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**BOARD OF TRUSTEES  
NORTH CAROLINA STATE UNIVERSITY  
COMMITTEE MEETINGS: FEBRUARY 25, 2021  
FULL BOARD MEETING: FEBRUARY 26, 2021  
ALL MEETINGS WILL BE HELD VIA ZOOM**

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**THURSDAY, FEBRUARY 25, 2021**

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| <b>10:15 – 11:30 a.m.</b>     | <b>Buildings and Property Committee</b><br>Ed Stack, Chair<br>Andrews, Harrell, Murphy, Prestage, Safran<br><b>Meeting Link:</b> <a href="https://go.ncsu.edu/botmeeting">https://go.ncsu.edu/botmeeting</a>  |
| <b>12:00 p.m. – 1:00 p.m.</b> | <b>Deep Dive Presentation: <i>Research and Innovation at NC State</i></b><br><i>Presenters: Vice Chancellor for Research and Innovation Mladen Vouk; Associate Vice Chancellor for National Security and Special Research Initiatives Alyson Wilson</i><br><b>Meeting Link:</b> <a href="https://go.ncsu.edu/botmeeting">https://go.ncsu.edu/botmeeting</a> |
| <b>1:15 – 3:00 p.m.</b>       | <b>University Advancement and External Affairs Committee</b><br>Chip Andrews, Chair<br>Goodnight, Stack, Murphy, Prestage, Weisiger<br><b>Open Meeting Link:</b> <a href="https://go.ncsu.edu/botadvance-external">https://go.ncsu.edu/botadvance-external</a>  |
| <b>1:15 – 3:00 p.m.</b>       | <b>University Affairs Committee</b><br>Dewayne Washington, Chair<br>Flowers, Harrell, Kelly, Poole, Safran<br><b>Open Meeting Link:</b> <a href="https://go.ncsu.edu/univaffairs">https://go.ncsu.edu/univaffairs</a>   |
| <b>3:15 – 4:45 p.m.</b>       | <b>Audit, Risk Management and Finance Committee</b><br>Ed Weisiger, Jr., Chair<br>Flowers, Goodnight, Kelly, Poole, Washington<br><b>Meeting Link:</b> <a href="https://go.ncsu.edu/botmeeting">https://go.ncsu.edu/botmeeting</a>  |

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**FRIDAY, FEBRUARY 26, 2021**

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**7:30 – 8:00 a.m.**                      **Executive Committee Meeting**                      **TAB 10**  
**Open Meeting Link:** <https://go.ncsu.edu/botmeeting>

**8:15 – 9:00 a.m.**                      **Dean’s Briefing: *College of Design***  
Mark Hoversten, Dean  
**Meeting Link:** <https://go.ncsu.edu/botmeeting>

**9:15 – 11:00 a.m.**                      **FULL BOARD MEETING**  
**Open 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:** November 13, 2020 Open Session Meeting of the Full Board  
— **BOARD ACTION:** November 13, 2020 Closed Session Meeting of the Full Board

■ **Chair’s Report – Tom Cabaniss**                      **TAB 2**  
— Endowment Fund Board Bylaws and Resolution  
— Deep Dive Topics

■ **Chancellor’s Report – W. Randolph Woodson**                      **TAB 3**  
— Update of Activities and Topics of Interest to the Board

**COMMITTEE REPORTS:**

■ **Audit, Risk Management and Finance Committee**                      **TAB 4**  
Ed Weisiger, Jr., Chair  
On the Agenda: Committee Approvals; Informational Reports  
— Internal Audit Update  
— Legislative and Budget Update  
— Finance Update  
— Annual Report on Endowment and Investments  
— Intercollegiate Athletics Finance and Budget Report  
— A Risk-Based Approach to Support Cybersecurity  
— 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: Board and Committee Approvals; Informational Reports

— Campus Design Review Panel

— Property Matters

- **BOARD ACTION:** 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).
- **BOARD ACTION:** 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).
- **BOARD ACTION:** 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).
- **BOARD ACTION:** (PENDING NEGOTIATIONS) 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.

— 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

— Informational Reports

- Capital Projects Update
- Status of Projects in Planning
- Centennial Campus Zoning Update
- Spring Semester Preparation

## ■ 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

— Major Gift, Annual Giving, Gift Planning, and Day of Giving Discussion

— Wolfpack Women in Philanthropy Presentation

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| ■ | <b>University Affairs Committee</b><br>Dewayne Washington, Chair<br><u>On the Agenda:</u> Board and Committee Approvals; Informational Reports<br>— Consent Agenda <ul style="list-style-type: none"> <li>• Approval of November 12, 2020 Minutes</li> <li>• Continuation of the Comparative Medicine Institute</li> <li>• Continuation of the Institute for Transportation and Education Research</li> <li>• Designation of Time Limited Option for Distinguished Professorships</li> <li>• Conferral of Tenure Requests</li> </ul> — Annual Report on Intercollegiate Athletics<br>— Annual HR Compliance Report (FY 2019-20)<br>— Graduation Report<br>— Student Body President Report<br>— Provost Update <ul style="list-style-type: none"> <li>• Academic Programs</li> <li>• Leadership Position Searches</li> <li>• Reappointment, Promotion and Tenure Process</li> <li>• Strategic Planning</li> </ul> | <b>TAB 7</b> |
| ■ | <b>Faculty Senate Report</b><br>Hans Kellner, Chair  | <b>TAB 8</b> |
| ■ | <b>Staff Senate Report</b><br>Pat Gaddy, Chair   | <b>TAB 9</b> |
| ■ | <b>Items of Interest to Members of the Board</b>   |              |
| ■ | <b>Motion to go into Closed Session</b>  |              |
| ■ | <b>CLOSED SESSION</b>  |              |
| ■ | <b>Reconvene in OPEN SESSION for Any Additional Items to Come Before the Board</b>   |              |
| ■ | <b>Adjourn</b>   |              |

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



## NORTH CAROLINA STATE ETHICS COMMISSION

### SAMPLE<sup>1</sup>

### **ETHICS AWARENESS & CONFLICT OF INTEREST REMINDER**

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

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

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

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

Rev. 1-16-07

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<sup>1</sup> 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.

<sup>2</sup> “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  
November 13, 2020**

The North Carolina State University Board of Trustees met in regular session using a hybrid meeting format on Friday, November 13, 2020. 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*

Chair Tom Cabaniss called the meeting to order at 9:15 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. Mr. Safran stated that he would recuse himself from voting on two of the three 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 hybrid meeting. Chair Cabaniss recognized Terry Hutchens, NC State's Board of Governors Liaison.

**MINUTES**

Mr. Ed Weisiger made the motion, seconded by Mr. Safran, to approve the open and closed session minutes of the September 11, 2020 meeting of the full board. Chair Cabaniss called on the 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 thanking Vice Chancellor Marc Hoit and the Wolfbytes team for their assistance in supporting the Board of Trustee meeting. He also thanked the staff for their diligence and attention to detail in accommodating the Trustees attending the meeting virtually and in-person. He reminded all in-person attendees to abide by the university's community standards.

Chair Cabaniss reminded Trustees about the proposed changes to the Board of Trustees Bylaws that were discussed at the September meeting and were included in the November meeting materials. He noted that one line originally proposed for removal will be kept at the suggestion of a Trustee, as it is a non-substantive change. The first proposed change is to eliminate the position of Second Vice Chair and add one trustee nominated by the Chair to serve at-large to the Executive Committee. With this change, the First Vice Chair would become the Vice Chair, but duties would remain unchanged. The second

proposed change is adding language to clarify the inclusion of the immediate past Chair on the Executive Committee. The past Chair would be included for their first year after their term as Chair. If no immediate past Chair is eligible, then an at-large member would be added. The final proposed change would affect the Nominating Committee Guidelines in the bylaws. The change encourages the committee to clarify that a trustee may serve a term as Chair for two consecutive one-year terms, and encourages the principle of continuity of leadership.

