launched, patents filed, licenses and options executed, etc.). Partnerships are a driver for our impact. NC State has an opportunity to build on this national reputation by becoming an international powerhouse of economic development and vitality that draws investment into North Carolina. Over the next 10 years, we hope to expand partnerships across the university so they enable even broader and deeper relationships. To accomplish this task, we recognize that additional personnel and space are required both centrally and within each college and other units to facilitate building and strengthening institutional partnerships.

To ensure the most effective partnerships — whether internal or external — we will work diligently to align strategies, develop shared outcomes and build trust in a manner that is more relational

than transactional. We will strategically develop a local innovation ecosystem that results in transformative outcomes benefiting all stakeholders.

We will work to integrate efforts around campus into organized units, such as new consortia and institutes, that further enable access to community, government, industry and other partners. Moreover, we must invest in both physical and virtual spaces that enhance research; promote collaboration and engagement with industry and the community; enable flexible visits by research scholars and industry partners; and bring students, faculty and staff together. While NC State currently has unique and sophisticated spaces such as the Hunt Library, the eGarage and expanding developments on Centennial Campus — all arising from implementation of the previous strategic plan — we have an opportunity and a need for new multipurpose and flexible spaces that further augment our partnership services and support.

Additionally, to further facilitate these innovative partnerships, NC State must foster central coordination of a partnership strategy among a series of decentralized internal partners, thereby building a more effective and cohesive internal partnering ecosystem. We will continue to ensure ease of engagement for our university partners, reduce partner pain points and leverage areas of strength to build strategic identities that are differentiated from other universities. In the coming years, we will continue to organize and launch key initiatives that leverage our research strengths and identity to create momentum and applied success that makes a meaningful impact on society.

Goal 7: Elevate the national and global reputation and visibility of NC State.

Executive Summary

NC State has the opportunity to greatly amplify awareness of our strong brand and elevate our reputation to help achieve strategic goals and advance the university to unprecedented levels of success. To that end, we will establish and continuously promote an inclusive campuswide culture of teamwork, intentionality and awareness regarding strategies and tactics for enhancing our brand and reputation. We commit to leading and supporting universitywide systems and efforts that elevate regional, national and international awareness and impact of NC State's differentiators, competitive advantages and broad excellence. We will empower the campus community and key partners to be impactful brand champions. We will position NC State as a national and international leader in key areas of strength and opportunity that will continually advance the brand and reputation of the university and help achieve the goals of the strategic plan.

Exposition

Institutional brand and reputation are among the most valuable assets held by any reputable organization. The corporate world has known for some time — and institutions of higher education are quickly learning — that strong brands push strong reputations and carry a great deal of tangible value. Consumers regularly choose recognized brands, and they will pay even more for a premium brand than for a mass-market brand. The same concept holds true in higher education: students, faculty, staff, donors, alumni and partners want to be associated with excellent brands and will

choose and invest in strong and well-known brands over weaker or unknown ones.

Simply put: Brand and reputation are integrally connected, which makes branding critical.

NC State's brand is a strategic asset with tangible value. It has proven effective in helping to improve rankings, attract the brightest students and best faculty, inspire record amounts of donor giving, enhance employee and alumni pride, and encourage community support. NC State's brand helps attract and secure mutually beneficial partnerships, sponsorships and agreements with private-sector businesses that want to be associated with the university. In addition, NC State's brand serves to focus the internal community on who we are, what we stand and strive for and how we interact with the world around us.

NC State made great strides in advancing our brand and reputation — especially across the region — throughout the last 10-year strategic plan. We are committed to building upon these successes to strategically and purposefully further our brand and reputation to a higher national and international level over the next 10 years.

There is a feeling among some NC State faculty, staff and students that NC State needs to increase its brand recognition to a level that matches our excellence — especially outside North Carolina. To address these challenges, storytelling and content focus must be among our key objectives.

Additionally, we are confident that an enhanced focus on and commitment to improving and promoting areas of excellence and research impact will elevate our national and international reputation. To accomplish this, we must invest in consistent, strategic, national and international brand and reputation campaigns and find every strategic and effective opportunity to tell the NC State brand story to our targeted publics.

Due to the tremendous work of our faculty, staff and students, the success of the Pathway to the Future strategic plan and brand-focused efforts over the last few years, NC State's reputation is stronger than ever. The university community is recognizing the power of a strong brand, and the external community is taking notice of an excellent and rising university. A broad range of feedback from across the institution makes it clear that the Wolfpack wants to continue aggressively enhancing NC State's brand and reputation to fuel the university's efforts to reach its potential and make a bigger impact on the world.

Looking Forward

As a large, complex institution, we recognize that developing our strategic plan is one small step in the process of advancing meaningful change across the university. The goals laid out in this plan are ambitious, but they are supported by members of a mighty Pack who have never backed down from a challenge.

The next step after this strategic plan receives endorsement from the NC State Board of Trustees

is to develop a three-year implementation plan with annual updates that will allow us to continually assess our progress, using accompanying metrics, as we strategically pursue these goals. Throughout the process, we are committed to transparency and accountability within our NC State community. To that end, we are developing a new strategic plan website — complete with a real-time dashboard — that will be regularly updated to inform our constituents of our progress while pursuing these goals.

Individuals with questions or comments regarding the strategic plan and its implementation can contact the strategic plan team at strategic-planning@ncsu.edu.

Appendix 1

Our Process

The Timeline

2019

- August 20 — Planning process for creation of NC State's next strategic plan launched.
- September 3 — Leadership retreat held, with participants representing all of NC State.
- December 12 — Strategic plan task forces announced.

2020

- February 11 — Strategic plan task forces rosters and websites announced.
- February - August — Task forces launched and charged. Task forces hold open meetings to gather input and prepare reports.
- March — Strategic Planning Executive Steering Committee (SPESC) charged.
- March 6 — Strategic planning presentation and discussion at Board of Visitors meeting.
- August 17 — Task force reports due.*
- August 31 — Task force reports posted for community review and feedback to SPESC until September 21.
- Fall:
 - SPESC reviews task force reports and campus feedback to create proposed strategic plan goals.
 - SPESC proposes revised vision and value statements.
- December — Proposed goals, vision and values posted for community review and feedback.

2021

- January/February — Listening sessions gather feedback on proposed vision, values and goals.
- February/March — SPESC creates draft of strategic plan.
- April — Strategic plan posted for community review and feedback.
- April 16:
 - Strategic plan presented to Board of Trustees for endorsement.
 - New strategic plan website launched.

The Task Forces

Nine task forces were identified as a result of a daylong leadership retreat held in September 2019, with participants representing all of NC State. The task forces were composed of representatives from across campus and from various colleges and units, including faculty, staff, students and university leadership.

The nine task forces were:

- Advancing Inclusion and Well-Being to Enhance Excellence
- Continuing to Advance the Brand and Reputation of NC State
- Envisaging the Next-Generation Land-Grant University

- Graduating the Successful Student
- Leading the Digital Transformation of Higher Education
- Leveraging Partnerships to Advance Engagement
- Pursuing Operational Excellence
- Re-envisioning Lifelong Education and Credentialing
- Strengthening Universitywide Interdisciplinarity

Listening Sessions

- Open Listening Sessions
 - Two sessions held for faculty
 - Three sessions held for staff
 - One session held for faculty and staff
 - Four sessions held for students
- Meetings with Campus Groups
 - Faculty, Staff and Student Senates
 - Graduate Student Association
 - Deans, vice provosts and department heads
 - University research and operations
 - International programs and operations
 - Engagement operations
 - Diversity Advisory Committee
 - Office of Finance and Administration leaders, business partners and human resources
 - Office of Information Technology
 - Lead communicators

The Community

Throughout the strategic planning process, the NC State community — including students, staff, faculty and university partners — was invited to provide input through online feedback, task force meetings and dedicated listening sessions to ensure the creation of a comprehensive strategic plan that represents the contributions and aspirations of the entire university. We offer sincere gratitude to the hundreds of individuals who participated in our strategic planning listening sessions and shaped our path forward by providing their invaluable feedback.

NC State University
Senior Academic and Administrative Officer Tier II (SAAO II)
Salary Range Methodology FY 2021-22

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 2021 - 2022
SAAO Tier 2 Salary Ranges

Tab 7.2B
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College / Division	Working Title	FY 2021-22 Minimum	FY 2021-22 50th Percentile	FY 2021-22 75th Percentile	FY 2021-22 Maximum
Chancellor	Assistant Director for Development, Kenan Fellows Program	\$52,004	\$58,860	\$72,806	\$93,628
Chancellor	Assistant to the Chancellor	\$49,903	\$65,555	\$69,864	\$89,845
Chancellor	Director of Internal Audit Division	\$201,061	\$230,100	\$281,486	\$361,991
Chancellor	Chief of Staff and Secretary of the University	\$153,460	\$190,179	\$214,844	\$276,289
Executive Vice Chancellor and Provost	Assistant Vice Provost for Academic Affairs	\$94,902	\$112,997	\$132,863	\$170,861
Executive Vice Chancellor and Provost	Assistant Vice Provost for Assessment and Accreditation	\$86,810	\$101,125	\$121,534	\$156,293
Executive Vice Chancellor and Provost	Assistant Vice Provost for Finance and Planning	\$115,296	\$154,899	\$161,415	\$207,579
Executive Vice Chancellor and Provost	Associate Vice Provost for Academic Personnel and Policy	\$126,536	\$150,663	\$177,150	\$227,815
Executive Vice Chancellor and Provost	Associate Vice Provost for Assessment and Accreditation	\$124,305	\$154,289	\$174,027	\$223,799
Executive Vice Chancellor and Provost	Executive Director, Office of Faculty Development	\$113,882	\$135,597	\$159,435	\$205,034
Executive Vice Chancellor and Provost	Senior Vice Provost, Academic Strategy and Resource Management	\$234,132	\$261,173	\$327,784	\$421,531
Executive Vice Chancellor and Provost	Senior Vice Provost, Institutional Research and Planning	\$172,405	\$209,789	\$241,367	\$310,397
Executive Vice Chancellor and Provost	Vice Provost for Faculty Affairs	\$225,677	\$282,815	\$315,948	\$406,309
Executive Vice Chancellor and Provost	Director of Special Projects and Planning	\$88,575	\$105,464	\$124,005	\$159,471
Graduate School	Assistant Dean for Business Operations	\$103,767	\$139,409	\$145,273	\$186,821
Graduate School	Director, Marketing and Communications	\$70,261	\$78,564	\$98,366	\$126,498
Graduate School	Associate Dean of Program Evaluation	\$145,644	\$181,743	\$203,902	\$262,218
Graduate School	Assistant Dean for Professional Development	\$131,080	\$163,569	\$183,512	\$235,997
Graduate School	Assistant Dean of Graduate Student Administration & Academic Affairs	\$131,080	\$163,569	\$183,512	\$235,997
Graduate School	Assistant Dean of Outreach and Diversity	\$131,080	\$163,569	\$183,512	\$235,997
Office of Research and Innovation	Assistant Vice Chancellor for Administration	\$115,296	\$154,899	\$161,415	\$207,579
Office of Research and Innovation	Assistant Vice Chancellor Research Operations, Communications & Chief of Staff	\$119,231	\$153,336	\$166,923	\$214,663
Office of Research and Innovation	Associate Vice Chancellor for National Security and Special Research Initiatives	\$163,301	\$217,630	\$228,622	\$294,008
Office of Research and Innovation	Associate Vice Chancellor for Research Infrastructure and Development	\$154,636	\$191,574	\$216,491	\$278,407
Office of Research and Innovation	Assistant Vice Chancellor for Tech Commercialization and New Ventures	\$222,336	\$286,362	\$311,271	\$400,294
University Advancement	Assistant Director of Development	\$103,133	\$118,117	\$144,386	\$185,681
University Advancement	Associate Vice Chancellor for Advancement Services	\$193,864	\$228,750	\$271,410	\$349,033
University Advancement	Assistant Vice Chancellor for Principal Gifts	\$70,175	\$80,735	\$98,245	\$126,343
University Advancement	Assistant Director for Student and Recent Graduate Philanthropy	\$61,029	\$72,472	\$85,441	\$109,877
University Advancement	Assistant Director of Annual Giving for Acquisition and Retention	\$41,463	\$55,524	\$58,048	\$74,650
University Advancement	Associate Director for Annual Giving Digital Strategy	\$61,029	\$72,472	\$85,441	\$109,877
University Advancement	Executive Director of Development	\$116,583	\$142,244	\$163,216	\$209,896
University Advancement	Assistant Director of Leadership Annual Giving	\$41,463	\$55,524	\$58,048	\$74,650
University Advancement	Assistant Director, Corporate and Foundation Relations	\$56,266	\$72,057	\$78,773	\$101,302
University Advancement	Assistant Director of Leadership Annual Giving	\$41,463	\$55,524	\$58,048	\$74,650
University Advancement	Assistant Director of Leadership Annual Giving	\$41,463	\$55,524	\$58,048	\$74,650
University Advancement	Assistant Director of Leadership Annual Giving	\$41,463	\$55,524	\$58,048	\$74,650
University Advancement	Assistant Director of Leadership Annual Giving	\$41,463	\$55,524	\$58,048	\$74,650
University Advancement	Director of Development for Central Major Gifts	\$82,204	\$104,899	\$115,086	\$148,001
University Advancement	Associate Executive Director - Alumni Outreach, Engagement and Events	\$65,486	\$87,793	\$91,681	\$117,901
University Advancement	Assistant Vice Chancellor, Marketing and Creative Strategies	\$118,373	\$145,943	\$165,722	\$213,119
University Advancement	Assistant Director, Annual Giving	\$41,463	\$55,524	\$58,048	\$74,650
University Advancement	Assistant Vice Chancellor, Finance & Administration	\$115,296	\$154,899	\$161,415	\$207,579
University Advancement	Assistant Vice Chancellor for Principal Gifts	\$175,568	\$206,858	\$245,795	\$316,092
University Advancement	Assistant Vice Chancellor for Strategic Brand Management	\$177,180	\$205,195	\$248,051	\$318,994
University Advancement	Assistant Vice Chancellor for University Development	\$158,933	\$189,491	\$222,506	\$286,143
University Advancement	Associate Executive Director of Membership and Affinity Partnerships	\$54,572	\$73,161	\$76,400	\$98,251
University Advancement	Associate Director Corporate Foundation Relations	\$61,029	\$72,472	\$85,441	\$109,877
University Advancement	Director Corporate Foundation Relations	\$73,984	\$94,409	\$103,577	\$133,200
University Advancement	Associate Director of Annual Giving Marketing	\$54,926	\$65,225	\$76,897	\$98,889
University Advancement	Associate Director of Development and Leadership Annual Giving	\$61,029	\$72,472	\$85,441	\$109,877
University Advancement	Associate Director of Gift Planning	\$87,719	\$100,919	\$122,806	\$157,929
University Advancement	Associate Director of Pipeline and Strategy Development	\$61,029	\$72,472	\$85,441	\$109,877
University Advancement	Associate Vice Chancellor Alumni Relations	\$200,073	\$234,430	\$280,102	\$360,211
University Advancement	Associate Vice Chancellor for University Development	\$215,405	\$254,167	\$301,566	\$387,814
University Advancement	Chief Communications and Marketing Officer	\$221,475	\$256,494	\$310,064	\$398,743
University Advancement	Creative Director of Marketing Communications	\$80,299	\$89,788	\$112,418	\$144,570
University Advancement	Director of Development	\$82,204	\$104,899	\$115,086	\$148,001
University Advancement	Director, NC State Trademark & Licensing	\$69,092	\$88,057	\$96,729	\$124,394
University Advancement	Director of Development, Major Gifts	\$82,204	\$104,899	\$115,086	\$148,001
University Advancement	Director of Development, Major Gifts	\$82,204	\$104,899	\$115,086	\$148,001
University Advancement	Director of Development, Major Gifts	\$82,204	\$104,899	\$115,086	\$148,001
University Advancement	Director of Development, Major Gifts	\$82,204	\$104,899	\$115,086	\$148,001
University Advancement	Director of Development, NC State Entrepreneurship	\$82,204	\$104,899	\$115,086	\$148,001
University Advancement	Director of Donor Services	\$90,794	\$105,050	\$127,111	\$163,465
University Advancement	Director of Gift Planning	\$87,719	\$100,919	\$122,806	\$157,929
University Advancement	Director of Gifts and Records Management	\$95,635	\$111,378	\$133,890	\$172,182
University Advancement	Director of Principal Gifts	\$82,204	\$104,899	\$115,086	\$148,001
University Advancement	Director of Prospect Development	\$70,183	\$83,343	\$98,257	\$126,358
University Advancement	Director of Special Projects and Fundraising Initiatives	\$56,266	\$72,057	\$78,773	\$101,302
University Advancement	Executive Director for Annual Giving	\$122,301	\$145,401	\$171,221	\$220,191
University Advancement	Executive Director for Development	\$104,925	\$128,019	\$146,895	\$188,906
University Advancement	Executive Director of College Advancement	\$116,583	\$142,244	\$163,216	\$209,896
University Advancement	Executive Director of Corporate and Foundation Relations	\$132,203	\$170,687	\$185,085	\$238,019
University Advancement	Executive Director of Development Communication and Stewardship	\$90,336	\$101,011	\$126,470	\$162,641
University Advancement	Executive Director of Gift Planning	\$112,198	\$140,933	\$157,077	\$202,000
University Advancement	Executive Director of Talent Management	\$107,478	\$130,781	\$150,469	\$193,503
University Advancement	Executive Director of Central Major Gifts	\$176,592	\$210,546	\$247,229	\$317,937
University Advancement	Assistant Vice Chancellor for Principal Gifts	\$103,133	\$118,117	\$144,386	\$185,681
University Advancement	Assistant Director, Annual Giving Donor Renewal and Retention	\$54,926	\$65,225	\$76,897	\$98,889
University Advancement	Associate Director of Development	\$73,984	\$94,409	\$103,577	\$133,200
McKimmon Center & Continuing Education	Vice Provost for Continuing Education	\$120,804	\$149,597	\$169,125	\$217,495
Athletics	Athletics Director	\$665,403	\$747,162	\$931,565	\$1,197,992
Athletics	Associate Athletic Director for Community Relations and Fundraising	\$73,984	\$94,409	\$103,577	\$133,200