To coincide with the nomination and election of officers, these proposed changes would become effective July 1, 2021. The amended bylaws would then apply to the election of officers for the term beginning on July 1, 2021. Mr. Andrews made the motion, seconded by Mr. Kelly, to approve the proposed changes to the Board of Trustee 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 then shared highlights from the Board of Trustees of the Endowment Fund (Endowment Board) retreat that was held on November 2, 2020. In addition to hearing updates related to the progress of the Innovation District project on Centennial Campus, the Endowment Board discussed increasing the annual number of meetings from two to three to allow for better discussion and meetings. They also discussed changing the schedule for Endowment Board meetings so that they are not tied to Board of Trustee meetings, which will provide the opportunity for longer meetings with more robust discussions.

Chair Cabaniss concluded his remarks by thanking NC State leadership. He recognized Judi Grainger for her service as Chair of the Board of Visitors (BOV) and expressed his appreciation for her leadership on the BOV and his positive experiences in attending BOV meetings. He also congratulated Chancellor Woodson on the 10<sup>th</sup> anniversary of his inauguration as chancellor, citing his consistent, thoughtful, and caring approach to leading NC State.

#### **CHANCELLOR'S REPORT – DR. RANDY WOODSON**

Chancellor Woodson began his remarks by thanking the Trustees for their continued leadership and support of the University. He also thanked NC State's faculty and staff for all of their hard work to maintain university operations and sense of community in the response to the COVID-19 pandemic.

Chancellor Woodson highlighted recent leadership changes. The search for a new Vice Chancellor and Dean for the Division of Academic and Student Affairs came to a close recently. Dr. Doneka Scott will be joining NC State from Oregon State University, where she currently serves as Vice Provost for Undergraduate Education and Student Success. She will start at NC State in mid-February. The Chancellor shared his appreciation for Dr. Lisa Zapata for serving as Interim Vice Chancellor of DASA and Bret Smith for serving as Interim Dean of University College during some of the most challenging times NC State has ever faced as a university. The search for a new Dean for the College of Humanities and Social Sciences has begun and will continue into the spring. Jeff Braden, who has served as Dean since 2008, will be returning to the faculty at the conclusion of this academic year. Senior Vice Provost for Enrollment and Management Services Louis Hunt has announced his intention to retire at the end of the academic year. Provost Arden will begin the search for Dr. Hunt's replacement soon.

The Chancellor also shared updates related to Red and White Week and a Commencement Ceremony for the Class of 2020, both of which will be held virtually this year. Red and White Week's virtual event schedule featured events like the Evening of the Stars, the Chancellor's Fall Address, and Red and White Night. It will conclude with the "stay-at-home homecoming" football game against Florida State University. On Friday, December 4, 2020 at 6 p.m., NC State will host a virtual Commencement Ceremony for all graduates of the Class of 2020. The event will feature videos and messages from members of the Class

of 2020, their families, as well as NC State faculty and staff. Greetings from university leadership and distinguished guests as well as remarks from the Commencement Speaker will also be a part of the ceremony.

Chancellor Woodson concluded his report with a brief update on planning for the spring semester. Changes were made to the academic calendar to modify spring break at the advisement of the Department of Health and Human Services, and concerns from our campus community. Instead of having a consecutive week off for spring break, there will be four wellness days spread throughout the semester. These days are intended to provide a respite for our community, and faculty will be instructed to avoid any deadlines or tests on days following these breaks. Students are encouraged to get tested for COVID-19 before returning home at the end of the semester and students living on campus will be required to have proof of a negative COVID-19 test before they can return to campus for the spring semester. NC State is refining the return to campus plans for faculty and staff. With students set to return to campus, we must be open for business in a safe and managed way. In addition, all frontline employees and faculty and staff teaching in-person, will be required to submit a negative testing result. If they have not submitted a negative test, testing options will be made available for them. University-wide communications about NC State's testing plans will be sent out in the coming weeks.

## **COMMITTEE REPORTS**

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

Mr. Weisiger reported that the Audit, Risk Management and Finance Committee met and approved minutes from the September 10, 2020 meeting.

University Treasurer Mary Peloquin-Dodd refreshed the Committee on the university's financial performance and highlights for FY2020 before introducing State Auditor Beth Wood. State Auditor Wood was present to discuss the audit engagement for fiscal 2020. NC State received an unmodified audit opinion and reported no deficiencies in internal controls. The auditor highlighted the cooperation of University staff and the significance of there being no reportable findings. The Audit, Risk Management and Finance committee will be sent the link to the State Auditor's report once it has been released. The audit will also be available on the University Controller's website.

The Committee then heard an update on Internal Audit activities since the last meeting. Vice Chancellor Kevin Howell and Assistant Vice Chancellor Julie Smith discussed recent electoral results, noted the start of the long legislative session beginning in January and touched on the legislative priorities which include budget concerns, funding for buildings, repair and renovations, enrollment growth, and salary increases.

Vice Chancellor Charles Maimone updated the Committee on current budget conditions and the planned prioritized approach to reduction planning. He also discussed the impact to auxiliaries, and plans to ensure stability of all auxiliary units, specifically to the impact on athletics, housing, dining and parking.

Mary Peloquin-Dodd also provided a view of first quarter financial results for fiscal year 2021. The Committee heard a multi-year comparison of revenues and operating expenses, estimating current year impacts from COVID and comparing the results with prior years.

The Committee then received a report on the Clery Act and an overview on campus safety by Vice Chancellor and General Counsel Allison Newhart and David Rainer, Associate Vice Chancellor for Environmental Health and Public Safety. As required by the Clery Act, the Annual Security and Fire Safety Report is published yearly and posted to the university website. The report included information on a number of areas including campus demographics, the Security Master Plan, the University Police department, violence prevention and threat management. The Committee was also introduced to Chief of Police Daniel House.

**BUILDINGS AND PROPERTY COMMITTEE - CHAIR ED STACK**

Mr. Ed Stack reported that the Buildings and Property Committee met and reviewed and approved the September 10, 2020 meeting minutes. The Committee also reviewed and approved three property matters for Full Board approval.

The first is a Disposition by Reallocation. North Carolina State University requested permission for the reallocation of property located on the university's College of Veterinary Medicine Campus being acquired by the Department of Transportation as part of the I-440 Expansion Project (STIP Project No. U-2719).

Mr. Stack made a motion, seconded by Mr. Prestage, 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 is a Disposition by Reallocation. North Carolina State University requested permission for the reallocation of a portion of the property currently leased by the University Club. This property will be acquired by the Department of Transportation as part of the I-440 Expansion Project (STIP Project No. U-2719).

Mr. Stack made a motion, seconded by Mr. Prestage, 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 property matter was a Disposition by Lease. North Carolina State University requested permission for the ground lease of up to 15 acres of property located at the corner of Lake Wheeler Road and Inwood Road to the USDA.

Mr. Stack made a motion, seconded by Mr. Murphy, 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 one designer selection for the Page Hall Mechanical and Electrical Upgrades and accepted 13 building projects at a combined value of \$139,146,933 and Designer Selections under \$1 million or less. There were no Non-Appropriated Capital Improvement Project items to approve. The Committee also approved two plans and specifications of Formal Projects costing less than \$2 million. The Committee then received updates and informational reports for the Capital Projects, Status of Projects in Planning, Historically Underutilized Businesses (HUB) Initiatives, Centennial Campus Aircraft Display, and a presentation of the Centennial Campus Zoning Application.

Following the updates, the Committee met in closed session, where University Real Estate & Development presented an update on the Innovation District.

#### **UNIVERSITY ADVANCEMENT AND EXTERNAL AFFAIRS COMMITTEE – CHAIR CHIP ANDREWS**

Mr. Andrews shared that the Advancement and External Affairs Committee met and heard informational reports.

Vice Chancellor Sischo presented a University Advancement update, sharing an overview of Red & White Week events, reporting on results from a recent Washburn & McGoldrick survey, and providing an update on the University Advancement Roadmap projects. The Committee also heard a high-level overview of the success of Day of Giving, which reported that over \$23.2 million was raised to support critical areas of the University.

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 is \$1.82 billion. He then shared a comprehensive overview of Day of Giving – stating that gifts were made in all 50 states, in addition to 13 countries.

Associate Vice Chancellor Brad Bohlander then shared a University Communications update with the committee where he highlighted several areas of success over the past year, which included promoting awareness of NC State's brand and reputation, continuing to lead campaign communications, and finally the strategic response and support related to COVID-19

The Committee then reviewed and approved a total of three naming opportunity proposals, which include one in the College of Design and two in the College of Education. The Committee then met in closed session and approved two donor naming proposals for the College of Agriculture and Life Sciences and recommendations to the Full Board for Watauga Medal nominees.

#### **UNIVERSITY AFFAIRS COMMITTEE – CHAIR DEWAYNE WASHINGTON**

Mr. Washington reported that the Committee met and approved the consent agenda, which included the following items: the September meeting minutes, the option for two distinguished professorships to be awarded on a time-limited basis and discontinuation of the Institute for Nonprofit Research, Education and Engagement (INPRE). The recent unsuccessful search for the Institute's director coupled with fiscal uncertainties have caused careful reconsideration of the Institute as an independent unit. Going forward, the College of Humanities and Social Sciences' Department of Public Administration and Office of Research will absorb some of the Institute's programs.

The Committee received an overview of the process undertaken and recommendations presented by the Tuition Review Advisory Committee and Fee Review Committee for the 2021 - 2022 academic year. Chancellor Woodson stated his support for the Tuition Review Advisory Committee's recommendations which include the following:

- A 0.0% increase for undergraduate residents and graduate residents, which is in accordance with UNC Board of Governors' policy.
- A 2.5% increase for undergraduate nonresidents and graduate nonresident students.

The additional tuition revenue would be used as follows, to: contribute to need-based Financial Aid; provide funding to the Graduate Student Support Plan; improve the quality and accessibility of the NC State educational experience; and provide funding for faculty promotional increases.

The Chancellor also stated his support for the Fee Review Committee's recommendation of a zero net increase in fees, consisting of a \$38.00 increase in the Student Health Service fee combined with a decrease of \$38.00 in the Thompson Hall Indebtedness Fee, which is set to expire at the end of current fiscal year. Total fees for undergraduates would remain at \$2,565.60 under the proposed fee schedule. The recommendations on tuition and fees are in accordance with UNC Board of Governors' policy. The committee voted to recommend approval to the full board.

Mr. Washington made a motion, seconded by Mrs. Goodnight, to approve the 2021-2022 campus initiated tuition increase requests and student fee recommendations as outlined in Chancellor Woodson's recommendation under Tab 7.2A. 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.

Mr. Washington then reported that the Committee received reports on Faculty and Staff Senate activities. The Faculty Senate has focused on topics ranging from campus policing to budget realities. The Fall General Faculty meeting was held on October 30 with "What Have We Learned: Covid-19 Impact and Response" as the main discussion topic. The Staff Senate's annual retreat, titled "Staff Senate Leading During this Time of Change," was held virtually on August 26, 2020, with more than 70 senators present. Upcoming Staff Senate service initiatives include Feed the Pack-Food Pantry, Coat/Clothes Drive and Toys for Tots. The Committee also heard an update from Chancellor Woodson in which he shared details about the virtual commencement ceremony to celebrate all spring, summer and fall 2020 graduates. The virtual event will be held on Friday, Dec. 4, 2020, at 6 p.m.

In the Provost's update, the Committee was informed of new academic certificate programs, the status of current personnel searches underway, and the strategic plan process. The Committee also received information on faculty retentions, for which the number of requests has decreased in recent years. Over the past nine years, NC State has made 130 counteroffers and 229 pre-emptive retention offers. Sixty-three percent (63%) of counteroffers were successful and 93% of the pre-emptive retentions were successful. The overall success rate of counter offers and pre-emptive retentions was 82% over this nine year period.

For the Committee's topic of interest, Dr. Monica Osburn, Executive Director of the Counseling Center and Prevention Services, provided an overview of the strategic priorities of the Counseling Center and Prevention Services with an emphasis on the mental health needs and challenges of our students. The Counseling Center serves approximately 6,000 students clinically, with more than 40,000 total visits per year. Additionally, the Counseling Center and Prevention Services have provided over 40,000 outreach education contacts.

In closed session, the Committee approved a head coach employment agreement and approved the appointment and initial salary of a Vice Chancellor and Dean.

### **STUDENT GOVERNMENT REPORT – MELANIE FLOWERS**

Student Body President Melanie Flowers provided an update on Student Government activities since the last Board of Trustees meeting.

Student Government (SG) has been working hard to support students during the COVID-19 pandemic. Student Forums are being held to allow for a broader base of students to have a seat at the table, and SG's COVID-19 Commission and Student Affairs Committee met with DASA leadership regarding the plans for the spring semester. Overall, students have heavy concerns with campus reopening in regards to how healthy behaviors will be enforced. Student Senate has passed several resolutions to engage university administration regarding plans for the fall and spring semesters, including:

- R 38: An Act to Express the Student Government Opinion on the Coronavirus Situation at North Carolina State University;
- R 39: An Act in Response to the Fall 2020 University Planning and Management OF COVID-19;
- R 42: An Act to Endorse a Class Action Lawsuit Against the University of North Carolina System for Endangering Employees During the COVID-19 Pandemic; and
- R 60: An Act to Request a Formal and Public Retrospective From University and System-Level Leadership.

SG Leadership was involved in the university committees related to tuition and fees. Student Body President Melanie Flowers co-chaired the Tuition Review and Advisory Committee with Provost Warwick Arden. This committee approved a 0% increase for in-state undergraduate and graduate students and a 2.5% increase for out of state undergraduate and graduate students. Student Senate President Coleman Simpson co-chaired the Fee Review Committee with Interim Vice Chancellor for DASA Lisa Zapata. This committee approved a \$38 increase for Student Health Services that will support a Medicaid program, diverse counselors and other needed infrastructure.

SG has been working on executive initiatives related to University Housing Living and Learning Villages, Diversity and Inclusion, and Civic Engagement. Discussions are taking place around a Womxn of Color Village and a Pride Village to provide students with a hub of identity-based communities on campus. SG dedicated \$27,500 to go towards cultural competency training and had members involved in the Racial Equity Summit. The Coalition of Black Organizations meets with the Office for Institutional Equity and Diversity on a monthly basis. SG was also working to promote voter engagement and education ahead of the 2020 election.

### **CHAIR OF THE BOARD OF VISITORS REPORT – JUDI GRAINGER**

Chair Judi Grainger shared updates from the Board of Visitors (BOV) meeting on October 9, 2020. Chair Cabaniss updated the Board of Visitors on the university's two newest Board of Trustee members along with the slate of elected officers for 2020-2021. He also introduced the BOV to Dr. Paula Gentius, the new chief of staff and secretary of the university. Chair Cabaniss highlighted the renaming of Daniels Hall, noting it as a first step among many towards making our campus a more welcoming, supportive place for all of our students, faculty and staff. He acknowledged the significant impact that COVID-19 has had on the university and offered his thanks to NC State's leadership for all of their hard work during the past six months.

In the Chancellor's Update, Chancellor Woodson reported that the university's national ranking in a number of fields increased due to improvements in graduation rates, alumni giving, the academic record of incoming freshmen, and the retention rate of freshmen, among other factors. NC State was also ranked as one of the top 10 places to work in the state of North Carolina. The Chancellor then updated the BOV on the recent Day of Giving and previewed how NC State will celebrate Red and White Week this year.

The BOV also heard about the lessons NC State has learned during the COVID-19 pandemic and NC State's path forward. Chancellor Woodson opened the conversation then introduced the BOV to Dr. Julie Casani, Director and Medical Director of Student Health Services, and Dr. Amy Orders, Director of Emergency Management and Mission Continuity and Environmental Health and Public Safety. The

discussion covered restructuring of University Housing to provide an increased number of rooms for quarantine and isolation as well as changes to occupancy that will help decrease the number of students using common spaces, provide students with private or semi-private bathrooms, and ensure all students have single rooms. There were no COVID-19 exposures linked to classroom instruction, suggesting that NC State's protective measures in classroom and lab spaces during the fall were effective. NC State has been manufacturing PPE, including masks and hand sanitizer, since early 2020. The Protect the Pack website continues to be a resource containing helpful information and updates for the campus.