College / Division	Working Title	FY 2021-22 Minimum	FY 2021-22 50th Percentile	FY 2021-22 75th Percentile	FY 2021-22 Maximum
Athletics	Special Assistant to the Athletic Director for Donor and Alumni Relations	\$41,463	\$55,524	\$58,048	\$74,650
Athletics	Deputy Athletic Director for External Operations	\$166,121	\$190,189	\$232,570	\$299,085
College of Agriculture and Life Sciences	Associate Director of North Carolina 4-H Development Fund	\$82,204	\$104,899	\$115,086	\$148,001
College of Agriculture and Life Sciences	Assistant Dean for Business Operations	\$115,296	\$154,899	\$161,415	\$207,579
College of Agriculture and Life Sciences	Assistant Dean for Human Resources	\$98,521	\$119,882	\$137,930	\$177,378
College of Agriculture and Life Sciences	Assistant Director of CALS Alumni and Friends Society	\$54,572	\$73,161	\$76,400	\$98,251
College of Agriculture and Life Sciences	Associate Dean & Director Extension	\$160,548	\$203,748	\$224,767	\$289,050
College of Agriculture and Life Sciences	Associate Dean for Research CALS and Director NCARS	\$178,952	\$247,208	\$250,532	\$322,185
College of Agriculture and Life Sciences	Director of Budgets and Planning	\$75,308	\$93,142	\$105,431	\$135,584
College of Agriculture and Life Sciences	Director of Development, North Carolina FFA Foundation	\$82,204	\$104,899	\$115,086	\$148,001
College of Agriculture and Life Sciences	Director of Development, Plant Sciences	\$73,984	\$94,409	\$103,577	\$133,200
College of Agriculture and Life Sciences	Director Major Gifts, Agriculture Foundations Western Region	\$82,204	\$104,899	\$115,086	\$148,001
College of Agriculture and Life Sciences	Director of Gifts and Records Management, Agriculture Foundation	\$82,204	\$104,899	\$115,086	\$148,001
College of Agriculture and Life Sciences	Director of Marketing and Communications	\$90,336	\$101,011	\$126,470	\$162,641
College of Agriculture and Life Sciences	Director of Marketing and Communications, NCCES	\$70,261	\$78,564	\$98,366	\$126,498
College of Agriculture and Life Sciences	Executive Director - CALS Agricultural Foundation	\$90,425	\$115,389	\$126,595	\$162,801
College of Agriculture and Life Sciences	Executive Director and Assistant Dean of College Advancement	\$151,558	\$184,917	\$212,181	\$272,865
College of Agriculture and Life Sciences	Executive Director of Alumni & External Relations, Agriculture Foundation	\$104,925	\$128,019	\$146,895	\$188,906
College of Agriculture and Life Sciences	Associate Dean & Director, Academic Programs	\$178,952	\$247,208	\$250,532	\$322,185
College of Agriculture and Life Sciences	NC Plant Sciences Initiative Launch Director	\$141,679	\$179,644	\$198,350	\$255,078
College of Agriculture and Life Sciences	Senior Associate Dean, Agriculture	\$178,952	\$247,208	\$250,532	\$322,185
College of Agriculture and Life Sciences	Senior Director of Development	\$90,425	\$115,389	\$126,595	\$162,801
College of Agriculture and Life Sciences	Senior Director of Development, Plant Sciences	\$90,425	\$115,389	\$126,595	\$162,801
College of Agriculture and Life Sciences	Senior Director of Major and Leadership Gifts, Agriculture Foundation	\$90,425	\$115,389	\$126,595	\$162,801
College of Design	Assistant Dean for Finance and Administration	\$103,767	\$139,409	\$145,273	\$186,821
College of Design	Assistant Dean for Research and Extension	\$101,213	\$117,156	\$141,699	\$182,225
College of Design	Assistant Dean for Student and Academic Services	\$89,967	\$104,138	\$125,954	\$161,977
College of Design	Assistant Director of Development	\$56,266	\$72,057	\$78,773	\$101,302
College of Design	Assoc Director of Development, Major Gifts	\$42,720	\$50,730	\$59,808	\$76,914
College of Design	Associate Dean of Operations	\$123,705	\$143,190	\$173,187	\$222,719
College of Design	Director of Communications and Marketing	\$70,261	\$78,564	\$98,366	\$126,498
College of Education	Associate Dean for Research and Innovation	\$149,502	\$185,347	\$209,303	\$269,163
College of Education	Assistant Dean for Professional Education and Accreditation	\$122,320	\$151,648	\$171,248	\$220,225
College of Education	Assistant Dean Academic Affairs	\$93,473	\$115,044	\$130,862	\$168,289
College of Education	Assistant Dean for Finance	\$103,767	\$139,409	\$145,273	\$186,821
College of Education	Associate Dean for Academic Affairs	\$149,502	\$185,347	\$209,303	\$269,163
College of Education	Associate Director of Development	\$73,984	\$94,409	\$103,577	\$133,200
College of Education	Director of Marketing and Communications	\$70,261	\$78,564	\$98,366	\$126,498
College of Education	Executive Director and Associate Dean of the College of Education	\$163,093	\$202,197	\$228,330	\$293,633
College of Engineering	Associate Dean of Graduate & International Programs	\$189,055	\$248,731	\$264,677	\$340,374
College of Engineering	Director of External Relations	\$61,029	\$72,472	\$85,441	\$109,877
College of Engineering	Senior Director of Development	\$90,425	\$115,389	\$126,595	\$162,801
College of Engineering	Assistant Dean Academic Affairs	\$137,494	\$180,896	\$192,492	\$247,545
College of Engineering	Assistant Dean for Finance and Business Management	\$115,296	\$154,899	\$161,415	\$207,579
College of Engineering	Assistant Dean for Personnel and Administration	\$89,565	\$108,984	\$125,391	\$161,253
College of Engineering	Associate Dean for Faculty Development	\$189,055	\$248,731	\$264,677	\$340,374
College of Engineering	Associate Dean for Undergraduate Affairs	\$189,055	\$248,731	\$264,677	\$340,374
College of Engineering	Associate Director of Annual Giving and Prospect Development	\$54,572	\$73,161	\$76,400	\$98,251
College of Engineering	Asst Dean, Dev / College Relations & Exec Dir NC State Engineering Foundation	\$151,558	\$184,917	\$212,181	\$272,865
College of Engineering	Director of Communication	\$100,373	\$112,235	\$140,523	\$180,712
College of Engineering	Director of Development	\$82,204	\$104,899	\$115,086	\$148,001
College of Engineering	Director of Development	\$82,204	\$104,899	\$115,086	\$148,001
College of Engineering	Director of Development	\$82,204	\$104,899	\$115,086	\$148,001
College of Engineering	Director of Engagement and External Relations	\$82,204	\$104,899	\$115,086	\$148,001
College of Engineering	Director of Marketing and Communications, IES	\$80,299	\$89,788	\$112,418	\$144,570
College of Engineering	Senior Director of Development	\$90,425	\$115,389	\$126,595	\$162,801
College of Natural Resources	Assistant Dean for College Advancement	\$128,241	\$156,468	\$179,538	\$230,886
College of Natural Resources	Assistant Dean for Finance and Business	\$103,767	\$139,409	\$145,273	\$186,821
College of Natural Resources	Assistant Director of Annual Giving and Prospect Management	\$41,463	\$55,524	\$58,048	\$74,650
College of Natural Resources	Associate Dean for Academic Affairs	\$132,506	\$167,966	\$185,508	\$238,563
College of Natural Resources	Associate Dean for Diversity and Inclusion	\$119,255	\$151,170	\$166,957	\$214,707
College of Natural Resources	Associate Dean for Extension & Department Extension	\$119,255	\$151,170	\$166,957	\$214,707
College of Natural Resources	Associate Dean for Research	\$132,506	\$167,966	\$185,508	\$238,563
College of Natural Resources	Director of Development	\$73,984	\$94,409	\$103,577	\$133,200
College of Natural Resources	Director of Marketing and Communications	\$70,261	\$78,564	\$98,366	\$126,498
College of Natural Resources	Executive Director of Forest Assets	\$104,925	\$128,019	\$146,895	\$188,906
College of Humanities and Social Sciences	Assistant Dean for Interdisciplinary Studies and International Programs	\$93,473	\$115,044	\$130,862	\$168,289
College of Humanities and Social Sciences	Assistant Dean of Diversity Programs and Faculty/Staff Diversity	\$103,537	\$124,265	\$144,952	\$186,408
College of Humanities and Social Sciences	Assistant Dean of Finance and Administration	\$115,296	\$154,899	\$161,415	\$207,579
College of Humanities and Social Sciences	Associate Dean for Academic Affairs	\$119,449	\$148,766	\$167,229	\$215,056
College of Humanities and Social Sciences	Associate Dean for Research and Engagement	\$119,449	\$148,766	\$167,229	\$215,056
College of Humanities and Social Sciences	Director of Donor and Alumni Relations	\$54,572	\$73,161	\$76,400	\$98,251
College of Humanities and Social Sciences	Assistant Dean of Undergraduate Programs	\$95,559	\$119,013	\$133,783	\$172,045
College of Sciences	Senior Director of Development	\$90,425	\$115,389	\$126,595	\$162,801
College of Sciences	Director of Alumni and Donor Relations	\$60,029	\$80,477	\$84,040	\$108,076
College of Sciences	Assistant Dean for Academic Programs, Student Diversity and Engagement	\$93,184	\$111,838	\$130,457	\$167,768
College of Sciences	Assistant Dean for Business Operations	\$115,296	\$154,899	\$161,415	\$207,579
College of Sciences	Assistant Dean for Culture, Talent and Human Resources	\$98,521	\$119,882	\$137,930	\$177,378
College of Sciences	Assistant Dean of College Advancement	\$151,558	\$184,917	\$212,181	\$272,865
College of Sciences	Associate Dean for Research	\$154,843	\$200,693	\$216,780	\$278,778
College of Sciences	Associate Dean of Academic Affairs	\$154,843	\$200,693	\$216,780	\$278,778
College of Sciences	Associate Director of Alumni and Donor Relations	\$54,572	\$73,161	\$76,400	\$98,251
College of Sciences	Director of Development, College of Sciences	\$90,425	\$115,389	\$126,595	\$162,801
College of Sciences	Senior Associate Dean	\$168,919	\$218,938	\$236,487	\$304,122

College / Division	Working Title	FY 2021-22 Minimum	FY 2021-22 50th Percentile	FY 2021-22 75th Percentile	FY 2021-22 Maximum
Wilson College of Textiles	Assistant Dean for Culture, Talent, and Human Resources	\$89,565	\$108,984	\$125,391	\$161,253
Wilson College of Textiles	Assistant Dean for IT and Facilities Site Director	\$115,296	\$154,899	\$161,415	\$207,579
Wilson College of Textiles	Assistant Director for Annual Giving and Prospect Development	\$61,029	\$72,472	\$85,441	\$109,877
Wilson College of Textiles	Associate Dean for Academic Programs	\$140,766	\$182,449	\$197,072	\$253,435
Wilson College of Textiles	Associate Dean for Industry Research & Extension	\$140,766	\$182,449	\$197,072	\$253,435
Wilson College of Textiles	Associate Dean for Research	\$140,766	\$182,449	\$197,072	\$253,435
Wilson College of Textiles	Director of Development	\$82,204	\$104,899	\$115,086	\$148,001
Wilson College of Textiles	Director of Development, Major Gifts	\$73,984	\$94,409	\$103,577	\$133,200
Wilson College of Textiles	Executive Director North Carolina Textile Foundation	\$128,241	\$156,468	\$179,538	\$230,886
Wilson College of Textiles	Marketing and Communications Director	\$70,261	\$78,564	\$98,366	\$126,498
College of Veterinary Medicine	Assistant Dean for Human Resources	\$89,565	\$108,984	\$125,391	\$161,253
College of Veterinary Medicine	Assistant Dean of Student Development	\$146,484	\$185,021	\$205,078	\$263,731
College of Veterinary Medicine	Assistant Dean, Business & Finance	\$103,767	\$139,409	\$145,273	\$186,821
College of Veterinary Medicine	Associate Dean & Director of Academic Affairs	\$179,037	\$226,136	\$250,651	\$322,337
College of Veterinary Medicine	Associate Dean and Director of Research and Graduate Studies	\$179,037	\$226,136	\$250,651	\$322,337
College of Veterinary Medicine	Associate Dean and Director, Veterinary Medical Services	\$179,037	\$226,136	\$250,651	\$322,337
College of Veterinary Medicine	Associate Dean of College Advancement	\$139,900	\$170,693	\$195,859	\$251,875
College of Veterinary Medicine	Director of Communications and Marketing	\$80,299	\$89,788	\$112,418	\$144,570
College of Veterinary Medicine	Assistant Director of Leadership Annual Giving	\$41,463	\$55,524	\$58,048	\$74,650
College of Veterinary Medicine	Director of Development, Major Gifts	\$82,204	\$104,899	\$115,086	\$148,001
College of Veterinary Medicine	Executive Director of Development	\$90,425	\$115,389	\$126,595	\$162,801
College of Veterinary Medicine	Hospital Administrator	\$148,589	\$189,256	\$208,025	\$267,520
College of Veterinary Medicine	Director of Development for Giving and Engagement	\$61,029	\$72,472	\$85,441	\$109,877
Poole College of Management	Assistant Dean, Jenkins MBA Program	\$131,080	\$163,569	\$183,512	\$235,997
Poole College of Management	Assistant Dean, Finance & Administration	\$103,767	\$139,409	\$145,273	\$186,821
Poole College of Management	Assistant Vice Provost and Executive Director of the Entrepreneurship Clinic	\$113,882	\$135,597	\$159,435	\$205,034
Poole College of Management	Associate Dean for Faculty and Academic Affairs	\$195,628	\$251,367	\$273,879	\$352,208
Poole College of Management	Associate Dean for Academic Programs	\$215,191	\$276,503	\$301,267	\$387,429
Poole College of Management	Assistant Dean of Undergraduate Programs	\$103,859	\$127,827	\$145,402	\$186,987
Poole College of Management	Chief Marketing and Communications Officer	\$100,373	\$112,235	\$140,523	\$180,712
Poole College of Management	Associate Director of Development	\$54,572	\$73,161	\$76,400	\$98,251
Poole College of Management	Director of Development	\$73,984	\$94,409	\$103,577	\$133,200
Poole College of Management	Director of Development	\$73,984	\$94,409	\$103,577	\$133,200
Poole College of Management	Executive Director of Development and External Relations	\$128,241	\$156,468	\$179,538	\$230,886
Division of Academic and Student Affairs	Assistant Director of Development, Arts Development	\$56,266	\$72,057	\$78,773	\$101,302
Division of Academic and Student Affairs	Assistant Dean for University College and Director for Academic Advising	\$101,164	\$125,780	\$141,630	\$182,136
Division of Academic and Student Affairs	Assistant Dean and Director of Academic Support Program for Student Athletes	\$114,715	\$121,794	\$160,601	\$206,533
Division of Academic and Student Affairs	Assistant Dean and Executive Director for Academic Enrichment Programs	\$128,615	\$149,119	\$180,062	\$231,559
Division of Academic and Student Affairs	Assistant Vice Chancellor and Chief of Staff	\$112,538	\$130,479	\$157,554	\$202,614
Division of Academic and Student Affairs	Assistant Vice Chancellor for Finance	\$103,767	\$139,409	\$145,273	\$186,821
Division of Academic and Student Affairs	Assistant Vice Chancellor for Human Resources	\$89,565	\$108,984	\$125,391	\$161,253
Division of Academic and Student Affairs	Assistant Vice Chancellor University Housing	\$125,423	\$154,540	\$175,592	\$225,811
Division of Academic and Student Affairs	Associate Director of Development	\$56,266	\$72,057	\$78,773	\$101,302
Division of Academic and Student Affairs	Associate Vice Chancellor for Business Administration	\$126,826	\$170,389	\$177,556	\$228,337
Division of Academic and Student Affairs	Associate Vice Chancellor for Academic and Student Affairs	\$128,615	\$149,119	\$180,062	\$231,559
Division of Academic and Student Affairs	Director of Development for ARTS NC STATE	\$73,984	\$94,409	\$103,577	\$133,200
Division of Academic and Student Affairs	Director of Facilities Planning and Management	\$96,164	\$125,875	\$134,630	\$173,134
Division of Academic and Student Affairs	Director of Marketing and Communications	\$80,299	\$89,788	\$112,418	\$144,570
Division of Academic and Student Affairs	Executive Director for the Arts	\$131,826	\$134,258	\$184,557	\$237,340
Division of Academic and Student Affairs	Executive Director of College Advancement	\$104,925	\$128,019	\$146,895	\$188,906
Division of Academic and Student Affairs	Executive Director, Counseling & Prevention Services	\$117,821	\$151,643	\$164,950	\$212,125
Division of Academic and Student Affairs	Senior Associate Dean, University College	\$103,859	\$127,827	\$145,402	\$186,987
Division of Academic and Student Affairs	Senior Associate Vice Chancellor, Student Development, Health, and Wellness	\$160,769	\$186,399	\$225,077	\$289,449
Division of Academic and Student Affairs	Student Ombuds	\$101,229	\$120,530	\$141,720	\$182,252
Libraries	Deputy Director of Libraries	\$108,948	\$134,887	\$152,527	\$196,150
Libraries	Director of Development, Major Gifts	\$73,984	\$94,409	\$103,577	\$133,200
Libraries	Director, Finance and Business	\$103,767	\$139,409	\$145,273	\$186,821
Libraries	Senior Vice Provost and Director of Libraries	\$199,101	\$247,196	\$278,741	\$358,461
External Affairs, Partnerships & Econ Dev	Assistant to the Chancellor for External Affairs	\$161,607	\$208,194	\$226,250	\$290,958
External Affairs, Partnerships & Econ Dev	Associate Vice Chancellor, Partnerships and Economic Development	\$139,173	\$172,416	\$194,842	\$250,566
External Affairs, Partnerships & Econ Dev	Assistant Vice Chancellor / State Director, SBTDC	\$123,709	\$153,259	\$173,193	\$222,726
Office of General Counsel	Associate General Counsel	\$141,215	\$158,200	\$197,702	\$254,244
Office of General Counsel	Deputy General Counsel	\$257,391	\$305,283	\$360,347	\$463,407
Office of General Counsel	Chief Compliance, Enterprise Risk Management, and Ethics Officer	\$171,359	\$174,096	\$239,903	\$308,515
Office of General Counsel	Assistant General Counsel	\$141,215	\$158,200	\$197,702	\$254,244
Office of General Counsel	Associate General Counsel	\$141,215	\$158,200	\$197,702	\$254,244
Office of General Counsel	Associate General Counsel	\$141,215	\$158,200	\$197,702	\$254,244
Office of General Counsel	Associate General Counsel	\$141,215	\$158,200	\$197,702	\$254,244
Office of General Counsel	Associate General Counsel	\$141,215	\$158,200	\$197,702	\$254,244
Office of General Counsel	Associate General Counsel	\$141,215	\$158,200	\$197,702	\$254,244
Office of General Counsel	Senior Associate General Counsel for Business Ventures	\$141,215	\$158,200	\$197,702	\$254,244
Office of General Counsel	University Records Officer	\$56,576	\$74,638	\$79,206	\$101,859
Enrollment Management & Services	Senior Vice Provost for Enrollment Management and Services	\$216,047	\$250,715	\$302,466	\$388,971
Enrollment Management & Services	Assistant Vice Provost, Financial Services	\$103,767	\$139,409	\$145,273	\$186,821
Enrollment Management & Services	Associate Vice Provost and Director of Communication	\$80,299	\$89,788	\$112,418	\$144,570
Enrollment Management & Services	Associate Vice Provost and Director of Undergraduate Admissions	\$129,607	\$157,564	\$181,450	\$233,345
Enrollment Management & Services	Associate Vice Provost for Enrollment Systems and Operations	\$107,486	\$137,982	\$150,481	\$193,518
Enrollment Management & Services	Associate Vice Provost of Enrollment Management and Director of Scholarship and Financial Aid	\$141,482	\$170,053	\$198,075	\$254,724
DELTA	Assistant Vice Provost, Business Operations	\$115,296	\$154,899	\$161,415	\$207,579
DELTA	Associate Vice Provost, Academic Technology Innovation	\$126,981	\$145,352	\$177,773	\$228,616
DELTA	Associate Vice Provost, Online and Distance Education	\$123,999	\$140,498	\$173,599	\$223,248
DELTA	Senior Vice Provost for Academic Outreach and Entrepreneurship	\$234,132	\$261,173	\$327,784	\$421,531
DELTA	Associate Vice Provost for Marketing and Partnership Development	\$123,999	\$140,498	\$173,599	\$223,248
DELTA	Asst Vice Provost & Managing Director for NC State Entrepreneurship Alliance	\$101,229	\$120,530	\$141,720	\$182,252