The Board of Visitors also heard a legislative update from Speaker of the House Tim Moore. A longtime leader in the North Carolina General Assembly, Speaker Moore represents Cleveland County. He discussed the current economic landscape in North Carolina and spoke about the upcoming state elections. With the assistance of federal funding, North Carolina has been able to avoid large cuts or increases to taxes at this time. There is a possibility of a bond referendum next year to fund capital projects for education and transportation. The Speaker also spoke about the critical importance of NC State's Integrative Sciences/STEM Building, which is currently in the planning stage. Lastly, he discussed the start of the next long session of the NC General Assembly in January where they will continue to work on issues of importance to higher education as well as any additional response needed regarding the COVID-19 pandemic.

Athletics Director Boo Corrigan provided the BOV an update on the effect of COVID-19 has had on our student-athletes and the athletic department. Between athletes and athletic staff, they have tested for COVID-19 7,500 times and have had 81 positive tests among student athletes, a 1% positive test rate. Tests are being conducted two or three times a week depending on ACC rules. The athletics department has spent \$640,000 on testing to date and they expect to spend an additional \$210,000 just for men and women's basketball. Director Corrigan shared that they have had to implement furloughs and salary reductions to address budget deficits in athletics. In response to the athletic budget shortfall, football ticket holders gave \$3.1M in donations to the "Preserve the Pack" athletics fund.

Chair Grainger concluded her report by sharing updates related to BOV membership. The October meeting was the last meeting for five of the BOV members: Retired Brigadier General Leodis "Juice" Jennings, Dr. John W. Palmour, Mr. Bing Sizemore, Ms. Kirsten Weeks, and Chair Judi Grainger. Chair Grainger noted that it has been an honor and pleasure for these members to serve NC State in this capacity for the last eight years. General Raymond Odierno has agreed to serve as the next chair of the Board of Visitors, effective January 1, 2021. The five new appointees to the BOV will be in place by the spring meeting, which will take place on Friday, March 5, 2021.

#### **CLOSED SESSION**

With no further business in open session, Mr. Cabaniss made the motion, seconded by Mr. Stack, at 10:30 a.m. to go into closed session to: prevent the premature disclosure of an honorary award, and to preserve the attorney client privilege while discussing matters related to Lannan v. UNC et al, Gottfried vs NC State, and N&O v. NCSU, and the NCAA men's basketball infractions matter.

#### **RECONVENE IN OPEN SESSION**

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

Respectfully submitted,

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Assistant Secretary

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Secretary

Approved:

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Chair of the Board

**THE BOARD OF TRUSTEES OF THE ENDOWMENT FUND OF  
NORTH CAROLINA STATE UNIVERSITY – BYLAWS  
POL 01.10.01**

**PROPOSED REVISION TO: POL 01.10.01 – Board of Trustees of the Endowment Fund**

**Rationale:** The subcommittee of the Endowment Fund Board met and recommended approval of the following bylaw changes.

**Review Process:**

1/15/2021      Charles Maimone authorizes transmittal of PRR for review

1/15/2021      General Counsel Office review

1/26/2021      Cabinet notification/review

TBA              NC State Board of Trustees

TBD              University Council Notification

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**1. ARTICLE I – ORGANIZATION**

**1.1 Membership**

1.1.1 The Board of Trustees of the Endowment Fund of NCSU shall consist of no fewer than six members and no more than nine members:

1.1.1.a. Six members shall be elected by the Board of Trustees of NCSU to staggered three-year terms, with two members being elected each year;

1.1.1.b. In addition, the Chancellor, the Chair of the Board of Trustees of NCSU, and the Chair of the University Advancement Committee shall serve as voting ex officio members of the Endowment Fund. The Vice Chancellor for Finance and Administration and the Vice Chancellor for University Advancement shall jointly submit annually to the Chancellor a listing of potential appointees to the Endowment Board. After consultation with the Chancellor, the Chair of the Board of Trustees shall make recommendations to the Board of Trustees for filling any vacancy on the Board of Trustees of Endowment Fund.

1.1.2 In the event of a vacancy due to the death, resignation or inability to serve by a member of the Board of Trustees of the Endowment Fund, the Board of Trustees of North Carolina State University will elect a person to fill the unexpired term.

1.1.3 In considering nominations to the Endowment Board, the Chair of the Board of Trustees will take into consideration individuals who (a) have experience / expertise in investments, (b) bring special skills or talents to the Endowment Board, or (c) have established an endowment at NC State, either within the endowment fund or elsewhere.

1.1.4 Whereas it is desirable to have present or former members of the Board of Trustees of North Carolina State University as members of the Endowment Fund, this is not a prerequisite for candidacy.

1.1.5 Members of the Board of Trustees of the Endowment Fund may not be elected to more than two full three-year terms. New trustees elected to succeed trustees whose full terms are completed will be elected at the last regular meeting of the academic year of the Board of Trustees of North Carolina State University.

## **2. ARTICLE II – MEETINGS**

### **2.1 Regular Meetings**

2.1.1 The Board of Trustees of the Endowment Fund of North Carolina State University shall hold a minimum of two regular meetings in the course of each academic year. Such meetings shall be held in September and February; special meetings may be called by the Chair or upon request of three other members.

2.1.2 A report shall be made by the Board of Trustees of the Endowment Fund to the Board of Trustees of the University at each regular meeting of the Board of Trustees of the University.

### **2.2 Quorum**

2.2.1 The presence of the majority of the members of the Board in office immediately before a meeting begins shall constitute a quorum for the transaction of business. Also, a quorum can be achieved by a majority if the meeting is held by teleconference.

### **2.3 Actions Between Regular Meetings**

2.3.1 Between regular meetings of the Board, routine matters of business may be dealt with by written ballot and without a meeting if such is deemed appropriate by

the Chair. Any action taken by this method must be reported to the Board at its next regular meeting.

### **3. ARTICLE III – OFFICERS**

#### **3.1 Officers**

##### **3.1.1 There shall be six officers:**

3.1.1.a. Chair – The Chair of the Board of Trustees at NCSU shall be ex officio Chair of the Board of Trustees of the Endowment Fund of North Carolina State University. The Chair shall preside at all meetings of the Endowment Fund Board of Trustees and have all powers and duties incident to such office. The Chair shall conduct and have charge of the affairs of the Endowment Fund subject to approval of a majority of the Endowment Fund Board of Trustees. The Chair shall provide a summary report of actions taken at each meeting of the Endowment Fund Board of Trustees to the NC State University Board of Trustees at their next regularly scheduled meeting.

3.1.1.b. Vice Chair – The Chair of the University Advancement Committee of the Board of Trustees at NCSU shall be ex officio Vice Chair of the Board of Trustees of the Endowment Fund. In the absence of the Chair, the Vice Chair shall preside at any meeting of the Board and otherwise perform the duties of the Chair.

3.1.1.c. Secretary – The Senior Director of Foundations Accounting & Investments shall serve ex officio (non-voting) as Secretary of the Endowment Fund. The Secretary shall be responsible for the minutes of all meetings of the Endowment Fund Board of Trustees, shall give notice of all meetings, shall keep all records and papers of the Endowment Fund Board, and shall conduct the general correspondence and such special communications as directed by the Chair.

3.1.1.d. Assistant Secretary – The Secretary of the University shall serve ex officio (non-voting) as the Assistant Secretary of the Endowment Fund, and shall act on behalf of the Secretary in the Secretary's absence, and is authorized at the same level as the Secretary.

3.1.1.e. Treasurer – The Vice Chancellor for Finance and Administration shall serve ex officio (non-voting) as Treasurer of the Endowment Fund. The Treasurer shall be responsible for the disbursement of funds, including approval of annual endowment spending budgets in accordance with the board-approved spending policy, and shall have charge of all finances **and shall be responsible for selling, leasing, developing or otherwise disposing of any real property** of the Endowment Fund, under the direction of the Endowment Fund Board of Trustees, and shall

keep accurate accounts of all receipts and disbursements **in connection therewith**. The Treasurer is authorized to present gifts to the Board of Trustees of the Endowment Fund of NC State University, for their acceptance, on behalf of the Chancellor. The Treasurer is authorized by the Endowment Fund Board of Trustees to buy stocks, bonds, or other securities, and to sell, trade, assign, endorse and deliver for transfer stocks, bonds, or other securities; **to sell and assign real property assets; enter into management agreements** to sell or assign any other type of ~~real or~~ personal property; now or hereafter registered in the name of, or held by, the Endowment Fund of North Carolina State University **and to sign documents of conveyance in connection therewith**. The Treasurer is authorized on behalf of, and in the name of the Board of Trustees of the Endowment Fund of North Carolina State University, to sign any and all other **financial** documents requiring the signature of the Board of Trustees of the Endowment Fund of North Carolina.