College / Division	Working Title	FY 2021-22 Minimum	FY 2021-22 50th Percentile	FY 2021-22 75th Percentile	FY 2021-22 Maximum
Institute for Emerging Issues	Director of Development	\$73,984	\$94,409	\$103,577	\$133,200
Institute for Emerging Issues	Director, IEI and Vice Provost for Outreach and Engagement	\$235,914	\$265,575	\$330,279	\$424,739
Office of Institutional Equity and Diversity	Assistant Equal Opportunity Officer	\$69,405	\$90,540	\$97,168	\$124,957
Office of Institutional Equity and Diversity	Assistant Vice Provost, Faculty Engagement	\$80,911	\$104,091	\$113,276	\$145,672
Office of Institutional Equity and Diversity	Associate Vice Provost for Diversity Engagement, Training and Education	\$89,002	\$114,500	\$124,603	\$160,240
Office of Institutional Equity and Diversity	Associate Vice Provost for Equal Opportunity and Deputy Title IX Coordinator	\$89,002	\$114,500	\$124,603	\$160,240
Office of Institutional Equity and Diversity	Vice Provost for Institutional Equity and Diversity	\$145,699	\$171,813	\$203,978	\$262,316
Office of Global Engagement	Associate Vice Provost, Director External Relations and Development	\$93,266	\$113,795	\$130,573	\$167,917
Office of Global Engagement	Associate Vice Provost of the Global Training Initiative	\$74,522	\$85,771	\$104,330	\$134,169
Office of Global Engagement	Vice Provost for International Affairs	\$200,568	\$247,058	\$280,795	\$361,103
Vice Chancellor Finance & Administration	Director of Operations, Analysis and Planning	\$115,296	\$154,899	\$161,415	\$207,579
Environmental Health & Public Safety	Manager of Environmental Affairs	\$98,038	\$127,583	\$137,253	\$176,507
Environmental Health & Public Safety	Associate Vice Chancellor for Environmental Health & Public Safety	\$200,009	\$253,582	\$280,012	\$360,096
Environmental Health & Public Safety	Director of Insurance and Risk Management	\$126,321	\$163,895	\$176,849	\$227,428
Environmental Health & Public Safety	Director of Security Applications & Technology	\$124,298	\$155,045	\$174,017	\$223,786
Environmental Health & Public Safety	Director of Transportation	\$133,260	\$166,133	\$186,564	\$239,922
Environmental Health & Public Safety	Director, Environmental Health and Safety	\$140,054	\$182,262	\$196,076	\$252,153
Environmental Health & Public Safety	Police Chief	\$166,674	\$211,319	\$233,343	\$300,080
Environmental Health & Public Safety	Radiation Safety Officer/Assistant Director of EH&S	\$98,038	\$127,583	\$137,253	\$176,507
University Real Estate & Development	Development Director, University Real Estate and Development	\$125,563	\$149,615	\$175,789	\$226,064
University Real Estate & Development	Associate Vice Chancellor for University Real Estate Operations	\$188,345	\$224,423	\$263,683	\$339,096
Facilities	Associate Vice Chancellor for Facilities	\$224,308	\$276,784	\$314,031	\$403,844
Facilities	Director for Capital Project Management	\$143,388	\$178,295	\$200,743	\$258,156
Facilities	Senior Director, Energy Systems	\$141,309	\$157,089	\$197,833	\$254,413
Facilities	Senior Director, Facilities Services	\$143,388	\$178,295	\$200,743	\$258,156
Facilities	University Architect	\$155,167	\$188,535	\$217,234	\$279,363
Budget Office	Assistant Budget Director, Operations	\$87,302	\$99,335	\$122,223	\$157,179
Budget Office	University Budget Director	\$129,990	\$159,207	\$181,986	\$234,034
Budget Office	Associate Vice Chancellor for Budget & Resource Management	\$188,039	\$231,526	\$263,254	\$338,545
Budget Office	Director of Cost Analysis	\$105,835	\$137,453	\$148,169	\$190,545
Budget Office	Assistant Budget Director, Reporting	\$87,302	\$99,335	\$122,223	\$157,179
Campus Enterprises	Associate Vice Chancellor for Campus Enterprises	\$193,927	\$213,166	\$271,497	\$349,146
Campus Enterprises	Senior Director for Auxiliary Services	\$135,749	\$149,216	\$190,048	\$244,402
Campus Enterprises	Senior Director of Hospitality Services	\$127,479	\$150,183	\$178,471	\$229,514
Campus Enterprises	Senior Director of Administrative Services	\$103,767	\$139,409	\$145,273	\$186,821
Campus Enterprises	Director, NC State Stores	\$89,818	\$117,516	\$125,745	\$161,708
University Human Resources	Director of Talent Acquisition and Employment	\$109,659	\$144,022	\$153,522	\$197,430
University Human Resources	Director of Benefits, Employee Wellness and Work Life	\$128,904	\$139,515	\$180,465	\$232,079
University Human Resources	Assistant Vice Chancellor, HR Operations	\$129,864	\$173,690	\$181,809	\$233,806
University Human Resources	Assistant Vice Chancellor, HR Strategy	\$116,877	\$156,321	\$163,628	\$210,426
University Human Resources	Associate Vice Chancellor for University Human Resources	\$233,685	\$294,333	\$327,159	\$420,726
University Human Resources	Director of Classification and Compensation	\$117,582	\$134,446	\$164,615	\$211,694
University Human Resources	Director of Human Resources Information Management and Analytics	\$121,616	\$153,208	\$170,262	\$218,957
University Human Resources	Director of Learning and Organizational Development	\$111,337	\$126,845	\$155,872	\$200,451
University Human Resources	Director, Executive Search Services	\$83,122	\$104,033	\$116,371	\$149,653
Finance Division	Director, Materials Management	\$153,659	\$173,969	\$215,123	\$276,648
Finance Division	Associate University Controller	\$118,153	\$152,003	\$165,415	\$212,723
Finance Division	Associate Vice Chancellor for Finance and University Treasurer	\$230,553	\$272,076	\$322,774	\$415,087
Finance Division	Senior Director, Foundations Accounting & Investments	\$131,028	\$143,047	\$183,439	\$235,902
Finance Division	Senior Director, Strategic Debt and Financial Management	\$114,649	\$125,167	\$160,509	\$206,414
Finance Division	Director of Contracts and Grants	\$145,339	\$164,909	\$203,475	\$261,669
Finance Division	Director of Investments	\$114,649	\$125,167	\$160,509	\$206,414
Finance Division	Director of Payroll	\$108,974	\$136,203	\$152,564	\$196,197
Finance Division	Director, University Cashier	\$109,633	\$135,242	\$153,486	\$197,383
Finance Division	Financial Reporting Director	\$105,025	\$135,114	\$147,035	\$189,088
Finance Division	Foundations Controller	\$118,153	\$152,003	\$165,415	\$212,723
Finance Division	University Controller	\$147,892	\$187,755	\$207,049	\$266,264
Office of Information Technology	Assistant Vice Chancellor for Communication Technology	\$139,614	\$182,451	\$195,459	\$251,361
Office of Information Technology	Assistant Vice Chancellor for Shared Services	\$160,519	\$181,619	\$224,727	\$288,999
Office of Information Technology	Assistant Vice Chancellor for Technology Support Services	\$140,569	\$153,727	\$196,797	\$253,081
Office of Information Technology	Assistant Vice Chancellor of Enterprise Application Services	\$155,126	\$202,724	\$217,177	\$279,290
Office of Information Technology	Chief Information Security Officer	\$165,731	\$206,726	\$232,023	\$298,382
Office of Information Technology	Director of Platform Services	\$120,389	\$136,214	\$168,545	\$216,749

**Wake STEM
EARLY COLLEGE
HIGH SCHOOL
MOA**

**Third Memorandum of Agreement
Between Wake County Public School System
And North Carolina State University**

This Third Memorandum of Agreement ("Agreement"), effective as of July 1, 2021 ("Effective Date") is by and between **North Carolina State University** ("NC State"), a constituent institution of the University of North Carolina and located in Raleigh, North Carolina and the **Wake County Board of Education** ("School Board"), a local board of education organized and existing pursuant to N.C.G.S. §115C *et seq* operating the Wake County Public School System ("WCPSS") and located at 5625 Dillard Drive, Raleigh, North Carolina. NC State and School Board may be referenced collectively in this Agreement as the "Parties" or each individual as a "Party".

This Agreement sets forth the parameters for the continued operation of the Wake STEM Early College High School (hereinafter "STEM ECHS"), a highly supportive and academically challenging learning environment for students underserved in a traditional high school setting and underrepresented in the Science, Technology, Engineering, and Mathematics disciplines. The collaborative efforts of NC State and School Board in development and growth of the STEM ECHS program has been met with great success, as the magnet school has received national awards and recognition in each of the last six years,

The STEM ECHS will continue to be a distinct entity with its own students and programs. STEM ECHS is not a department, division or unit of NC State. The two entities shall maintain their separate legal identities and programs. The Parties intend to align both talent and resources as appropriate and as practicable to promote the STEM ECHS mission. The Parties' relationship will be governed by UNC Policy 400.6.1[R], as that regulation may be from time to time revised and is incorporated herein by reference. In the event of any conflict between this Agreement and the UNC Policy, the terms and provisions of the UNC Policy shall govern, unless an exception is granted by the UNC Board of Governors.

1. TERM.

- a. Third Term.** This Agreement is effective for five (5) years, until June 30, 2026, unless terminated earlier as provided herein ("Term"). The parties are committed to securing additional funding to support STEM ECHS beyond the Term of this Agreement. The parties understand that extension and renewal is dependent upon and subject to the availability of funds for this purpose.

2. SCHOOL BOARD'S DUTIES.

a. General Operations.

- i. STEM ECHS shall be a public high school under the authority of the School Board. All federal, state and local laws applicable to public high schools shall be applicable to STEM ECHS.
- ii. All federal, state, local and School Board requirements for public high schools shall be complied with and shall be the responsibility of the School Board for every STEM ECHS student, including but not limited to, curriculum; instructional calendar; transportation; provision of textbooks and related materials, physical education instruction, provision of meals, and provision of health services including counseling; compliance with all laws and regulations governing the education of students with disabilities; compliance with federal laws governing privacy of student records; and compliance with state laws governing the health and safety of minors and student discipline.
- iii. The School Board shall pay any applicable instructional, incidental and other fees charged by NC State to its regularly enrolled students, consistent with the UNC Policy 400.6.1[R] and as applicable. These fees apply only to students enrolled in university courses on a prorated basis. The current fees applicable to the STEM ECHS students who would enroll in

university courses are the Education and Technology fee, the campus security fee, and ID card fee.

- iv. The STEM ECHS will enroll a sufficient number of students such that it is a recognized high school by the North Carolina Department of Public Instruction (hereafter "DPI") provided that the head count may be modified by DPI upon recommendation of the School Board not to exceed 285 students at its full capacity without the express mutual written consent of all parties to this Agreement.
 - v. STEM ECHS shall provide instruction each school year for at least 180 days or 1,025 hours during 10 calendar months.
 - vi. STEM ECHS shall operate in accordance with the school calendar set by the School Board. The School Board agrees to annually, or as necessary, seek a waiver from the DPI allowing it to adopt a calendar for STEM ECHS that aligns with the NC State calendar.
- b. **Management and Oversight.**
- i. The School Board shall appoint and employ a principal, who shall have executive authority over the high school programs and activities. The School Board or its designee will select and supervise qualified and certified teachers to provide the courses for the high school curriculum and programs. The School Board is responsible for the compensation of the principal, teachers, and high school staff of STEM ECHS. The individuals occupying these positions are employees of the School Board, not NC State or the UNC System. NC State will offer and provide, for consultation during annual reviews, input regarding the job performance of the principal to the appropriate WCPSS supervisor related to the management of joint programmatic operations of the STEM ECHS. Similarly, the School Board or its designee will offer and provide input into the evaluations of the NC State Liaison, whose position is further defined below, with regard to joint programmatic operations. The School Board is responsible for all instructional and office supplies and equipment for the principal, teachers, counselors, and high school staff. Any supplies or equipment provided for STEM ECHS by the School Board will remain the property of the School Board.
 - ii. Day-to-day management of STEM ECHS and decision-making authority with regard to programmatic operational issues shall be vested with the principal of the School, subject to the advice and consent of the Superintendent and the School Board. Should any such issues directly and substantially affect NC State, the principal shall consult with the NC State Liaison.
 - iii. Policy decisions with respect to the STEM ECHS shall be made by the School Board. Should any such issues directly and substantially affect NC State, the School Board or its designee will consult with the NC State Liaison.
 - iv. The School Board and the STEM ECHS administrator(s) shall be responsible for ensuring compliance with restrictions on internet access at the STEM ECHS site as required for public schools in North Carolina.
- c. **Facilities.**
- i. All NC State facilities will remain under the control of NC State. All students, faculty and staff of the STEM ECHS must abide by applicable NC State policies and regulations relating to their occupancy and use of its campus and facilities, as well as those restrictions or requirements contained in this Agreement or other agreements between the Parties for the use of certain facilities.
 - ii. The facilities renovated and provided pursuant to the terms in previous Memoranda of Agreement between the Parties related to the STEM ECHS and this Agreement for classroom and related use of STEM ECHS for the high school academic programs within the Cherry Building will be provided by NC State until December 31, 2021 (the "Vacancy Date"). For a thirty (30) day period following the conclusion of STEM ECHS operations and instruction in the Cherry Building (the "Closeout Period"), School Board will continue to have access to the STEM ECHS space in and around the Cherry Building solely for

coordination of the orderly and cost-effective removal of School Board's furniture, fixtures, equipment, supplies and instructional materials in support of the relocation of the STEM ECHS facility, provided that the removal of such items shall not impact the structure of the building or cause damage requiring repair by NC State. School Board will remove and properly dispose of all trash and debris resulting therefrom, leaving the space in "broom clean" condition and will notify NC State in writing upon completion of its vacation of the premises.