3.1.1.f. Assistant Treasurer – The North Carolina State University Treasurer shall serve ex officio (non-voting) as the Assistant Treasurer of the Endowment Fund, and shall act on behalf of the Treasurer in the Treasurer's absence or as delegated by the Treasurer, and is authorized at the same level as the Treasurer.

#### **4. ARTICLE IV: CONFLICT OF INTEREST**

4.1 Any corporate transaction in which a Trustee has a direct or indirect interest must be authorized, approved, or ratified in good faith by a majority of the Trustees who have no direct or indirect interest in the transaction even though less than a quorum; provided, however, no such transaction shall be authorized, approved, or ratified by a single Trustee. For purposes of this Section, a Trustee has an indirect interest in a transaction if:

4.1.1 Another entity in which he has a material financial interest or in which he is a general partner is a party to the transaction; or

4.1.2 Another entity of which he is a director, officer, or trustee is a party to the transaction and the transaction is or should be considered by the Board.

#### **5. ARTICLE V: POWERS AND DUTIES**

5.1 By reference herein, the NC State University Endowment Fund Board of Trustees recognizes North Carolina General Statute 116-36 "Endowment fund" and UNC Policy Manual Sections 600.2.1. "Endowment Funds" and 600.2.1.2[G] "Guidelines on Creating and Operating Endowment Funds" and the powers and duties contained therein, including but not limited to:

5.1.1 Acceptance of gifts, donations and bequests

5.1.2 Disposal of property, real or personal, of the Endowment Fund

5.1.3 Prudent investment of the endowed funds

5.1.4 Appointment of a fiscal agent or agents

5.1.5 Expend principal and income in strict accordance with terms of the gift, devise, or bequest

5.1.6 Establish a prudent endowment spending policy

5.1.7 Submit comprehensive report annually to the Board of Governors through NC State University Board of Trustees

## Board of Trustees Meetings: Dean's Presentations and Deep Dive Topics

Date	College	Deep Dive Topic
April 21-22, 2022	PCOM	
February 17-18, 2022	Engineering	
November 11-12, 2021	CNR	
September 9-10, 2021	CVM	
April 15-16, 2021	CHASS	Strategic Plan Report Card (Woodson) and New Strategic Plan (Arden/Overton)
February 25-26, 2021	Design	Research and Innovation (Vouk)
November 12-13, 2020	Education	The Great Online Pivot (DELTA)
September 10-11, 2020	Textiles	Equity and Inclusion (Schwab)
April 23-24, 2020	-----	-----
February 27-28, 2020	Sciences	Understanding Prevention & Response
November 21-22, 2019	DASA	Strategic Plan Report Card
September 12-13, 2019	Graduate School	Graduate Pipe-Line
April 18-19, 2019	CALS	Student Wellness
February 21-22, 2019	CHASS	University Advancement Update (Sischo)
November 15-16, 2018	Engineering	Strategic Plan Report Card (Woodson)
September 20-21, 2018	PCOM	Advancement Update
April 19-20, 2018	Design	Centennial Campus
February 15-16, 2018	CVM	Strategic Plan – Looking Forward
November 16-17, 2017	Education	Strategic Plan Report Card
September 21-22, 2017	Textiles	Financial Overview
April 20-21, 2016	COS	-----
February 16-17, 2017	CNR	Strategic Plan – Looking Forward
November 17-18, 2016	CALS	Strategic Plan Report Card
September 15-16, 2016	Engineering	Tuition and Fees
April 21-22, 2016	DASA	Caldwell/Goodnight/Park Scholarships
February 18-19, 2016	CHASS	Understanding our Rankings
November 12-13, 2015	College of Mgmt.	Strategic Plan Report Card
September 10-11, 2015	College of Design	Budget Overview
April 16-17, 2015	Graduate School	A Culture of Philanthropy
February 19-20, 2015	CVM	NC State's Economic Impact
November 20-21, 2014	Education	Strategic Plan Report Card
September 18-29, 2014	COS	Student Indebtedness/Tuition Plan

Date	College	Deep Dive Topic
April 24-25, 2014	CNR	Caldwell/Goodnight/Park Scholarships
February 20-21, 2014	CALS	Educational Innovation/QEP
November 21-22, 2013	Management	Capital Projects Update
September 19-20, 2013	Design	Strategic Planning Report Card
April 18-19, 2013	CVM	Caldwell/Goodnight/Park Scholarships
February 21-22, 2013	Engineering	Educational Innovation
November 15-16, 2012	Textiles	Capital Projects Update
September 20-21, 2012	Chancellor	Strategic Risk Management
April 20, 2012	CHASS	Enrollment Management
February 17, 2012	PAMS	Realignment Update
November 18, 2011	Education	Graduate School
September 16, 2011	Management	Tuitional Policy Discussion
April 22, 2011	CNR	Athletics
February 18, 2011	CALS	Park/Caldwell
November 19, 2010	Textiles	EEED
September 17, 2010	Engineering	Strategic Planning
April 16, 2010	Vice Chancellor for Information Technology	
February 19, 2010	Design	
November 20, 2009	CVM	
September 11, 2009	CHASS	
April 17, 2009	Vice Chancellor for Research	
February 20, 2009	Education	
November 21, 2008	Management	
September 19, 2008	NCSU Libraries	
April 18, 2008	Graduate School	
February 22, 2008	PAMS	
November 16, 2007	Athletics	
September 21, 2007	Engineering	
April 20, 2007	Natural Resources	
February 16, 2007	Undergraduate Programs	
November 17, 2006	Textiles	
September 22, 2006	CALS	
April 28, 2006	Design	
February 17, 2006	CVM	
November 18, 2005	CHASS	

Date	College	Deep Dive Topic
September 16, 2005	Education	
April 22, 2005	Management	
February 18, 2005	Engineering	
November 19, 2004	Park/Caldwell Scholarships	
September 17, 2004	Physical and Mathematical Sciences	
April 16, 2004	Education	
February 20, 2004	NCSU Libraries	
November 21, 2003	Natural Resources	
September 19, 2003	Textiles	
April 17, 2003	CALS	
February 21, 2003	Veterinary Medicine	
November 22, 2002	Engineering	
September 20, 2002	Design	
April 16, 2002	PAMS	
February 22, 2002	CHASS	
November 16, 2001	Management	
September 21, 2001	Education	
April 20, 2001	NCSU Libraries	
February 16, 2001	Forest Resources	
November 17, 2000	CALS	
September 22, 2000	Textiles	
April 28, 2000	Vet Medicine	
February 18, 2000	Design	
November 19, 1999	Engineering	
September 17, 1999	Cancelled – Hurricane Floyd	
April 16, 1999	Physical and Mathematical Sciences	
February 19, 1999	CHASS	
November 20, 1998	Education/Psychology	
September 18, 1998	Forest Resources	
April 17, 1998	CALS	
February 20, 1998	Management	

**The Chancellor's Report**

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*February 2021***Spring 2021 COVID-19 Testing**

NC State has implemented a robust testing program for the spring 2021 semester, including re-entry testing. All students, faculty and staff who will be on campus for classes or research and students who live within a mile of campus were required to have proof of a negative test result before starting the spring semester. NC State set up four re-entry testing sites during the month of January and provided more than 20,000 tests before the start of the semester. Rates of positive test results for students, faculty and staff were less than 2% of test results coming back for students, faculty and staff.

NC State has also expanded the surveillance testing program from the fall semester. Designated faculty and staff, students living on campus, and select student employees working in face-to-face roles are regularly tested as part of this program. Participants are tested weekly with the exception of groups such as student-athletes, that must be tested at rates in compliance with guidelines from governing bodies like the ACC and NCAA. The goals of the surveillance testing program are to identify cases, allow us to quickly activate our contact tracing program, and help isolate and quarantine individuals as needed to help prevent spread.

**Black History Month at NC State**

In honor of Black History Month, NC State has planned virtual events throughout February intended to help our community reflect on and acknowledge the achievements and struggles of Black Americans. One example is Blacks in Wax Weekend, a program hosted by the African American Cultural Center, GLBT Center and Women's Center that acknowledges and celebrates Black history at NC State and beyond. Another noteworthy event is the Red, White and Black Virtual Tour with former African American Cultural Center program director Toni Harris "Mama" Thorpe. This virtual tour will revisit campus locations that helped give voice to the Black experience at NC State. While February brings a special focus, recognizing and celebrating Black history and culture every day is another way we can work to combat racism on campus and elsewhere.

**Online and Distance Education Rankings**

In the 2021 U.S. News and World Report online education rankings, NC State's programs are proving their value and making impressive jumps. The online Leadership in the Public Sector bachelor's degree completion program ranked 14<sup>th</sup> in the nation for best online bachelor's programs. This is an increase of 25 spots from the 2020 rankings. The Jenkins MBA online Business Analytics Certificate ranked 4<sup>th</sup> in Best Online Business Analytics MBA Programs. The Jenkins Online MBA ranked 16<sup>th</sup>, marking its seventh consecutive year in the nation's top 20 Best Online MBA programs. A number of NC State's online engineering programs continued to excel in the rankings. The online master's program in engineering ranked 6<sup>th</sup> overall with specialized graduate programs in civil, electrical, industrial and mechanical engineering all placing among the top 15 in the nation. The recent rankings also reflect NC State's ongoing dedication to serving veterans. Online master's programs in the College of Education were ranked 1<sup>st</sup> in the state of North Carolina for veterans and 12<sup>th</sup> overall.

**IARPA-Funded Research**

NC State is one of seven academic institutions with three private companies collaborating on a new contract awarded to Accenture Federal Services by Intelligence Advanced Research Projects Activity (IARPA). IARPA is an organization within the Office of the Director of National Intelligence that invests in high-risk, high-payoff research that could help overcome difficult challenges relevant to the Intelligence Community. The project will use artificial intelligence and advanced machine learning to significantly reduce the time and cost of analyzing large volumes of geospatial imagery, as part of IARPA's Space-based Machine Automated Recognition Techniques program. The ten collaborating organizations will assemble into three research teams, each focusing on distinct but interacting facets of the project: fusing and harmonizing data from multiple satellites, broadly searching Earth's surface for change, and characterizing the attributes of changing landscapes. Josh Gray, assistant professor in the Department of Forestry and Environmental Resources and Center for Geospatial Analytics faculty fellow, is leading the NC State effort. He will work closely with colleagues at Boston College to lead the component dedicated to searching the Earth's surface for change.

**EPA With XVIII Airborne Corps**

The University of North Carolina System signed an Educational Partnership Agreement (EPA) with the XVIII Airborne Corps, with NC State as the lead institution. The UNC System worked with members of the North Carolina congressional delegation to secure \$8 million in the FY2021 defense appropriations bill for the "Pathfinder Airborne" program to support this innovative partnership between the 82nd Airborne Division, a subunit of the XVIII Airborne Corps, and the UNC System. The efforts are to focus on soldier-led research and innovation to support the 82nd Airborne Division's unique mission of conducting joint forcible entry operations and deployment worldwide within 18 hours of notification. This partnership will strengthen NC State's existing relationship with the military and allow for new opportunities to encourage and enhance education, research and innovation in STEM and other disciplines.

**Accelerate to Industry Program wins Blackburn Award**

The Graduate School's Accelerate to Industry (A2i) program received the Blackburn Award from the American Association of University Administrators (AAUA), a non-profit organization dedicated to developing and advancing superior standards for the profession of higher education administration. The Blackburn Award is the highest institutional/programmatic recognition the AAUA offers. This award recognizes outstanding examples of college or university leadership activities that demonstrate creative solutions to common problems in higher education. A2i helps graduate students, postdoctoral scholars and graduate alumni gain valuable experience and explore careers in industry, making them even more competitive candidates for industry jobs.

# NC STATE UNIVERSITY

## 2021 Board of Visitors New Appointments

### **Dr. Kevin Clark**

Dr. Kevin Clark is currently a Director of Original Animation, Preschool at Netflix. Prior to joining Netflix, Dr. Clark was a professor and founding director of the Center for Digital Media Innovation and Diversity at George Mason University. In addition to his academic experience, he has extensive experience as a children's media advisor and consultant. Some of Dr. Clark's credits include: Creative Producer on Netflix's preschool series, *Bookmarks: Celebrating Black Voices*; Co-writer on *Arthur on Racism* short; and Consultant on Amazon's movie adaptation of Ezra Jack Keats', *The Snowy Day*. Dr. Clark holds both a B.S. and M.S. in computer science from NC State University, where he is a 2020 inductee into the Computer Science Alumni Hall of Fame, and a Ph.D. in Instructional Systems from Pennsylvania State University.

### **Mike Elder**

Mike Elder is the Head of Business Relations and Regional Business Development for Novozymes, covering North America. Approaching \$1 billion in sales in the United States and Canada, Novozymes which has its North American base in Franklinton, North Carolina, is a global biotechnology company headquartered in Denmark. With more than 39 years of experience in industrial biotechnology, Elder began his career as a microbiologist with the company in 1981 where his career progression has spanned a variety of functional disciplines. In 2000, he entered Sales as Global Strategic Account Manager leading regional industry sales teams in North America and South America. As a strategic account manager for 17 years, Elder built his career on developing partnerships, including long-standing relationships with Cargill, Tate & Lyle, Anheuser-Busch, Ingredion, and PepsiCo. He has driven Novozymes business partnerships in 15 countries over the past decade. In his current role, he relies on his deep understanding of Novozymes' technology and capabilities to find new business partners and opportunities for the company. Elder currently serves on several boards: the North Carolina State University College of Agriculture and Life Sciences Research Foundation, the North Carolina Biosciences Organization, the Research Triangle Regional Partnership, NC Biotechnology Center Ag Tech Advisory Council and the Industry Advisory Committee for Feed the Dialogue. He also serves on the Plant Science Advocacy Task Force. Elder earned a B.S. degree in chemistry from Gardner-Webb University.

### **Dr. Kady Gjessing**

Dr. Kady Gjessing is a partner at Quail Corners Animal Hospital in Raleigh where she practices as a small animal veterinarian. The focus of her practice is ensuring older cats and dogs are healthy, comfortable and unafraid. Dr. Gjessing earned her veterinary degree from the College of Veterinary Medicine (CVM) at NC State University in 1994. She has been a committed and enthusiastic volunteer board member and an innovative adjunct faculty member at the CVM. She has also advised NC State's veterinary hospital about hospital policy and veterinary services. Dr. Gjessing made the largest donation to CVM by a graduate to establish the Dr.

Kady M. Gjessing and Rahna M. Davidson Distinguished Chair in Gerontology, named for herself and her mother, an animal lover who once served on the CVM's North Carolina Veterinary Medical Foundation Board. It is the largest endowed chair in NC State University history and laid the foundation for a veterinary gerontology program at the CVM, a first of its kind at a veterinary college in the United States and a focus area that is close to Gjessing's heart. In 2020, Dr. Gjessing was awarded the prestigious Watauga Medal, which honors individuals who have made significant contributions to the advancement of the university.