- iii. From and after the relocation of operations and instruction from the Cherry Building, STEM ECHS will operate on property owned, leased, controlled or managed by School Board, and School Board shall provide sufficient classroom and related space for the use of STEM ECHS for the operation of high school academic programs.
- iv. To support the relocation of the STEM ECHS operations and high school academic programs from and after the relocation of operations and instruction from the Cherry Building, School Board shall be responsible for upfit of a STEM ECHS facility, and related thereto, for facility maintenance and repairs, for provision of public utilities including electrical, natural gas, storm water, water and sewer, for provision of furnishings, equipment, and instructional supplies and materials, for costs of communications, connectivity, and operations, and for security and custodial services.
- d. **Curriculum and Instruction.** The School Board shall ensure that all students enrolled in STEM ECHS are provided with courses to meet the minimum course requirements for admission to the UNC System; provided that upon recommendation of the School Board these requirements may be waived by the UNC Board of Governors.
- e. **Communication.** The School Board Liaison will be responsible for communication and collaboration with the NC State Liaison pursuant to this Agreement.

3. NC STATE DUTIES.

a. Facilities.

- i. STEM ECHS will operate in its existing space in the Cherry Building located on NC State's Centennial Campus until the Vacancy Date pursuant to Section 2.c.ii above.
- ii. NC State is responsible for ongoing facility maintenance and repairs of the STEM ECHS facility until the Vacancy Date. During STEM ECHS' occupation of the Cherry Building, including through the Closout Period, the School Board shall be responsible for paying the ongoing costs of the provided utilities and requested additional services based on actual billings from the public utilities to the Cherry Building for electrical, natural gas, stormwater, water and sewer; or pro rata charges stemming from NC State's self-provision of such utilities to the Cherry Building. The School Board is also responsible for providing and paying for parking for ECHS staff, furnishings, equipment, and instructional supplies and materials, and for any property damage caused by its employees or students, ongoing costs of communications, connectivity, and operations (in addition to other fees and costs identified in this Agreement) through the Closeout Period. During the same period the School Board shall be responsible for paying for the ongoing cost of custodial services as provided by NC State, which will be based on a fixed annual cost determined by the service levels required by the School Board.
- iii. NC State shall provide STEM ECHS students limited and controlled access to NC State facilities, including the University Libraries, provided the students are monitored and supervised by STEM ECHS staff and/or faculty. There will be no access to residence halls, unmonitored internet access sites, any space where alcohol is available or any location identified by NC State to be unsuitable for high school students or their programs. Monitoring of the STEM ECHS students' compliance with access to NC State facilities and internet access shall be the responsibility of STEM ECHS. In addition, NC State shall provide STEM ECHS students, staff and/or faculty a location where approximately thirty

- (30) individuals can meet for coordination and support. The parties agree that this space can be flexibly identified to align with NCSU space availability, and shall be subject to and controlled by a separate written agreement between the Parties for the use of the space.
- iv. The facilities provided by NC State pursuant to this Agreement shall be compliant with applicable ADA and OSHA laws and regulations.
 - v. School Board may not make any alterations, changes, improvements, or additions to the NC State facilities without the prior written approval of NC State.
- b. **Instruction and Oversight.**
- i. NC State will provide selected university level courses for student enrolled in the STEM ECHS. These courses will be taught by NC State faculty. NC State shall be fully responsible for the compensation of any NC State faculty whose classes include STEM ECHS students. Prior to enrolling in a university-level course, students must demonstrate readiness to succeed in these courses. Representatives of NC State and STEM ECHS will confer and agree on measures of readiness and performance to be reviewed prior to enrollment in a university-level course.
 - ii. NC State shall be responsible for employing and designating a NC State Liaison. NC State shall be responsible for paying the NC State Liaison's salary and standard benefits as provided to other NC State employees.
 - iii. The principal of STEM ECHS shall provide consultation in the hiring of the NC State Liaison and in the annual evaluations.
- c. **Faculty and Faculty Development.**
- i. NC State may provide requested consultative services and professional development opportunities to STEM ECHS faculty as time and resources permit.
 - ii. NC State will provide STEM ECHS faculty and administrator(s) with an array of information technology tools as well as access to NC State email accounts, file storage, file sharing capabilities, and library resources when necessary to fulfill the STEM ECHS obligations and mission.
- d. **Confidentiality of Student Information.**
- i. The parties agree that all student records obtained in the course of performing this Agreement shall be subject to the confidentiality, disclosure, and re-disclosure provisions of applicable federal and state statutes and regulations, and in accordance with School Board Policy 6300. All STEM ECHS student records and any required access log shall be maintained by the School Board. NC State shall maintain student records for courses taken at the university. NC State considers the School Board and officials of STEM ECHS as "school officials" for purposes of the Family Educational Rights and Privacy Act (FERPA).
4. **SELECTION OF STUDENTS.**
- a. Applicants to the STEM ECHS must complete an application developed by representatives of the parties. This application must contain the campus safety questions required by the UNC System for all enrolled students.
 - b. Selection of students for the STEM ECHS must be made by the School Board. The School Board will seek input from an admissions committee that includes representatives of NC State and WCPSS, including STEM ECHS staff. The selection process will include consideration of academic credentials, disciplinary records, potential for successful completion of high school requirements, potential for successful completion of university course requirements, and other appropriate criteria established by the admissions committee.
 - c. All public inquiries regarding admissions, programs or operations of the STEM ECHS shall be referred to the appropriate WCPSS administrator and/or its public relations office with timely notification of such inquiries or public information releases to the NC State Liaison.

- d. Performance criteria for admission and for transfer of credits to NC State are established by NC State for all applicants. STEM ECHS students meeting those criteria will be considered for admission to NC State and for transfer of credits to complete the baccalaureate degree.

5. DATABASE LISTING.

STEM ECHS students will be identified and tracked in NC State's student database and will be placed in a unique category for ECHS students as established by the Board of Governors of the UNC System.

6. STUDENT BEHAVIOR AND DISCIPLINE.

- a. Students may be disciplined or dismissed by STEM ECHS or the School Board for violation of School Board or school rules or regulations. NC State may not reject such disciplinary decisions or determinations; however, STEM ECHS or its principal may consult with and seek advice from pertinent NC State officials prior to making these decisions. Students may also be disciplined or dismissed by NC State from the STEM ECHS for violation of federal or state laws or NC State policies and regulations. Neither the principal nor the School Board of Education may reject these disciplinary decisions or determinations, but NC State may seek their advice prior to making these decisions.
- b. While using NC State facilities or property or attending NC State classes, the STEM ECHS students, faculty, and staff shall comply with all state and local laws, applicable NC State regulations, policies, including but not limited to the Code of Student Conduct. Failure to follow these policies and regulations will subject the individual to the disciplinary procedures of NC State and may result in the dismissal from STEM ECHS. The School Board will adopt any rules necessary to its governance of the school; the Parties expressly agree, however, that those rules shall not be inconsistent with those in force and applicable to STEM ECHS while at NC State.
- c. Enrollment in NC State courses as part of the STEM ECHS program is contingent upon enrollment in STEM ECHS. A student suspended from STEM ECHS may not attend NC State courses during the suspension from STEM ECHS, unless NC State in its sole discretion makes an exception.

7. TUITION and FEES.

The School Board, through funding provided by the DPI or from other sources, must pay NC State tuition, Educational and Technology fee, ID card fee, campus security fee, and book costs and the cost of delivering university level courses to ECHS students for all STEM ECHS students enrolled in NC State courses. (Note: NC State will not charge for the "cost of delivery" which is the amount derived by running the college level student credit hours through the UNC enrollment change model, unless legislation changes to allow for such charges. Notwithstanding the above, the cost of delivery shall not be charged for any university level course delivered prior to the first full school year occurring 90 days after the effective date of the change in the law authorizing such charges.)" NC State will invoice the School Board for tuition and fees.

If the School Board funds the purchase of textbooks for students enrolled in college-level courses at the school, such textbooks shall remain the property of the School Board. The School Board shall also provide textbooks for students enrolled in high school courses at the School. These textbooks shall also remain property of the School Board. The School Board shall also purchase all laboratory materials necessary for students enrolled in college-level and/or high school courses.

8. LIABILITY.

The School Board (including the STEM ECHS) and NC State are each responsible for the negligence or intentional harm caused by its agents or employees; however, nothing in this section

shall be construed to waive any defense of sovereign immunity which might otherwise be available to the School Board and NC State or the UNC Board of Governors; provided further that nothing in this section shall be construed to limit the rights of the Attorney General of North Carolina to bring claims for or to defend claims against NC State. Nothing in this Section shall be construed to waive any defense of sovereign immunity which might otherwise be available to the School Board. To the extent permitted by law, each party agrees to indemnify and hold harmless the other party from and against any and all liabilities and damages resulting from the use of the STEM ECHS facility for these purposes, except when arising out of the indemnitee's negligence or willful misconduct.

9. CRIMINAL BACKGROUND CHECKS.

- a. NC State agrees to conduct criminal background checks on each NC State employee and independent contractor who will work, within the STEM ECHS facility while students are in the STEM ECHS facility within NC State's Cherry Building and within the School Board's STEM ECHS facility. Such checks shall be completed prior to the employee or independent contractor beginning work in the STEM ECHS facility and NC State will not allow any employee or independent contractor into the STEM ECHS facility whose criminal background check is not free of criminal convictions that indicate that the individual poses a threat to the physical safety of students or School Board personnel. NC State agrees to conduct checks on the lists or registries currently specified in NCGS 115C-332.1 to determine if NC State employees working within the STEM ECHS facility are on such lists or registries, and will ensure that students, while within either STEM ECHS facility will not have direct interaction with any NC State employees listed on such lists or registries.
- b. The School Board will be responsible for the conduct of criminal background checks on each School Board employee and independent contractor who will work, within the School Board's STEM ECHS facility. Such checks shall be completed prior to the employee or independent contractor beginning work in the STEM ECHS facility, and School Board will not allow any employee or independent contractor into the STEM ECHS facility whose criminal background check is not free of criminal convictions that indicate that the individual poses a threat to the physical safety of students or School Board personnel. School Board agrees to conduct checks on the lists or registries currently specified in NCGS 115C-332.1 to determine if School Board employees working within the STEM ECHS facility are on such lists or registries, and will ensure that students, while within the STEM ECHS facility will not have direct interaction with any School Board employees listed on such lists or registries.
- c. The parties acknowledge that pursuant to General Statute 14-208.18, it is unlawful for some persons required to register as a sex offender under North Carolina law to knowingly be within 300 feet of any location intended primarily for the use, care or supervision of minors, when the place is located on premises that are not intended primarily for the use, care, or supervision of minors. Violation of this statute is a felony.

10. NOTICE.

Any notice, consent or other communication in connection with this Agreement shall be in writing and may be delivered in person, by mail or by facsimile transmission (provided sender confirms notice by written copy). If hand-delivered, the notice shall be effective upon delivery. If by facsimile copy, the notice shall be effective when sent. If served by mail, the notice shall be effective three (3) business days after being deposited in the United States Postal Service, addressed appropriately to the intended recipient as follows:

If to the School Board: Senior Director, Office of Magnet and Curriculum Enhancement
Wake County Public School System
Crossroads I

5625 Dillard Drive
Cary, NC 27518

With copy to:

Rod Malone
Tharrington Smith, LLP
Post Office Box 1151
Raleigh, NC 27602

If to NC State: Executive Vice Chancellor and Provost
NC State University
Campus Box 7101
Raleigh, NC 27695-7101

With copy to:

Office of General Counsel
NC State University
Campus Box 7008
Raleigh, NC 27695-7008

11. ENTIRE UNDERSTANDING.

This Agreement contains the final expression of the Parties' intent and the sole and entire understanding between the School Board and NC State. The Parties agree that any statements, representatives, discussions, or documentation, whether made prior to or contemporaneously with the execution of this Agreement, have been merged into this Agreement and this Agreement fairly and comprehensively memorializes the final negotiated agreement between the Parties. The Agreement shall not be modified or amended in any manner except in writing signed by both Parties hereto. The Agreement may be renewed at the end of the Term upon such terms as the Parties agree.

12. ADVERTISING.

Neither Party shall identify the other, or refer to their accreditation status, in any promotional advertising or other promotional materials to be disseminated to the public or use the name of either Party's trademarks, service marks, symbol, nickname or logos of either Party without the prior written consent of the other party, except to identify the locations and operations of the STEM ECHS.

13. EXPENSES.

Except to the extent that this Agreement expressly provides otherwise, the Parties shall bear their own respective expenses incurred in connection with the negotiation, preparation, execution, delivery, and performance of this Agreement and the consummation of any transaction it contemplates. This includes, without limitation, all fees and expenses of agents, representatives, counsel, and accountants.

14. TERMINATION.

Subject to the contingency provisions of Section 15, either party may terminate this Agreement upon ninety (90) days written notice to the other party; provided, however, that (i) if notice of termination is served between July 1 and February 1, the termination will not become effective

until the day after the last day of the STEM ECHS academic year in which the notice was received, and (ii) if notice of termination is served between February 2 and June 30, the termination will not become effective until the day after the last day of the following academic year in which the notice was received. No new students shall be allowed to enroll in STEM ECHS for the following STEM ECHS academic year after the effective date of the termination or the expiration of this Agreement. This Section 14 is in no way intended to extend the term of this Agreement as noted in Section 1. No expiration or other termination of this Agreement shall relieve the Parties of their respective liabilities and obligations under Section 8 and these liabilities and obligations shall survive any such expiration or termination of this Agreement.

15. CONTINGENCY.

This Agreement shall be contingent upon NC State receiving UNC Board of Governors approval (the "Approval") allowing NC State to continue collaborating with School Board for the STEM ECHS upon STEM ECHS relocating off of NC State's campus. If NC State does not receive the Approval, then this Agreement shall automatically terminate on the Vacancy Date.

16. SEVERABILITY.

Unless otherwise expressly provided herein, the rights of the Parties hereunder are several rights, not rights jointly held with each other or with any other Party. Any invalidity, illegality or limitation of the enforceability of any party of this Agreement, whether arising by reason of law or otherwise, shall in no way affect or impair the validity, legality or enforceability of this Agreement in all other respects.

17. ASSIGNMENT.

This Agreement may not be assigned without written agreement of all Parties, but if the same is assigned by agreement, it shall be binding on the assignee and his heirs.

18. GOVERNING LAW.

This Agreement and the rights and obligations of the Parties hereto shall be governed by and construed and enforced in accordance with the laws of the State of North Carolina without regard to any principles of conflicts of laws that would make applicable the law of any other jurisdiction.

19. FORCE MAJEURE.

In the event that the performance of the obligations under this Agreement is prevented by reasons of Force Majeure, the Parties are released from their obligations and neither Party shall be responsible for any damages sustained and have no further recourse against the other Party. Force Majeure shall mean fire, earthquake, hurricane, flood, act of God, epidemics or pandemics, nuclear explosions, strikes, work stoppages, or other labor disturbances, riots or civil commotions, war or other act of any foreign nation, terrorism, power of government or governmental agency or authority, or any other cause like or unlike any cause mentioned which is beyond the control of the Parties.

20. BINDING.

All provisions of this Agreement shall be binding upon, and inure to the benefit of, and be enforceable by and against the Parties, their respective heirs, representatives, successors, and assigns.

21. NO JOINT VENTURES.

This Agreement does not and shall not be considered to create a partnership or joint venture between NC State and the School Board. Neither Party shall have the power to bind nor obligate the other except as expressly provided herein.

22. WAIVERS.

The terms of this Agreement may be waived only by a written instrument that is signed by the Party that is making the waiver. A Party's delay in exercising any right, power, or privilege hereunder shall not operate as a waiver thereof. Nor shall a Party's waiver of any such right, power, or privilege, nor any single or partial exercise of any such right, power, or privilege, preclude any further exercise thereof or the exercise of any other right, power, or privilege.


[SIGNATURE PAGE FOLLOWS]

IN WITNESS WHEREOF, the undersigned have executed this Agreement effective as of the Effective Date written above:

Wake County Board of Education

By: 
Keith A. Sutton, Chair

Date: 4/6/21

Attest: 
Cathy Q. Moore,

Secretary/Superintendent

Date: 4/6/21

North Carolina State University

By: _____
W. Randolph Woodson, Chancellor

Date: _____

North Carolina State University Board of Trustees

By: _____
Thomas E. Cabaniss, Chair

Date: _____

REPORTS



**Diversity and Inclusion
Annual Report
to Board of Trustees**

Report Cycle: Fiscal Year 2019-2020
Submission Date: March 22, 2021

In accordance with the UNC Policy Manual Sections 300.8.5 and 300.8.5[R], "Regulation on Diversity and Inclusion," the constituent institutions of the UNC System are required to present to their Board of Trustees (BOT) an annual report on the institution's diversity and inclusion (D&I) operations and activities.

Introduction

UNC Policy 300.8.5 “Diversity and Inclusion within the University of North Carolina” and 300.8.5[R] “Regulation on Diversity and Inclusion” were adopted September 20, 2019.

Section III of the Policy outlines the University’s Statement of Commitment as follows:

The University features equality of opportunity in education and employment as a core value. To support this value and to meet the University’s educational, research, and public-service goals in an increasingly diverse and global society, the University needs the talents and skills of all qualified and available individuals. To this end, the University is committed to building a culture and community that actively supports and promotes diversity and inclusion for its students, faculty, and staff, and for members of the general public who access our programs, services, and facilities.

UNC Policy 300.8.5[R], Section IX outlines annual reporting guidelines for the constituent institutions. While several metrics are still being developed, the Regulation requires the following items at a minimum to be included in an annual report to the Boards of Trustees:

- A. The impact of the institution’s D&I programs and activities with respect to System-wide D&I metrics and institutional D&I goals;
- B. The number of positions and FTEs with D&I responsibilities, indicating the percentage of each associated with D&I responsibilities;
- C. An accounting of institutional budget expended on D&I operations and activities, broken out by personnel and non-personnel costs and by funding source (e.g., state funded versus other funded); and
- D. A list of signature D&I programs that serve a critical role in helping the constituent institution accomplish its learning and D&I objectives, along with their purpose and any data on outcomes, including relevant participant feedback.

PART 1: The impact of the institution's diversity and inclusion (D&I) programs and activities with respect to System-wide D&I metrics and institutional D&I goals

NC State does not have a stand-alone goal related to Diversity and Inclusion in its 2011-2020 Strategic Plan: Pathway to Success. The upcoming Strategic Plan will have a formal goal, and this will support and facilitate more uniform reporting on the priorities, objectives, and outcomes for our D&I programs. With the new Strategic Plan in place, NC State will more formally communicate its already stated values and commitment to diversity and will provide a road map for everyone on campus.

Metrics incorporated into the final 3-year implementation phase of the 2011-2020 Strategic Plan focused on improvements in diversity representation and student success metrics.

Goal 1: Student Success

In this goal, which included Enrollment Management metrics, one metric was to increase student diversity

- Female student representation increased from 45% in 2011 to 48% in 2019
- Underrepresented minority student representation increased from 17% in 2011 to 22% in 2019

NC State metrics for accreditation reflect similar progress toward more diverse representation and improving the 6-year graduation rate for women and for underrepresented minority students.

- Female student 6-year graduation rates increased from 78% in 2015 to 87% in 2018, beating the goal of 80%.
- Underrepresented minority student 6-year graduation rates increased from 69% in 2015 to 76% in 2018, not yet achieving the goal of 80%.

Goal 4: Organizational Excellence

The Diversity and Inclusion objective found in this goal focused on Increasing Cultural Competence; however, metrics reported centered on improvements in diversity representation in faculty.

- Female tenure track faculty representation increased from 45% in 2011 to 48% in 2019
- Female professional track faculty representation increased from 47% in 2011 to 50% in 2019
- Underrepresented Minority tenure track faculty representation increased from 16% in 2011 to 22% in 2019
- Underrepresented Minority professional track faculty representation increased from 10% in 2011 to 15% in 2019

Although not specifically connected to the goals outlined above, NC State demonstrated a significant amount of investment of capacity and resources focused on student recruitment and retention, faculty and staff recruitment and retention, building cultural competency and increasing support for inclusive practices to bolster our progress in recruiting and retaining a more diverse community, as evidenced in the following pages. NC State can and should be proud of its leadership and investment in D&I; it is a leader among UNC System institutions.

NC State does not lack in effort or outcomes, and the upcoming Strategic Plan will advance the institution through a set of common goals, metrics and coordination around our efforts, and therefore the ability to easily measure and report progress.

PART 2: The number of positions and FTEs with D&I responsibilities, indicating the percentage of each associated with D&I responsibilities

Indicate the staffing provided to support the institution's D&I program. This includes positions that have designated D&I-related work duties, whether centrally administered or located in various schools, colleges, or divisions. This report is not intended to capture portions of positions less than half-time (0.50 FTE) unless the part-time position is fully dedicated to D&I functions. It is recognized that many faculty and staff throughout the institution may spend some degree of effort on or contribute to institutional D&I activities, even though these activities do not represent the primary focus of their position; however, these should not be included in this report.

Total FTE: 16 (OIED) + 38 (all other) = 54 total FTE

Position Title	School/Division	Percent of Work Time Assigned to D&I Activities	Brief Description of D&I Related Activities
Vice Provost and Chief Diversity Officer (CDO)	Office for Institutional Equity & Diversity (OIED)	100	The CDO advises the Chancellor on matters of Diversity, Equity, and Inclusion. They facilitate campus-wide engagement with DEI and provide strategic planning for DEI across all campus divisions and units.
Associate Vice Provost, OIED	OIED	100	Leads University-wide D&I education and outreach, including individual and large-scale cultural competency programs designed to increase inclusion, equity and belonging. Delivers faculty pipeline development programs. Coordinates recognition of D&I work.
Director, Community Engagement & Training	OIED	100	Leads D&I Certificate programs such as Cultural Competency, Inclusive Excellence, and specialized/custom programs particularly for faculty and staff.
Program Coordinator, Community Engagement	OIED	100	Supports the Director of Community Engagement & Training.
Director, Community Care & Bias Impact Response	OIED	100	Front-line response to bias reports from faculty, staff and students. Utilizes a restorative rather than punitive approach. Curates team of cross-functional areas to provide

			university response to small- and large scale incidents.
Senior Director, Campus Community Centers	OIED	100	Management of Center Directors, budget oversight. Works cross-functionally to collaborate across many University-wide student-facing D&I programs.
Director, African American Cultural Center (AACC)	OIED - Campus Community Centers	100	Provides leadership in the area of multicultural affairs programming, student development, and retention.
Director, GLBT Center	OIED - Campus Community Centers	100	Provides leadership in the area of programming, student development, and retention.
Director, Multicultural Student Affairs (MSA)	OIED - Campus Community Centers	100	Provides leadership in the area of programming, student development, and retention.
Director, Women's Center	OIED - Campus Community Centers	100	Provides leadership in the area of programming, student development, and retention. Also provides leadership for Interpersonal Violence Prevention (IPV) programs.
<u>Community Center Assistant Directors</u> (6 total FTE) African American Cultural Center (1) MSA (2) GLBT Center (1) Women's Center (2)	OIED - Campus Community Centers	100	Assist with development and delivery of student-focused programming, support, success and retention. Provides direct student support/contact for individuals and groups.
<u>Community Center Program Coordinators</u> (3 total FTE) African American Cultural Center (1) MSA (1) GLBT Center (1) Women's Center (0)	OIED - Campus Community Centers	100	Provide logistical support and program support to activities from the Center. Helps provide direct student support/contact in person for individuals and groups.
Asst Dean - Graduate School	The Graduate School	60	Oversees fellowship and traineeship programs, facilitates institutional fellowship and award competitions, develops and implements diversity-focused recruiting and

			retention programs, as well as international and other recruitment initiatives.
Administrative Support Assoc	College of Agriculture & Life Sciences	60	Support CALS Office of Diversity and Inclusion and support Director in accomplishing office goals as indicated below.
Director for CALS Office of Diversity and Inclusion	College of Agriculture & Life Sciences	60	Director of the CALS Office of Diversity and Inclusion. Goals and expectations include increased diversity and inclusion initiatives in the college, increase positive perceptions of organizational climate as being diverse and inclusive, collaborate with college and university partners to increase diversity among students, faculty, postdocs, and staff in the college.
Director of Minority Engineering Programs and Special Advisor to the Dean of the College of Engineering for Diversity, Equity and Inclusion Initiatives	College of Engineering	100	Provide local and national-level leadership and oversight for Women & Minority Engineering Programs (WMEP) in the Office of Academic Affairs in the College of Engineering at NC State University. Provide advice, guidance, assistance and recommendations to the Dean concerning diversity, equity and inclusion for faculty, staff and students in the College of Engineering. The position will provide leadership in assessing current initiatives in order to design, develop, recommend and implement a Diversity Strategic Plan for the College of Engineering to ensure a supportive and inclusive work, teaching and learning environment.
Associate Director of Women and Minority Engineering Programs	College of Engineering	100	Assist the directors of the women and minority engineering programs in developing, implementing, administering and evaluating

			programs affecting the success of women and minority engineering students while ensuring an inclusive and supportive environment for all students in the College of Engineering at NC State University.
Engineering Research Center (ERC) Director for Student Diversity Recruitment	College of Engineering	100	Plan, organize, and carry out a year-round program of recruiting actions and other targeted activities that will help both Centers to recruit a more diverse student population. The specific objective is to help the Centers improve their domestic diversity in gender, race, ethnicity, and other demographics in the graduate engineering programs. The Diversity Director will work with faculty at NC State as well as the partner institutions of the two Centers.
Director, Women in Engineering and The Engineering Place	College of Engineering	50	As Director of Women in Engineering, provide local and national-level leadership and oversight for Women & Minority Engineering Programs in the Office of Academic Affairs in the College of Engineering at NC State University.
Program Coordinator, Women and Minority Engineering Programs	College of Engineering	100	Provide support and leadership for Women & Minority Engineering Programs initiatives.
Interim Assoc. Dean for Diversity and Inclusion	College of Natural Resources	50	Development of College Diversity Initiatives
Assoc. Director for Diversity and Inclusion	College of Natural Resources	100	Support of College Diversity Initiatives
Coordinator	College of Humanities and Social Sciences	100	Student diversity coordinator
Assistant Dean for Academic Programs, Student Diversity and	College of Sciences	90	The Assistant Dean for Academic Programs, Student Diversity & Engagement will build upon the

Engagement			college's strong foundation to develop nationally recognized programs whose primary focus is on recruitment and retention of undergraduate students from groups traditionally underrepresented in the College of Sciences. The Assistant Dean will develop a strategic plan for offering diversity of engagement with graduate side and diversity programs to faculty and staff as well. The Assistant Dean will be the instructor of record for USC 101 D, will facilitate and conduct diversity and engagement sessions for the college's freshman orientation course, will be the advisor for the Society for Multicultural Scientists, the College of Sciences Council, and the Sciences Ambassadors Program. The Assistant Dean will handle semester withdrawal and schedule revision requests & grade changes for all undergraduate students for the College, will serve as the college representative on university committees, and will be the supervisor of record for appropriate administrative staff.
Director, Women in Science & Engineering	College of Sciences	80	Develop, oversee, and coordinate programs and services for the recruitment and retention of female students to the science pipeline and to the College of Sciences. Develop, oversee, and coordinate programs and services that support and enhance the academic, social, emotional and overall success of female students in the College of Sciences. Responsibilities include: developing proposals for external funding for initiatives; oversight of

			recognition programs and professional development programs for female students, with a special emphasis on the development and coordination of leadership programs and opportunities; and partnering with the Women in Science and Engineering Program, The Science House and other units on campus on K-12 initiatives.
Assistant Director, Women in Science & Engineering	College of Sciences	100	The WISE program Assistant Director will assist the Director in providing leadership and direction for first and second-year students in STEM related majors. The Assistant Director will apply student development theory through student programming, advising, and counseling as well as assist in cultivating and maintaining partnerships across campus. This position will work in conjunction with the Director to design, create, and implement academic year programming for the WISE program. This position is also responsible for the daily programming in WISE including the creation of programs and managing the programming calendar for the program.
Director	College Of Veterinary Medicine	80	Provide dedicated focus for the College of Veterinary Medicine in its efforts to create and promote a more diverse college environment. This effort encourages successful performance for all CVM faculty, staff, and students. Provide guidance and advice to the CVM on issues related to institutional diversity enhancement. This effort shall be accomplished under the guidance and support of the college's

			<p>administrative leadership.</p> <p>The director:</p> <p>Serves as a liaison for the college of veterinary medicine on minority and diversity affairs.</p> <p>Serves as a member and role model for under-represented students.</p> <p>Serves as advisor to VOICE and the Faculty Committee on Diversity.</p> <p>Serves on DVM Admissions Committee.</p> <p>Serves as a recruiter for the CVM and the veterinary profession.</p> <p>Additional College Services:</p> <p>Serves as advisor to DVM and Graduate URM students.</p> <p>Serves as Chairperson and/or member of AAVMC Multicultural Affairs Committee.</p> <p>Serves on various university and CVM committees.</p> <p>Coordinator of CVM diversity awareness modules.</p>
Director of Diversity, Equity and Inclusion	Poole College of Management	100	<p>Advisory to dean on diversity, equity and inclusion strategies and activities for the college. Works with units in the college to assist with achieving college diversity, equity and inclusion goals.</p>
Director of Diversity, Equity and Inclusion	Division of Academic and Student Affairs	100	<p>Guide and lead efforts to cultivate an environment that values and demonstrates DASA's commitment to equity, diversity, and inclusion (DEI).</p> <p>Responsible for developing, supporting, and implementing diversity and inclusion strategies and programs for the division, serving students impacted by division units and programs. This work is done in partnership with the Office of</p>

			Institutional Equity and Diversity and DASA leadership.
Director and Extension Specialist, JUNTOS	Division of Academic and Student Affairs	100	Oversees expansion of the Juntos program in new states and new sites. Ensures that the NC Juntos Program remains the model program for other states. Manages and oversees the out of state and in-state contract agreements before and during their implementation of the Juntos program. Co-Principal Investigator of Juntos program related grants. Supports NC leadership team with program training, events and workshops.
Director, Military and Veteran Services	Division of Academic and Student Affairs	100	Serves as a champion and ambassador for military-affiliated and veteran students, with the goal of optimizing the academic success of these students and increasing their persistence and graduation rates. Creates programs, activities and services designed to promote and enhance student success. Provides campus-wide leadership in the areas of recruitment, retention, and outreach of military-affiliated students.
Juntos Assistant Director	Division of Academic and Student Affairs	100	Promotes the Juntos program at the state and local level to build sustainability for local Juntos sites. Manages NC county Juntos staff in their day-to-day program implementation. Supervises work study students and program interns. Manages annual state-level Juntos events and summer academy.
Senior Director, Collegiate Programs	Division of Academic and Student Affairs	100	The Senior Director will lead the strategic development, quality and standards of student focused services and will process the heart of the

			student experience through data, assessments and reports. This position will function as the SSS/SSS-STEM, and McNair (Collegiate TRIO Programs) representative within the University community and will serve as an advocate for all SSS and McNair participants. The Senior Director serves as the Principle Investigator and provides administrative management and oversight to the two SSS academic support programs.
Asst Director, Talent Search	Division of Academic and Student Affairs	100	The position will maintain a caseload of 250+ students providing program counseling and advising services; recruiting students by targeted deadline; certifying eligibility based on federal criteria; entering student contact data in database; assisting senior students with the college application process to ensure entrance to a higher education institution.
Senior Director, Pre-College Programs	Division of Academic and Student Affairs	100	Provides leadership to three federally funded programs, Talent Search (TS), Upward Bound (UB), and East Wake Upward Bound and will be held accountable for their success, continued funding, and compliance with federal guidelines. Serves as the Principal Investigator and provides administrative management and oversight to assigned programs.
Program Coordinator, Talent Search	Division of Academic and Student Affairs	100	Facilitates educational, cultural, and social development enrichment activities for middle and high school program participants, focusing on students in Middle School/Rising Scholars. The position also entails providing participants with an

			educational environment conducive to obtaining a high school diploma and counsels and coaches participants so that they are prepared to gain entry into a post-secondary institution.
Asst Director, Student Support Services	Division of Academic and Student Affairs	100	The focus of the TRIO SSS Assistant Director is to facilitate educational development and academic enrichment for college level participants. Primary responsibilities of the position are to provide participants with a supportive educational environment conducive to meeting course requirements to obtain a college degree and to assist with preparation to gain entry into a postsecondary institution for graduate studies. This position will advise students in overcoming social, cultural, financial, personal, academic, and other challenges to fully participate in the life of the college and ultimately achieve the goal of graduation.
Coordinator, Collegiate Programs	Division of Academic and Student Affairs	100	Facilitate educational development and academic enrichment for college level participants. Primary responsibilities of the position are to provide participants with a supportive educational environment conducive to meeting course requirements to obtain a college degree and to assist with preparation to gain entry into a post secondary institution for graduate studies.
Asst Director, Student Support Services STEM	Division of Academic and Student Affairs	100	Leads the facilitation of educational development and academic enrichment for college level participants. Primary responsibilities of the position are to provide

			participants with a supportive educational environment conducive to meeting course requirements to obtain a college degree and to assist with preparation to gain entry into a postsecondary institution for graduate studies. This position will advise students in overcoming social, cultural, financial, personal, academic, and other challenges to fully participate in the life of the college and ultimately achieve the goal of graduation.
Academic Coordinator, Collegiate Programs	Division of Academic and Student Affairs	100	The McNair Academic and Research Coordinator for the TRIO Collegiate Programs will be responsible for program coordination and implementation. This position also includes maintaining a student caseload and quality faculty relationships serving as an advocate and liaison for scholars with various university departments and outside organizations.
Asst Director, Upward Bound	Division of Academic and Student Affairs	100	The focus of the Assistant Director is to facilitate academic, cultural and social development enrichment activities for high school participants as well as providing supervision of the academic support program staff for the Upward Bound Programs. The position also entails providing participants with an educational environment conducive to obtaining an high school diploma and assisting with preparation to gain entry into a post-secondary institution.
Academic Coordinator, Upward Bound	Division of Academic and Student Affairs	100	The Upward Bound Program is an early intervention pre-college preparatory program funded by the U.S. Department of Education.