### **Dr. Chavonda Jacobs-Young**

Dr. Chavonda Jacobs-Young is Administrator of the U.S. Department of Agriculture's Agricultural Research Service, USDA's chief scientific in-house research agency. She is currently serving as the Acting Under Secretary for Research, Education, and Economics and Acting USDA Chief Scientist. Prior to joining ARS, Dr. Jacobs-Young served in several scientific leadership roles including Director of the USDA Office of the Chief Scientist, Acting Director for the National Institute of Food and Agriculture (NIFA), and Senior Policy Analyst in the White House Office of Science and Technology Policy. In these roles she transformed USDA's scientific coordination and made a lasting impact on the conduct, quality, integrity, and access to science for stakeholders. In these roles she also elevated the visibility of agricultural research globally. Dr. Jacobs-Young is a native of Augusta, Georgia. She holds M.S. and Ph.D. degrees in Wood and Paper Science and a B.S. degree in Pulp and Paper Science and Technology from North Carolina State University. She is also a graduate of American University's Key Executive Program. Dr. Jacobs-Young is a Fellow of the American Association for the Advancement of Science (AAAS), a Fellow of the National Academy of Public Administration, an If/Then Ambassador for the AAAS, and a 2016 recipient of the Presidential Rank Award.

### **Wayne "Gil" West**

Gil West is the Chief Operating Officer of Cruise, General Motors' majority-owned autonomous vehicle subsidiary. He joined Cruise not long after retiring as the Senior Executive Vice President and Chief Operating Officer of Delta Air Lines, Inc. At Delta he led the team responsible for safe, reliable operations across the globe, including more than 70,000 employees in Airport Customer Service; Cargo; Corporate Safety, Security and Compliance; Delta Connection; Delta Global Services; Delta Private Jets; Flight Operations; In-Flight Service; Information Technology; Operations Analysis and Performance; Operations and Customer Center; Supply Chain Management; and Technical Operations. After joining Delta in March 2008, West led the Delta and Northwest airport and customer service merger integration and helped champion customer service and operational improvements, which have resulted in consistent annual ranking improvements from the Department of Transportation. Prior to Delta, he worked for Laidlaw Transit Services as President and Chief Executive Officer, and also held leadership roles at Northwest Airlines, United Airlines and The Boeing Company. He also currently serves on the boards of the American Cancer Society and Business Leaders for Michigan. West is a key alumni volunteer in the Atlanta area and is a contributor to both the Dean's Circle and Fitts-Woolard Hall. He also established an endowed scholarship for students in Engineering from his hometown of Hayesville, NC. West is a 2018 Distinguished Engineering Alumni recipient as well as a 2016 inductee into the Mechanical and Aerospace Engineering

Department Hall of Fame. He earned his bachelor's degree in Mechanical Engineering from NC State and his MBA from National University in San Diego.

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**BOARD OF TRUSTEES  
NORTH CAROLINA STATE UNIVERSITY  
AUDIT, RISK MANAGEMENT AND FINANCE COMMITTEE  
FEBRUARY 25, 2021  
VIA ZOOM**

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

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- **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**: November 12, 2020 meeting
- **INFORMATIONAL REPORTS** **TAB 4.2**
  - Internal Audit Update 4.2A  
*Cecile M. Hinson, Chief Audit Officer and Director, Internal Audit*
  - Legislative and Budget Update 4.2B  
*Kevin D. Howell, Vice Chancellor, External Affairs, Partnerships  
& Economic Development*  
*Charles A. Maimone, Vice Chancellor, Finance and Administration*
  - Finance Update 4.2C  
*Mary Peloquin-Dodd, Associate Vice Chancellor, Finance  
and University Treasurer*
  - Annual Report on Endowment and Investments 4.2D  
*Mary Peloquin-Dodd, Associate Vice Chancellor, Finance  
and University Treasurer*
  - Intercollegiate Athletics Finance and Budget Report 4.2E  
*Boo Corrigan, Director, Athletics*  
*Beverly M. Armwood, Associate Director, Athletics*
  - A Risk-Based Approach to Support Cybersecurity 4.2F  
*Marc Hoit, Vice Chancellor and Chief Information Officer,  
Office of Information Technology*
- **COMMITTEE DISCUSSION** **TAB 4.3**

- **ADDITIONAL INFORMATIONAL MATERIALS**
  - NC State Investment Fund Performance
  - NC State Intermediate Term Fund Performance

**TAB 4.4**  
4.4A  
4.4B

- **ADJOURN**

## **OPEN SESSION MINUTES**

### **AUDIT, RISK MANAGEMENT AND FINANCE COMMITTEE**

Board of Trustees  
North Carolina State University  
November 12, 2020

The Audit, Risk Management and Finance Committee of the Board of Trustees of North Carolina State University met November 12, 2020 via a Zoom conference call.

Members Present:                      Ed Weisiger, Committee Chair  
    Melanie Flowers  
    Ann Goodnight  
    Stan Kelly  
    Dewayne 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 September 10, 2020 meeting were presented for approval, and with no changes, they were approved by each committee member, individually, verbally.

#### **Action Items**

No action items.

#### **Informational Reports**

##### **Annual State Auditor Report**

Associate Vice Chancellor for Finance and University Treasurer, Mary Peloquin-Dodd, refreshed the committee on the University's financial performance and highlights for FY2020 before introducing State Auditor, Beth Wood. This information was included in the prematerials.

State Auditor Wood was present to discuss the audit engagement for fiscal 2020. NC State received an unmodified audit opinion, and reported no deficiencies in internal controls. The auditor highlighted the cooperation of University staff and the significance of there being no reportable findings. The Audit, Risk Management and Finance committee will be sent the link to the State Auditor's report that was released today. The audit will also be available on the University Controller's website.

##### **Internal Audit Update**

Cecile Hinson, Chief Audit Officer and Director, Internal Audit, reported on activities since the September meeting: one audit report, CALS NC Cooperative Extension - Effectiveness of Governance over Business Processes, was issued and discussed in detail; one (1) audit was closed after successful implementation and follow-up of corrective actions; and, eight (8) audits, six (6) follow-ups and nine (9) consulting/special assignments are all in progress. Two (2) audits from FY2020 Audit Plan are not yet started and one (1) was cancelled due to the deactivation of

the subject program. The committee was also updated in detail on the significant progress made on corrective actions undertaken in response to an audit discussed in detail at the February 2020 meeting.

#### Legislative and Budget Update

Vice Chancellor Kevin Howell and Assistant Vice Chancellor Julie Smith discussed recent historical electoral results and the potential impact to the university. The start of the long legislative session begins in January and legislative priorities for NC State will include budget concerns, funding for buildings, repair and renovations, enrollment growth, and salary increases.

Vice Chancellor Charles Maimone updated the committee on current budget conditions and the four step planned prioritized approach to reduction planning. He also discussed the significant impact to Auxiliaries, which rely on students, faculty and staff being on campus, as well as the impact to revenue due to limitations on large group events being hosted on campus. There are plans to ensure stability of all auxiliary units. He spoke specifically to the impact on athletics, housing, dining and parking.

#### Finance Update

Ms. Peloquin-Dodd provided a view of first quarter financial results for fiscal year 2021. She presented a multi-year comparison of revenues and operating expenses, estimating current year impacts from COVID and comparing the results with prior years. Strategies are in place to be conservative in the event of worst case scenarios.

#### Campus Securities Update

The committee received a report on the Clery Act and an overview on campus safety by Vice Chancellor and General Counsel Allison Newhart and Associate Vice Chancellor for Environmental Health and Public Safety, David Rainer. They discussed the purpose of the Clery Act, as well as the requirements of reporting crime statistics such as criminal offenses, hate crimes, Violence Against Women Act offenses, and arrest and referrals for disciplinary action for weapons. As required by the Clery Act, the Annual Security and Fire Safety Report is published yearly and posted to the university website. A link was provided in the pre-materials. The report included additional information on a number of areas including campus demographics, the Security Master Plan, the University Police department, violence prevention and threat management.

The Committee was also introduced to Chief Daniel House.

#### Additional Informational Materials

Chair Weisger made reference to additional information in the materials under Tab 4.5

#### Adjournment

With no further business, Chair Weisger announced the meeting adjourned at 4:46 p.m.