			Provides program services ensuring the personal, vocation and education guidance for each Upward Bound Program participant. Provides academic assistance to specified students designated as part of the rigorous curriculum.
Assoc Director, Ronald E. McNair Scholars	Division of Academic and Student Affairs	100	Responsible for overseeing programming (including preparations, execution, and evaluation of the academic year and summer sessions), as well as assisting eligible students in all components of the program from advising students in undergraduate research to preparation for graduate school. Includes program evaluation, data collection and analysis, and grant writing.
Program Coordinator, Talent Search	Division of Academic and Student Affairs	100	Facilitates educational, cultural, and social development enrichment activities for middle and high school program participants. The position also entails providing participants with an educational environment conducive to obtaining a high school diploma and assisting with preparation to gain entry into a post-secondary institution.
Program Coordinator, Upward Bound	Division of Academic and Student Affairs	100	The Upward Bound Program is an early intervention pre-college preparatory program funded by the U.S. Department of Education. Provides program services ensuring the personal, vocation and education guidance for each Upward Bound Program participant. Provides academic assistance to specified students designated as part of the rigorous curriculum.
Director, College	Division of Academic	100	Provide effective day-to-day

Advising Corps	and Student Affairs		management and administration for the NC State College Advising Corps; supervise 20 advisors; proactively identify and implement methods for publicizing and promoting the activities of the NC State College Advising Corps; establish, nurture, and sustain relationships, communication, and collaboration between and among the host institution, College Advising Corps, partner high schools and districts, and other stakeholders; and establish and nurture relationships with other college access and community programs in the area and beyond – community agencies, the business community, alumni, and community members.
Program Coordinator, College Advising Corps	Division of Academic and Student Affairs	100	The Assistant Program Director will work with the Program Director to provide effective day-to-day management and administration of the NC State College Advising Corps. The Assistant Program Director will work with the Program Director to assess needs for program efficiency using data analysis and programmatic leadership. Shares supervisory responsibility for advisors, including biannual evaluation and regular communication with advisors.
Assistant Director for College Programs	Provost/Shelton Leadership Center	50	Not provided
Program Specialist for College Programs	Provost/Shelton Leadership Center	75	Not Provided
Assistant Director for Pre-College Programs	Provost/Shelton Leadership Center	50	Not Provided

PART 3: An accounting of institutional budget expended on D&I operations and activities, broken out by personnel and non-personnel costs and by funding source

This section must include all staff included in Part 2 above. Personnel costs should reflect only the portion of the position's time associated with D&I activities over the fiscal year. Distinguish expenses by funding source.

Following is the accounting of NC State's institutional budget expended on D&I operations and activities, broken out by personnel and non-personnel costs and by funding source. Of NC State's budget of \$1.6B (all sources of funding), D&I operations and activities amount to less than one-half of one percent (0.45%) of the total University budget.

Total University

Type of Expense	State Funds	Non-State Funds	Total Expenditures
Personnel Expenditures	\$2,665,600	\$1,369,767	\$4,035,367
Non-Personnel Expenditures	\$1,698,341	\$1,389,988	\$3,088,329
Total Expenditures	\$4,363,941	\$2,759,755	\$7,123,696

PART 4: A list of signature D&I programs that serve a critical role in helping the constituent institution accomplish its learning and D&I objectives, along with their purpose and any data on outcomes, including relevant participant feedback

This list is not intended to be exhaustive but should reflect the most significant D&I programming. If feedback or related data on outcomes is not available, indicate how this data may be captured in the future.

As previously mentioned, NC State did not have a D&I-specific Strategic Goal for 2019-2020. Consequently, metrics of impact for D&I activities are not easily collected nor uniform to respond directly to a common set of objectives. The information provided below represents a sample of the breadth of D&I activities taking place at NC State.

OIED Signature D&I Programs and Activities

The OIED [2019-2020 annual report](#) (hard copy provided) outlines many D&I programs, including the following:

Recognizing D&I Excellence and Incentivizing Community Culture at NC State

The 14th annual Chancellor's Creating Community Awards, presented at the Recognizing Excellence in Diversity (RED) Event, honors outstanding faculty, staff, colleges, students and student organizations that have made exceptional contributions in the areas of equity, diversity and inclusion. On April 22, 2020, this event took place virtually for the first time via YouTube Premiere, attracting triple the audience of previous years. Awards were given in six categories: Outstanding Faculty Award; Outstanding Staff Award; Outstanding Student Award; Outstanding College Award; Outstanding Student Organization Award; and the Alumni Legacy Award, given for the first time this year.

Building Future Faculty

The Building Future Faculty (BFF) program is a 2.5- day professional development workshop for dissertation students, candidates and postdoctoral scholars who are preparing for faculty careers. Attendees learn about what to expect and what is expected of a faculty member at a research-extensive institution; participate in skill-building workshops and informational sessions; and interact with deans, department heads, and faculty in discussions concerning their academic work and career interests.

Raising Awareness: The Movement Peer Educators

The Movement is a group of trained interpersonal violence prevention peer/student educators in the Women's Center that seeks to end interpersonal violence at NC State through peer education, advocacy and collaborative action to ensure a safe and equitable campus community. During the 2019- 2020 academic year, the center piloted its first facilitator training open to any current member of The Movement. In March 2020, 14 returning members received advanced training to become trained workshop facilitators. In 2019-2020 The Movement's workshop facilitators led 21 workshops, reaching approximately 244 people with information and practical skills related to consent, healthy relationships, sexual violence, stalking, bystander intervention and supporting survivors. The Movement also hosted numerous awareness raising events throughout the year.

Inclusive Excellence and Strategic Practice (OIED)

The Inclusive Excellence and Strategic Practice (IESP) unit, housed in OIED, is our largest outreach and education unit for all campus constituencies, including faculty and staff.

In 2019-20, OIED launched the **Foundations of Cultural Competence and Inclusivity Certificate Program for Faculty**, consisting of the following components: DiversityEdu (online) for Faculty; Cultural Intelligence (CQ) Assessment Workshop; Building Cultural Competence Knowledge and Skills Workshop.

Collegial Conversations

In an effort to provide NC State employees with relevant topics and timely and valuable information following campus' closure, coupled with racial protests, Inclusive Excellence and Strategic Practice elected to host a virtual professional development series. The topics were: Facilitating Inclusive Meetings; Safety, Productivity and Stress: Managing Self, Work and Family Amidst a Pandemic; and Identities Beyond Athlete. The sessions averaged over 70 attendees.

Campus Community Centers (OIED)

The OIED Campus Community Centers (CCC), housed in OIED, include the African American Cultural Center, GLBT Center, Multicultural Student Affairs, and the Women's Center. Together, the CCC are key providers in developing, implementing, and assessing our student community programs. Through their initiatives, we can engage thousands of students during one academic year. The following is a summary of the types of programs offered and some of the participants' notable outcomes and reactions.

- CCC creates opportunities for educational experiences that engage students towards cultural competence, cultural humility, identity development, student success and retention - including elements of inclusion, belonging and well-being. This rich array of programming has proven to be an essential component of student engagement and success, as evidenced by student responses and continued engagement.
- CCC does not do this work alone, but works in close collaborations with the following units: College Diversity Coordinators, Counseling Center, Prevention Services, Residence Life, Fraternity and Sorority Life, Military and Veterans Affairs, Disability Resource Office, Resident Student Organizations, Equal Opportunity and Equity, and numerous other college and division diversity programs, academic units and community organizations.

Division and College Signature D&I Programs

When asked to provide information about signature D&I programs, defined as programs that “serve a critical role in helping the constituent institution accomplish its learning and D&I objectives” NC State divisions and colleges responded with a robust and diverse array of activities. Of the 147 programs submitted, divisions and colleges reported the top identified outcomes as follows:

- Improve culture/climate: 31 programs/activities
- Student recruitment: 26 programs/activities
- Student retention: 26 programs/activities
- Building cultural competence: 20 programs/activities
- Leadership development in D&I realm: 11 programs/activities
 - 7 of these programs related to faculty/staff development; 4 related to students
- 6: Faculty/staff recruitment: 6 programs/activities
- 5: Diversifying the global workforce: 5 programs/activities
- Improve inclusive teaching: 5 programs/activities
- Policy change: 3 programs/activities
- Faculty/staff retention: 3 programs/activities

A sample of the many efforts described by divisions and colleges is provided below.

Student Retention and Success

DASA: Student Support Services/TRIO (federally funded)	Through the SSS and SSS-STEM programs, students are introduced to university resources, faculty and administrators, dedicated peer tutors and committed program professionals. SSS and SSS-STEM offers supplemental tutoring, academic skills development, and specialized services to assist students in developing necessary skills and strategies to succeed in college. All services are free and available to any student who completes the application, qualifies under federal guidelines, and is invited into the program. https://trio.dasa.ncsu.edu/student-support-services/	Persistence Rate (All Program Participants) SSS-96% STEM-95% First-Year Retention Rate SSS-100% (23 out of 23) STEM-100% (28 out of 28) Good Academic Standing SSS-97% STEM-99% 6-Year Graduation Rate SSS-88.46% STEM-93.33%
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Improve Inclusive Teaching and Faculty Development

Office of Faculty Development: Inclusive Teaching Certification (ITC)	To reflect on multiple facets of inclusive teaching, encompassing the creation of a welcoming, equitable course climate, the design and implementation of accessible and inclusive classroom practices and assessments, and the selection and implementation of inclusive, diverse course content. Participants will engage with key concepts in inclusive teaching and learn from various stakeholders on our campus and other institutions of higher education who share their important research on student development, Universal Design for Learning, intercultural competence, and intrapersonal awareness.	Number ITC participants FY2019-20 =77 Participants shared that discussion modules allow for participants to engage in dialogue with other professionals and also welcome diverse perspectives and opinions that allow individuals to self-reflect and challenge themes to be open minded and consider implementing many of the strategies and concepts presented in the modules. Participants indicated that the Certification expanded the design and thought processes they experience in their approach to teaching.
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Building Cultural Competence and Preparing the Global Workforce

College of Education: Leadership Institute for Future Teachers (LIFT)	Residential summer program to increase the number of bilingual and students of color interested in teaching and enhance their leadership skills	89% of the respondents felt LIFT was helpful in their consideration to pursue teaching as a profession
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Student and Faculty Recruitment and Retention, Preparing the Global Workforce

College of Sciences: Diversity in STEM Symposium & Dinner	Every two years, the college's Diversity in STEM Symposium brings together NC State students, faculty, staff and alumni and the general public to explore issues related to increasing and supporting diversity in STEM fields.	The day includes a keynote speech, research poster presentations, networking opportunities and breakout sessions. Past symposia have included sessions on respecting culture in STEM research, inclusion in advising, breaking artificial barriers and creating spaces that support marginalized identities.
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Faculty and Staff Retention, Building Cultural Competence

Libraries: Diversity Talks Program	The Libraries' EDI Committee leads the Diversity Talks Program, which takes place monthly and involves an engaging, open discussion about current diversity topics in the library, on campus, and in our larger communities. Each month, the committee sponsors a workshop, invites a guest speaker, or leads a discussion group on a diversity topic. These are often done in partnership with the university's Office of Institutional Equity & Diversity (OIED). These events are intended primarily for library staff but may occasionally be open to students or the larger campus community. This program began in 2016.	On average, when in person/onsite, each Diversity Talks program was attended by 40 staff. Through consistent offerings of OIED workshops for library staff, such as Project Safe, we have more than doubled the number of Project Safe and Green Zone allies for our campus community. Since the pandemic, participation has only grown. For instance, a recent virtual Diversity Talk attracted 112 staff.
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Student Success and Retention, Preparing the Global Workforce

Shelton Leadership: Chancellor's Leadership Development Program (CLDP)	The Chancellor's Leadership Development Program (CLDP) seeks to support incoming first-year students who are first-generation college students and/or are from rural counties within North Carolina. Students from all colleges within NC State University are accepted into the program. CLDP is structured as a two-year program, with an optional third year, to help students maximize their leadership skills through experiential learning and self-discovery. Throughout the program, students participate weekly in various programs and activities to develop strong cohort communities, a sense of belonging within NC State, and a clear personal vision for who they are and what they hope to achieve in the future. The third-year option for CLDP challenges students to apply the competencies	Overall Program Outcomes: Demonstrate respect for others' viewpoints; Differentiate between individual and cultural differences; Empathize and connect with individuals different from themselves; Use knowledge of similarities and differences between people to make sensitive and appropriate decisions; Contribute to a positive organizational environment through active participation and cooperation with others; Outcomes Related to International Trip: Examine the similarities and differences between home and host cultures; Identify interconnections between local and global issues; Reflect on personal growth and confidence based on cultural experience.
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	<p>from the first two years of the program. Students will assume responsibilities for program management through the Leadership Council, assisting with developing the program structure for the first-year and sophomore cohorts, taking lead on team development, supporting the retreats, etc. Students will also have the opportunity to participate in an international experience in which they will take the lead in planning the experience and leading their peers in real time.</p>	
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Staff Retention, Building Cultural Competency

<p>Campus Enterprises:</p> <p>Employee Orientation and Training Programs</p>	<p>In 2019-2020, Campus Enterprises developed a new employee orientation program for temporary employees, including content on discrimination and harassment. We also partnered with OIED to offer DHPR training to all full time employees in fall of 2019. We continued to offer our orientation for student employees and other workshops on D&I topics throughout the year.</p>	<p>In 2019-2020, 209 temporary employees completed the new orientation, and 516 permanent and temporary employees completed DHPR. Altogether, staff participated in 2,925 hours of training that included a D&I component.</p>
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END OF REPORT

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 2020-21:

- Park Foundation
- NC State Foundation, Inc.
- Endowment Fund of NC State
- NC Agricultural Foundation, Inc.
- NC Dairy Foundation, Inc.
- NC Tobacco Foundation, Inc.
- NC State Engineering Foundation
- NC Forestry Foundation
- Pulp and Paper Foundation, Inc.
- NC State College of Sciences Foundation
- NC Textile Foundation
- NC Veterinary Medical Foundation, Inc.
- NC State 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	16	58
Endowment Fund of NC State	2	2
Natural Resources Foundation	0	2
Pulp and Paper Foundation	1	1
NC Textiles Foundation	0	1
College of Sciences Foundation	0	1
TOTALS	19	65

NC STATE
UNIVERSITY

Undergraduate Admissions

Special Consideration Process Update

Louis Hunt
Senior Vice Provost
Enrollment Management and Services

NC STATE
UNIVERSITY

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]



NC STATE
UNIVERSITY

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



NC STATE
UNIVERSITY

Selection Results

2016 – 2020 Cohorts





Admissions Data

All Freshmen

	2016	2017	2018	2019	2020
Enrolled	4227	4657	4,845	4,772	4,665
High School GPA	4.53	4.54	4.59	4.29	4.27
SAT Total	1261	1309	1320	1337	1320
SAT EBRW	616	647	650	659	651
SAT Math	644	662	670	678	669
ACT	29	29	29	29	29

Source: UPA's Freshman Profile, 10-year Trend, http://oirp.ncsu.edu/sites/oirp.ncsu.edu/files/freshman_profile_2015.pdf
EMAS, Enrollment and Test Scores, 2016-20



Admissions Data

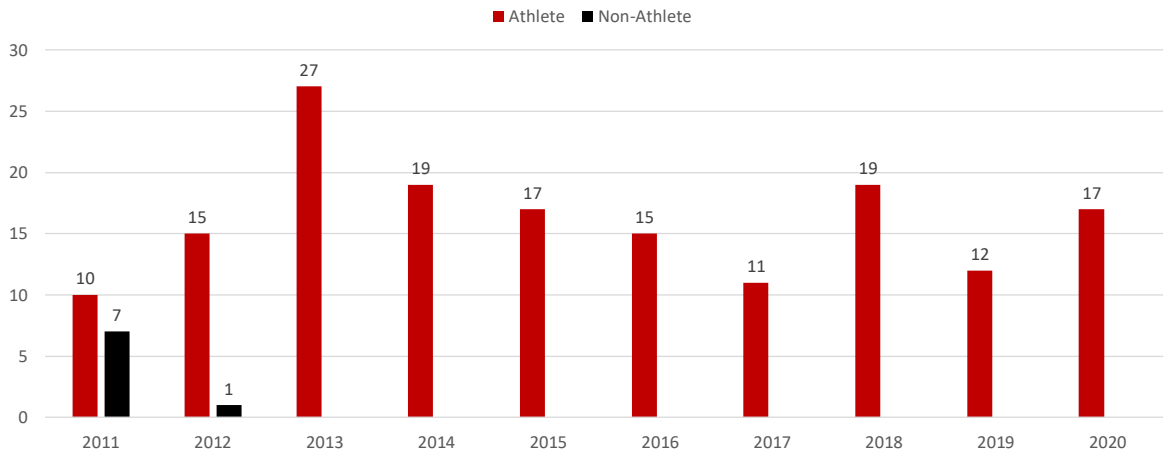
Special Consideration Cases

	2016	2017	2018	2019	2020
Enrolled	15	11	19	12	17
High School GPA	2.72	2.96	2.98	3.08	2.97
SAT Total	873	878	938	971	928
SAT EBRW	425	430	473	482	461
SAT Math	448	448	465	489	467
ACT	18	19	20	21.5	17



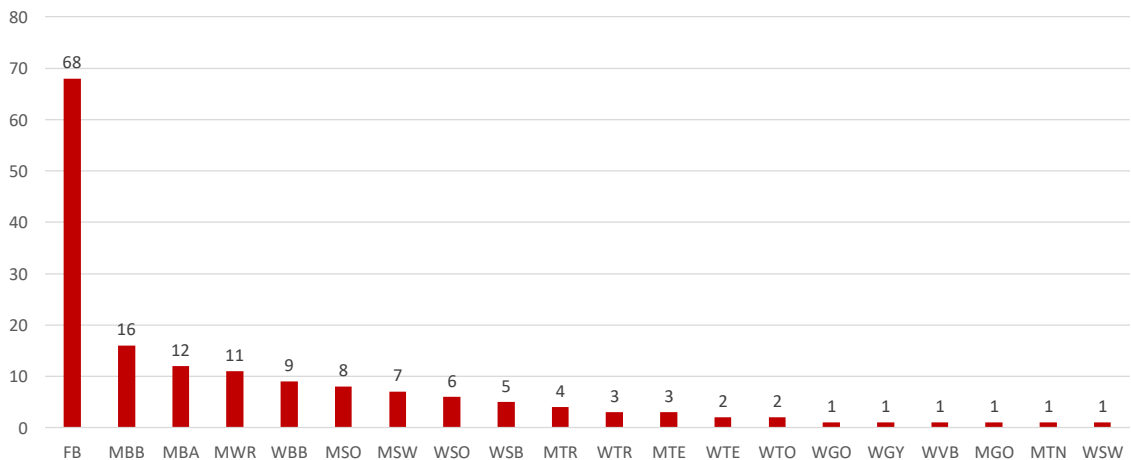
Special Consideration

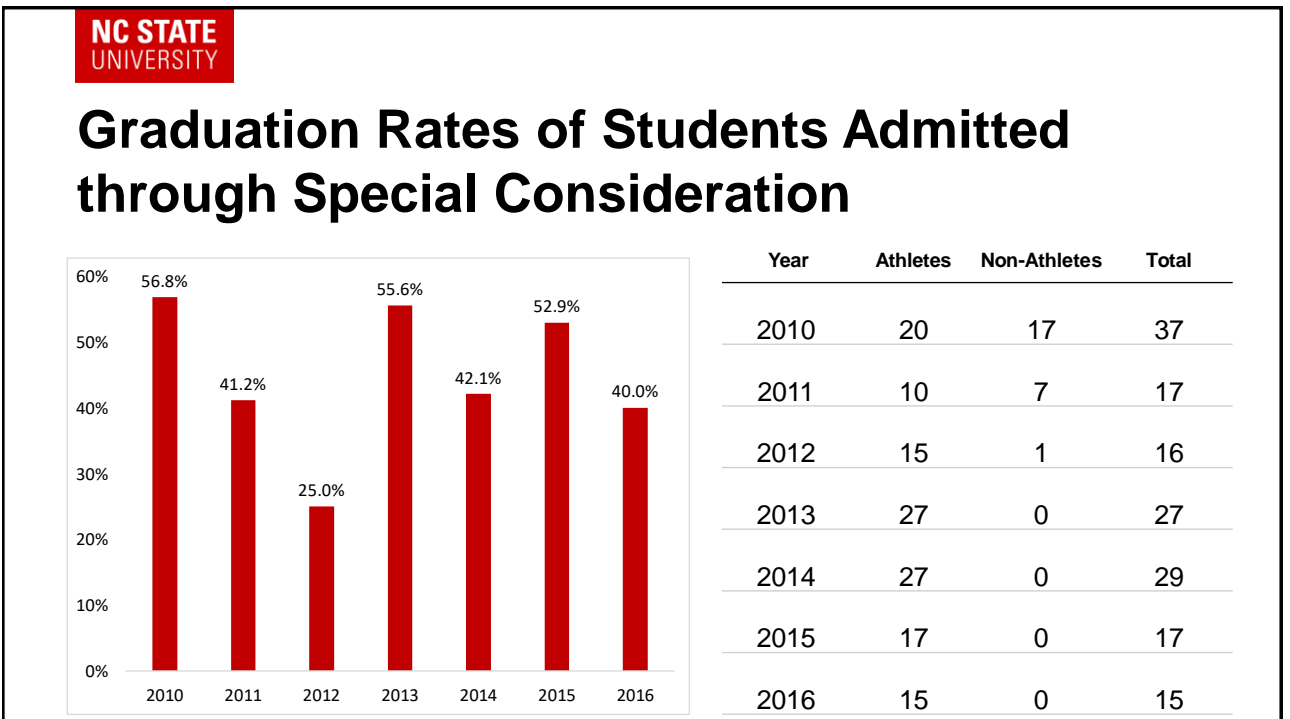
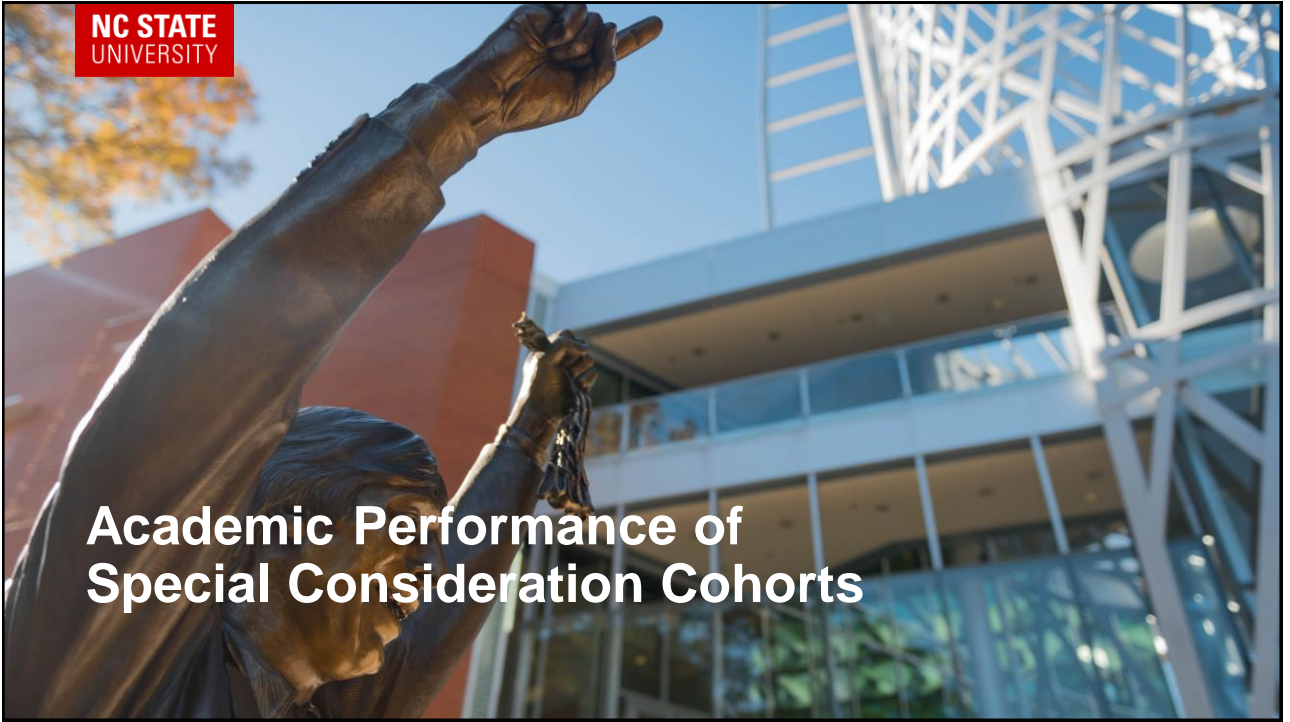
Ten-Year Enrollment



Special Consideration by Sport

Ten-Year Enrollment







Ten-Year Enrollment Update of Student Athletes

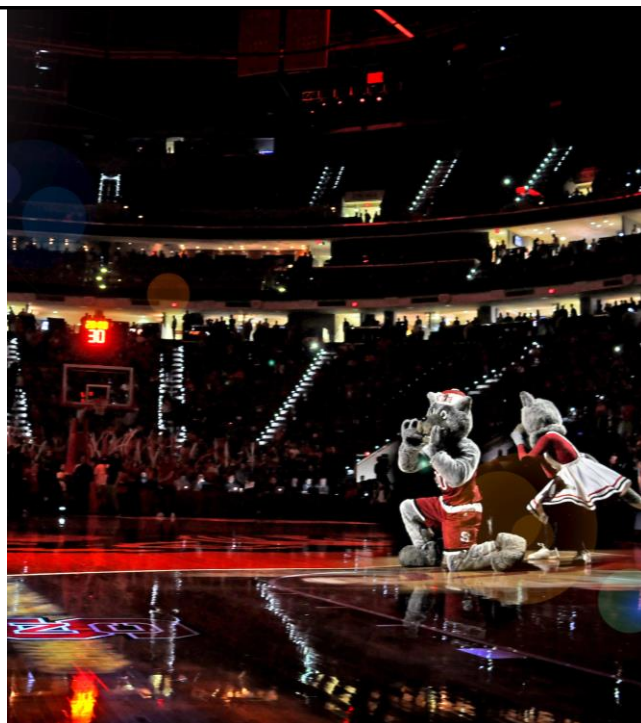
Spring 2021 Enrollment Status

Year	Enrolled	Graduated	Suspended	Went Professional	Withdrew	Total
2011	0	5	1	0	4	10
2012	0	4	0	1	10	15
2013	0	15	0	0	12	27
2014	0	8	0	0	11	19
2015	0	9	0	1	7	17
2016	1	6	0	0	8	15
2017	4	0	0	0	7	11
2018	10	0	0	1	8	19
2019	12	0	0	0	0	12
2020	17	0	0	0	0	17



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



NC STATE
UNIVERSITY

Conclusion / Questions?

Board of Trustees Report (written 21 March 2021)

This report is being written on 21 March, three and a half weeks since the last report was delivered to the Board and six weeks since that report was written.

Faculty Governance at NC State has remained vital during the pandemic, despite the inability to meet face to face, a challenge that has been difficult to overcome. Personal ties are essential to a collegial and effective faculty across disciplines.

The Faculty Senate approved the following letter addressed to the Chair of the Board of Governors and the President of the UNC System.

>>>Letter affirming the UNC racial equity task force report.

The Faculty Senate of North Carolina State University recognizes that the University System to which we belong, as well as our own institution, have a history of racial segregation and other inequities, traces of which still exist.

Consequently, we, the Faculty Senate, applaud the efforts of the Board of Governors to address these inequities through a Racial Equity Task Force which has produced a report and recommendations. We support the spirit of this report, and we endorse its recommendations.

We further commend and affirm the various steps that our university and the UNC System is taking and may take in the future toward the goal of a better campus culture for everyone.

Hans Kellner,

Chair of the Faculty

Executive Committee

Faculty Senate

>>>

The message of the letter is clear, and the faculty will attend closely to future steps.

In other business, recent Senate meetings have featured the legislative liaison, in part because the Faculty Senate is planning to reach out to legislators as constituents.

The Vice Chancellor for Finance and Administration presented a detailed and welcome view of the university's budget situation. This appearance is an extension of the monthly meeting of the University Budget Advisory Committee, which has given real insight to the members from across the university.

The upcoming Senate meeting will discuss campus culture and will be led by the Chair-Elect (soon to be Chair of the Faculty), and the Associate Chair. The Senate will also have a visit from the Chair of the Faculty at Fayetteville State, who will answer questions about the procedures for selecting Chancellors and the situation at his university.

The committees of the Faculty Senate have been working on a number of issues.

- * Resources and Environment has studied faculty compensation closely, as this remains the premier issue. Also with this committee is the matter of appropriate building naming and the alma mater.

- * Personnel Policy has been working on a possible proposal, in tandem with the Staff Senate, to increase the scope of Bereavement policy.

- * Governance-Communication-Recruitment (GoCoRe) has instituted the plan to have a Lead Senator from each College; it has also overseen the streaming of Senate meetings this year; and the election process.

- * Academic Policy has investigated concerns about departmental leadership, and has overseen a Covid Survey that examines faculty responses to the pandemic year.

The Chairs of the Faculty in the UNC System have shown their concern over a proposed law - HB 243, which would change to procedures for furloughs and salary reductions.

As Chair, I have attended several University Standing Committees of importance to the faculty. The Lifelong Faculty Involvement Committee, in particular, which I have chaired several times in the past, continues to be concerned about the loss of benefits like e-mail and software that had been standard in the past for emeritus and retired faculty.

As my second term as Chair of the Faculty is coming to an end, this may be my last report to the Board. Having written more such reports than any other Chair of the Faculty (over 20), I would like to express a wish that in the near future the Board will draw closer to the university faculty in ways that are mutually beneficial and legally appropriate.

Respectfully submitted,

Hans D. Kellner

Chair of the NCSU Faculty 2019-21

Former Chair of the NCSU Faculty 2011-13

"Unity is strength. . . when there is teamwork and collaboration, wonderful things can be achieved." --
Mattie Stepanek;

Honorable members of the Board of Trustees,

This quote has proven to be true as we continue moving through this semester. Staff Senate have come to realize that while we cannot change the direction of the wind, meaning the impact that this pandemic has caused to our campus community, we can adjust the sails by working together in unity and still meet and or exceed our mission.

Unity and Collaboration

- Drs. Julie Casani and Amy Orders continue to provide updates on Covid-19 testing, vaccinations and the impact to the staff community.
- Sheri Schwab, OIED- Racial Equity Summit Guiding Coalition/Steering Team as key findings of the Racial Equity Summit are shared including ideas captured for next steps.
- The UNC Staff Assembly continues to support the work of the Racial Equity Task Force survey and make recommendations accordingly.
- Partnership with the University Human Resources onboarding office, to offer Sustainability training as part of onboarding for new and returning employees.
- Raising awareness through the university's Feed the Pack Program, to address food insecurity that impacts our students, faculty and staff within the NC State Community.

Teamwork

- Sponsoring a Spring drive event called "Send a Smile" with Transitions Life Care in Raleigh, where they accept letters, cards, pictures, etc. to send out to their nursing home and hospice patients to bring a smile to their face and encouraging word during the COVID-19 pandemic.
- Help the campus promote COVID-19 vaccinations among the staff and university community.
- Staff representation on the Administrative Advisory committee for the 2020-21 Alexander Q. Holladay Medal for Excellence recognition award.
- Continuing to explore ways to improve the Senate's engagement with the NCSU community and enhance our efforts to meet their diverse needs.
- Pursuing professional development and continuing education opportunities for Staff Senators as we embrace the generous fund created by Susan Colby, past Staff Senate Chair, in memory of her late husband. This fund is to support the Staff Senate leadership and program opportunities announced on NC State's Day of Giving.
- Work with university leadership and HR to launch an Emergency Loan Fund Program for faculty and staff.
- Presented a Professional Development workshop for Cooperative Raleigh Colleges - "Working Together While Working from Home"
- Updating the Staff Senate website to ensure that we have the most useful, clear and easily accessible information for our staff community.

We will continue to stay connected to all of our long standing partnerships and effective vehicles for channeling information, i.e.

- Hosting Lunch and Learns virtual events: Events held since last meeting include the following: Mindful versus Mind Full, Balancing Work life and Personal life, More Love, Less Waste, Creating Civility and Respect in the Edge of Neo Diversity. Coming in April will be e-vents to coincide with Earth Day and Earth Month.
- The Staff Senate 'Making Your Voice Heard' newsletter, Staff Senate website and social media.
- Transportation, Budget and University Diversity Advisory committees.
- Act as the primary liaison between staff and Chancellor, University Council, Board of Trustees, Faculty and Student senate and UNC staff assembly.
- Participate in weekly executive briefings and joint meetings with Chancellor Woodson and the Faculty Senate chair.
- Deliver Shout Out recognitions to acknowledge the many deserving staff for their valued contributions to NC State.

As we continue to encourage a sense of community and engagement among all university employees we can't help but look to our motto for the year that speaks to our history and our future: "Leading Together During a Time of Change - "We Are the Change." When we talk about "We Are the Change" it's not just the Senators but every staff member on campus and all of our Extension offices. We amplify the voices of our staff and let that help inform what we do, and we do it together.

Respectfully submitted,

Pat Gaddy, Staff Senate Chair, 20-21

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 1/1/2020 through 12/31/2020

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 2020 calendar year.

**Professors of Distinction with matching funds
from the Distinguished Professors Endowment Trust Fund (DPETF)
Annual Report – April 2021**

The following were awarded since the time of the last report to the NC State BoT in April 2020:

- Dean F. Duncan Distinguished Professor in Mechanical Engineering to **Dr. Xiaoning Jiang**, Department of Mechanical and Aerospace Engineering, College of Engineering
- Jordan Family Distinguished Professor for Natural Resource Innovation to **Dr. Tom Gower**, Department of Forestry and Environmental Resources, College of Natural Resources
- William K. and Ann T. Collins Distinguished Fellow in Tobacco Research Extension to **Dr. Matthew Vann**, Department of Crop and Soil Sciences, College of Agriculture and Life Sciences
- Randall B. Terry, Jr. Distinguished Professor in Comparative Medicine to **Dr. Kathryn Meurs**, Department of Clinical Sciences, College of Veterinary Medicine
- Prestage Family Distinguished Professor in Turkey Physiology / Nutrition / Immunology to **Dr. Robert Beckstead**, Prestage Department of Poultry Science, College of Agriculture and Life Sciences

NC STATE UNIVERSITY

BOARD OF VISITORS

Friday, March 5, 2021

10:00 a.m. – 1:00 p.m.

Zoom Link: <http://go.ncsu.edu/bovmeeting>

Welcome, Approval of Minutes, and Introductions

General Odierno, Chair of the Board of Visitors

Board of Trustees Update

Tom Cabaniss, Chair of the Board of Trustees

Chancellors Update

Randy Woodson, Chancellor

COVID-19 Updates

Julie Casani M.D., Director and Medical Director of Student Health Services

Amy Orders, Director, Emergency Management and Mission Continuity and Environmental Health and Public Safety

Strategic Plan Discussion

Warwick Arden, Executive Vice Chancellor and Provost

Margery Overton, Senior Vice Provost for Institutional Strategy and Analysis

Break

Legislative Update

Donny Lambeth, N.C. House of Representatives

Athletics Update

Boo Corrigan, Director of Athletics

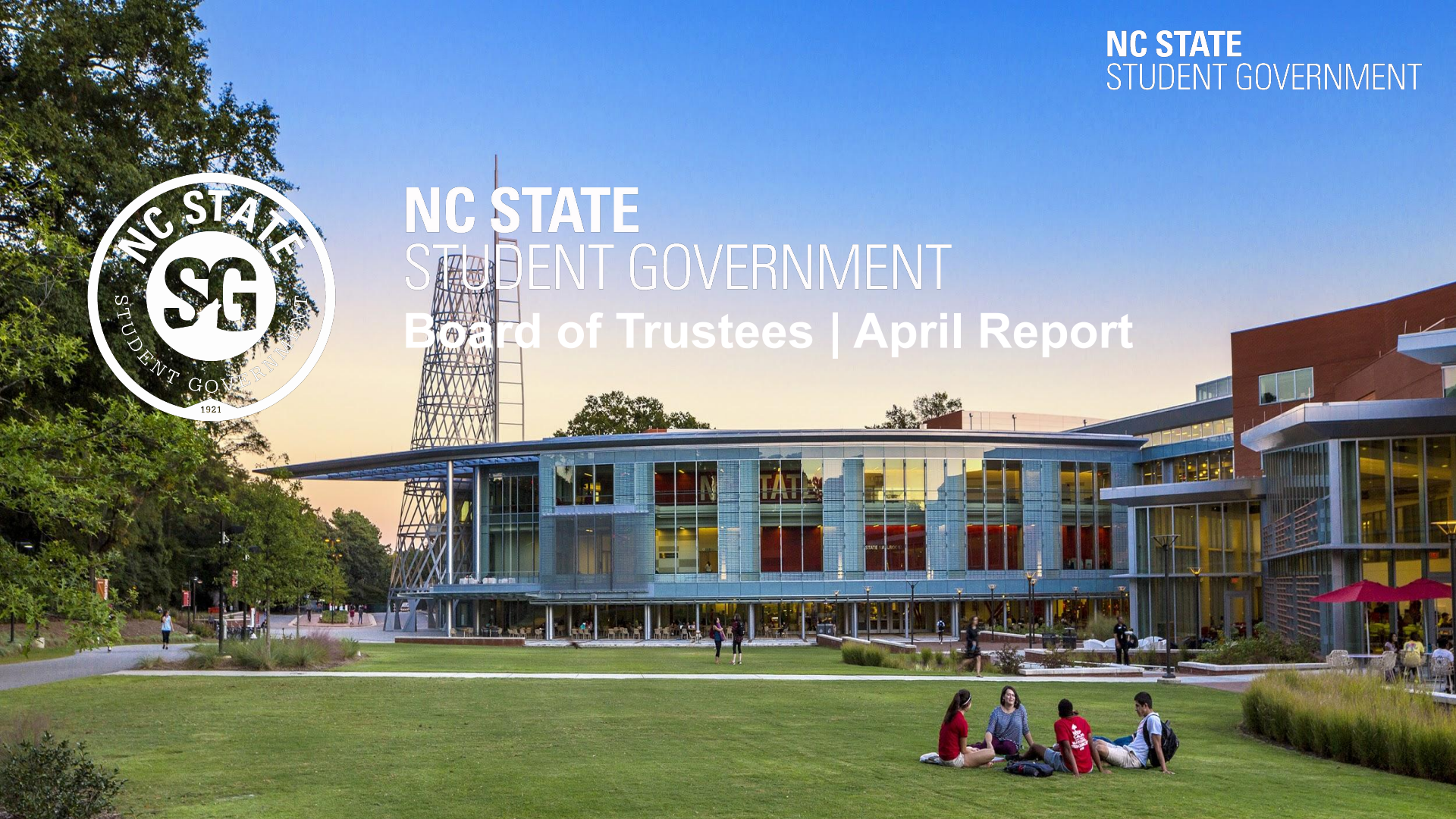
Meeting Wrap Up

General Odierno, Chair of the Board of Visitors

The next Board of Visitors Meeting will be Friday, October 1, 2021 at 10:00 a.m.



NC STATE STUDENT GOVERNMENT Board of Trustees | April Report

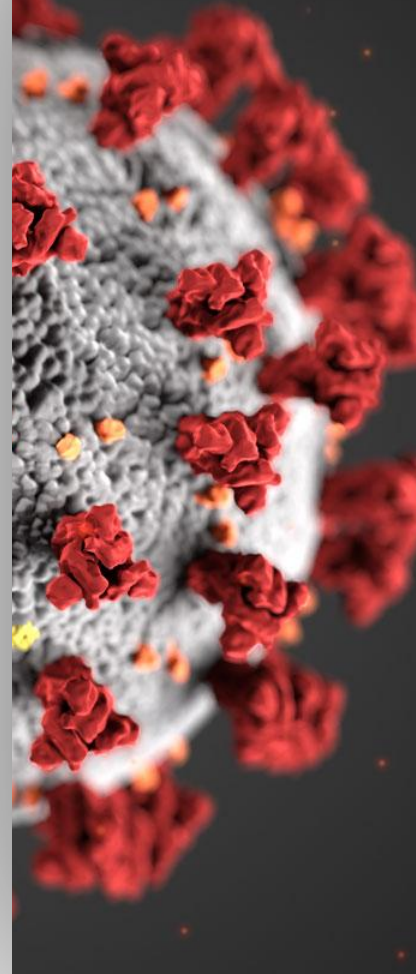


Founded and funded by **students**, the NC State University Student Government encourages students to express their concerns and ideas, promotes an environment of open discourse and academic excellence, and proactively represents **the student voice** to the University administration and Board of Trustees through **ethical** and **accountable** public service.



COVID-19

- On campus Vaccination has become available to all students, SG is encouraging all students to get vaccinated when one becomes available to them
- Wellness Days have continued to be a concern amongst students, SBP Flowers works closely with the Provost's Office to address courses schedules conflicting with Wellness Day guidance
- Student organizations are anxious to resume in person opportunities for members
- The COVID-19 Commission submitted the [final report](#) for this session regarding the plans for Fall 2021



Food and Housing Insecurity

- Homelessness and food & housing insecurity among NC State students during the COVID-19 pandemic - Mary E. Haskett & John Dorris
 - Homelessness was defined based on nine questions about housing status that equated to homelessness by U.S. Department of Education criteria in the McKinney Vento Act. The nine items have been used in prior studies of college student homelessness. If students indicated they had slept in any one of nine conditions (e.g., at a shelter, couch surfing, outdoor location, hotel or motel without a permanent home to return to) since COVID-19 began, they were classified as having experienced homelessness.
 - Food security. To measure food security, we use the USDA's Household/Individual Food Security Survey Module (FSSM) 6-item version, with a 30-day timeframe (Blumberg, Bialostosky, Hamilton, & Briefel, 1999). Participants were classified into one of four categories: those who provided 0-1 affirmative responses to the FSSM items were considered High or Marginal Food Secure, participants with scores of 2-4 were considered Low Food Secure, and those with scores of 5-6 were considered Very Low Food Secure. We combined students who were Low Food Secure or Very Low Food Secure into a "food insecurity" group.

Food and Housing Insecurity

- Homelessness and food & housing insecurity among NC State students during the COVID-19 pandemic - Mary E. Haskett & John Dorris
 - 15% of students at NC State have experienced homelessness since the pandemic began.
 - Nearly 25% have experienced food insecurity in a 30-day period.
 - Student wellness has been poor during the pandemic, with many students indicating that they rarely feel cheerful, calm, or in good spirits; they are not rested and they lack vigor.
 - These feelings are much more intense for students who are food or housing insecure and those who have experienced homelessness.
 - Learning has been impacted, with nearly 90% of students who have experienced homelessness reporting that their learning has been negatively impacted by their living situation.
- On Campus Resources
 - Feed the Pack Food Pantry
 - Student Emergency Funding
 - CURE Funding

HOST (Housing Options for Students Today)

- Long term community based housing for students experiencing housing insecurity
- [BWEL Foundation](#) agreed to be an organizational home for the program
 - Mission: To end the cycle of poverty through advocacy and supportive services for those who desire the opportunity to improve their quality of life.
- [HOST matches](#) local community members interested in opening up their homes to students in need of long term housing

Pack Essentials Graduate Assistant

- Funded by Student Government and the Graduate Student Association
- Created in collaboration with Mike Giancola, Dr. Mary Haskett, Melissa Green, Student Government and the Graduate Student Association
- [FB 155 - Pack Essentials Position Funding Act](#)
 - This position will provide support to students at risk for or experiencing food insecurity and/or housing insecurity with a focus on prevention. Another significant aspect of the position is focused on developing partnerships with and leveraging community based resources to complement the existing campus resources. They will help increase campus and community awareness of basic needs insecurity among college students; and work with appropriate campus partners to identify and close gaps in services for students with unmet basic needs. They will use a trauma-informed lens and social justice and equity-based frameworks to provide support for students and promote student wellness, retention, and success. This is a new position and will work with existing partners and basic needs resources around campus to build capacity for students.

Diversity & Inclusion

- GB 164 - Student Government Diversity and Equity Advancement Act
 - On an annual basis SG shall publish a report including, but not limited to, demographic breakdowns of college membership, undergraduate and graduate students, international student memberships, and demographics relating to race, ethnicity, gender, sexual identity, age, disability, veteran status. This report shall be made based on the SG membership data available on the census date. This report shall be sent to all members and shall be published on the SG website.
 - Prior to making any appointment that requires Senate confirmation, the appointing official shall announce that the position is available to, but not limited to, the HOWL, all College Councils, all online Student Government platforms, and all multicultural student organizations.
 - All appointing officials in Student Government shall be required to complete bias training prior to the beginning of the fall semester. Advising personnel for Student Government shall be responsible for coordinating and delivering that training to all appointing officials.
 - Following the completion of each semesterly election cycle, the Board of Elections shall publish a report that details the demographic breakdowns of all students who voted in the election cycles. This report shall include, but not be limited to: race, gender, class standing, and college.
- R 133 - The Census of Agriculture LGBTQ+ Inclusion Act
 - Brings attention to the exclusion of gender identity or sexual orientation on the Census of Agriculture administered by the United States Department of Agriculture ([USDA 2017 Census](#))
 - NC State Student Government has called for the inclusion of gender identity and sexual orientation in the 2022 USDA Census of Agriculture.

Diversity & Inclusion

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 - NC State Student Government has called for the inclusion of gender identity and sexual orientation in the 2022 USDA Census of Agriculture.
- SR 115 - The Modernization of the Student Body Constitution Act
 - Established the Equity Commitment
 - North Carolina State University is an institution composed of students that vary in backgrounds, abilities, characteristics, identities, beliefs, and affiliations. We, as the North Carolina State University Student Government, are committed to equitable representation and decision-making in all practices and procedures including but not limited to leadership development and officer roles, resources, communication and provision of services. We will protect individuals from undue bias and influence stemming from circumstances that are removed from the direct control of our students. To this end, we shall intentionally consider these impacts with integrity and with the best interests of the student body.

Association of Student Governments

- NC State was awarded Delegation of the Year Award
- SBP Flowers was awarded the Eve Marie Carson Servant Leadership Award



UNC
ASOG

Student Government Celebrates 100 Years of Service



- Held our virtual celebration on April 8th, looking forward to holding an in person celebration early 2022 -- [Executive Order 07](#) established the steering committee for the in person celebration

Student Government Elections

- 101st Session Student Body Officers
 - McKenzy Heavlin, Student Body President
 - Natalie Bress, Student Body Vice President
 - Molly Vanhoy, Student Senate President
 - Harrison Andrews, Student Body Treasurer



Questions?

**Melanie Flowers, Student Body
President Emeritus |**
mnflower@ncsu.edu

**McKenzy Heavlin, Student Body
President |** sbp@ncsu.edu



**BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY
EXECUTIVE COMMITTEE
APRIL 15, 2021, 9:30 a.m.
*MEETINGS: IN-PERSON AT PARK ALUMNI CENTER AND VIA ZOOM***

Chair: Tom Cabaniss
Members: Andrews, Goodnight, Kelly, Weisiger, Jr.

AGENDA

- **Call to Order and Reading of Ethics Statement**
Tom Cabaniss, Chair of the Committee
- **Roll Call**
- **Approval of Minutes**
— **COMMITTEE ACTION:** February 26, 2021 Open and Closed Session Meeting of the Executive Committee
- **Discussions:**
— May 14, 2021 Special Call Meeting and Board Retreat
- **Closed Session**
- **Reconvene in Open Session**
- **Adjourn**

OPEN SESSION MINUTES
Board of Trustees Executive Committee
North Carolina State University
Raleigh, North Carolina
February 26, 2021

The Executive Committee of the North Carolina State University Board of Trustees met in a hybrid meeting format on Friday, February 26, 2021.

Members present:

Thomas E. Cabaniss, Chair
Robert F. Andrews III
Ann B. Goodnight
Stanhope A. Kelly
Edward I. Weisiger, Jr.

Others present:

Randy Woodson, Chancellor
Allison Newhart, Vice Chancellor and General Counsel
Paula Gentius, Assistant Secretary
Maggie Thompson, Chancellor's Office

Chair Cabaniss called the meeting to order at 7:30 AM and a quorum was present. 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 matter coming before the Executive Committee at this meeting. There being none, Chair Cabaniss called on Assistant Secretary Gentius for the roll call.

ROLL CALL

Assistant Secretary Gentius called the roll and certified that a quorum was present

MINUTES

Trustee Goodnight made the motion, seconded by Trustee Weisiger, to approve the open and closed session minutes of the September 11, 2020 meeting of the Executive Committee. The motion passed.

Chair Cabaniss presented proposed changes to the bylaws of the NC State University Endowment Fund Board of Trustees. The purpose of the changes is to include in the Treasurer's authorizations the authority to address real property assets on behalf of the Endowment Fund. Trustee Kelly made the motion, seconded by Trustee Weisiger, to recommend approval of the changes to the bylaws to the full board after a roll call vote.

Andrews	AYE	Weisiger	AYE
Goodnight	AYE	Cabaniss	AYE
Kelly	AYE		

Chair Cabaniss provided a summary of an action by the Endowment Fund Board of Trustees to approve a resolution regarding the NC State University Plant Sciences Building, which is currently under construction. The resolution affirmed the Endowment Fund Board's affirmation to give consideration to potential impacts of its decision-making process on the Plant Sciences Building. No action was required.

The Chair requested ideas for topics for future Deep Dive presentations during the board of trustees meetings. Trustee Weisiger suggested a presentation on employee compensation; Trustee Kelly recommended the process and strategy around diversity, equity and inclusion; and Trustee Andrews suggested the topic of commercialization of research. The Assistant Secretary will include these suggestions in the queue for board presentations.

North Carolina State University
Executive Committee Meeting Minutes
Friday, February 26, 2021
Page 2

The Executive Committee entered into closed session to consider the qualifications, competence, performance, conditions of appointment of a public officer or employee or prospective public officer or employee. Upon return of the Executive Committee from closed session and with no further business for the Executive Committee, Chair Cabaniss adjourned the meeting at 8:43 AM.

Respectfully Submitted,

Assistant Secretary

Secretary

Chair