Submitted by \_\_\_\_\_

Secretary to the Committee

Approved by \_\_\_\_\_

Chair of the Committee

**NC STATE UNIVERSITY INTERNAL AUDIT DIVISION  
FISCAL YEAR 2021 AUDIT PLAN AND ENGAGEMENT STATUS  
AS OF January 22, 2021**

Engagement	On Original FY21 Audit Plan?	Coverage of University Strategic Risks	FY21 University Strategic Plan Goals	Status	Auditor Comments
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<b>AUDITS</b>					
College of Engineering - Materials Science and Engineering - Vendor Management Investigation	No - Carried Forward From Prior Year	Other - Prior Year Strategic Risk - Employee Misconduct	4. Pursue organizational excellence	Audit Closed	<p>The objective of this audit was to investigate allegations from an internal source about a possible procurement-related conflict of interest and non-compliance with purchasing requirements.</p> <p>Allegations were substantiated and corrective actions for the issues noted were fully and successfully implemented prior to the issuance of the report.</p> <p>Report issued 08/12/20. Engagement closed.</p>
		Other - Internal Audit Universe Risk - Fraud			
		Other - Internal Audit Universe Risk - Internal Controls			
		Other - Internal Audit Universe Risk - Regulatory Non-Compliance			

<b>KEY:</b>	Closed	Complete - In Follow-Up	Corrective Actions in Process	Not Started
	In Process	On-Hold	Returning to Continuous Risk Assessment	Cancelled

**NC STATE UNIVERSITY INTERNAL AUDIT DIVISION  
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Engagement	On Original FY21 Audit Plan?	Coverage of University Strategic Risks	FY21 University Strategic Plan Goals	Status	Auditor Comments
College of Agriculture and Life Sciences (CALS) - NC Cooperative Extension (NCCE) - Business Process Governance	No - Carried Forward From Prior Year	Other - Internal Audit Universe Risk - Internal Controls	4. Pursue organizational excellence	Complete - In Follow-up	The objective of this audit was to assess the effectiveness of governance over NCCE business processes. Those processes included: <ul style="list-style-type: none"> <li>• Strategic planning</li> <li>• Financial management</li> <li>• Procurement</li> <li>• Human resources</li> <li>• Program delivery</li> <li>• Training</li> <li>• Compliance with Federal, State, and University guidelines</li> </ul>
		Other - Internal Audit Universe Risk - Effectiveness and Efficiency of Process			
		Other - Internal Audit Universe Risk - Regulatory Non-Compliance	5. Engage locally and globally		
		Other - Internal Audit Universe Risk - Governance			
College of Agriculture and Life Sciences (CALS) - Prestage Department of Poultry Science	No - Carried Forward From Prior Year	Other - Internal Audit Universe Risk - Internal Controls	4. Pursue organizational excellence	Audit In Process - Report - Exec/Chan Review	The objectives of this audit are to: <ul style="list-style-type: none"> <li>• Investigate allegations received regarding the Chicken Education Unit</li> <li>• Assess department business processes for efficiency and effectiveness, strong internal controls, and compliance with federal, state, university, and CALS policies and procedures.</li> </ul>
		Other - Internal Audit Universe Risk - Effectiveness and Efficiency of Process			
		Other - Internal Audit Universe Risk - Regulatory Non-Compliance			

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College of Sciences (COS) - General Information Technology (IT) Controls	No - Carried Forward From Prior Year	3 - Data or Cyber Security Breach	4. Pursue organizational excellence	Audit In Process - Report & Issues in Draft Process	The objective of this audit is to evaluate governance over and effectiveness of IT controls within COS IT operations. These controls include the organizational and administrative structure of the IT function, IT strategic decision-making, the existence of policies and procedures, availability of qualified staff, and the overall controls in the environment. These controls also include security management, change management, configuration management, contingency planning, and vulnerability management. The audit will review the adequacy and effectiveness of the controls and how IT functions support the University's, College's, and department's goals.
		Other - Internal Audit Universe Risk - Internal Controls			
		Other - Internal Audit Universe Risk - Effectiveness and Efficiency of Process			
		Other - Internal Audit Universe Risk - Regulatory Non-Compliance			
Federal Safeguards Rule - Security Requirements Audit	No - Carried Forward From Prior Year	Other - Internal Audit Universe Risk - Regulatory Non-Compliance		Audit In Process - Fieldwork	<p>The objective of this audit is to determine if the university is compliant with 2 CFR Part 200 - Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, Appendix XI - Compliance Supplement (Federal Safeguards Rule), specifically, whether the university:</p> <ul style="list-style-type: none"> <li>• Designated an individual to coordinate the information security program</li> <li>• Performed risk assessments of, at a minimum: employee training and management, information systems, and response to and prevention of intrusions and failures</li> <li>• Documented mitigating safeguards for risks identified in the risk assessment</li> </ul>
		Other - Internal Audit Universe Risk - Identification and Risk Management			

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Poole College of Management (PCOM) - Financial Business Operations	Yes	Other - Internal Audit Universe Risk - Internal Controls Other - Internal Audit Universe Risk - Regulatory Non-Compliance Other - Internal Audit Universe Risk - Governance Other - Internal Audit Universe Risk - Effectiveness and Efficiency of Process	4. Pursue organizational excellence	Audit In Process - Report & Issues in Draft Process	The objectives of the audit are to evaluate: <ul style="list-style-type: none"> <li>• PCOM corrective actions to issues reported in the Audit of Non-Salary Year End Transfer of Expenses and the Audit of Expenditures from Special Academic Program Resources</li> <li>• PCOM financial business operations for:               <ul style="list-style-type: none"> <li>o Governance</li> <li>o Efficiency and effectiveness</li> <li>o Strong internal controls</li> <li>o Compliance with Federal, State, University, and PCOM policies and procedures</li> </ul> </li> </ul>

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Student Health Services - Pharmacy Investigation	No - Added	Other - Prior Year Strategic Risk - Employee Misconduct	4. Pursue organizational excellence	Audit In Process - Report & Issues in Draft Process	<p>Due to the nature of the allegation, there will be two reports issued: one report related to the allegation and another report related to process control weaknesses that may have enabled both the alleged theft and the concealment of the alleged theft.</p> <p>Report 1: The primary objective of the audit is to investigate an allegation from an internal source related to a potential theft of controlled substances from Student Health Services Pharmacy by a Pharmacy employee.</p> <p>Report 2: The secondary objective of the audit is to determine if there were process control weaknesses that may have facilitated both the alleged theft and concealment of the alleged theft</p>
		3 - Data or Cyber Security Breach			
		Other - Internal Audit Universe Risk - Fraud			
		Other - Internal Audit Universe Risk - Internal Controls			
		Other - Internal Audit Universe Risk - Effectiveness and Efficiency of Process			
		Other - Internal Audit Universe Risk - Regulatory Non-Compliance			

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Environmental Health and Safety - Occupational Safety and Health Medical Issues Resolution Process	No - Added	Other - Internal Audit Universe Risk - Regulatory Non-Compliance  Other - Internal Audit Universe Risk - Effectiveness and Efficiency of Process		Audit In Process - Fieldwork	<p>The objective of the audit is to investigate allegations from an internal source related to the occupational medical exams process. Specifically, the allegations were that the Environmental Health and Safety Director:</p> <p>1. Violated the Health Insurance Portability and Accountability Act by preventing faculty and graduate students from obtaining medical consultations without the Director's involvement and by having an unrelated person present in a medical consultation without the patient's permission</p> <p>2. Indirectly violated the Occupational Safety and Health Administration (OSHA) Lab Standard 29 CFR 1910.1450 assumption of privacy for medical consultation</p>

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COVID-19 Funds Monitoring and Reporting	No - Added	Other - Internal Audit Universe Risk - Internal Controls	4. Pursue organizational excellence	Audit In Process - Planning	The objective of this audit is to assess the university's process for monitoring and reporting COVID-19 relief fund usage in compliance to federal, state, and UNC system guidance.
		Other - Internal Audit Universe Risk - Effectiveness and Efficiency of Process			
		Other - Internal Audit Universe Risk - Regulatory Non-Compliance			
Environmental Health and Public Safety (EHPS) - University Police Department (UPD) Allegations	No - Added	Other - Prior Year Strategic Risk - Employee Misconduct		Audit In Process - Fieldwork	<p>The objective of this engagement is to investigate the allegations regarding the University Police Department referred from NC Office of State Auditor (OSA). Specifically:</p> <ol style="list-style-type: none"> <li>1. Former Police Chief violated the bidding process for contracts</li> <li>2. UPD staff abused time by taking excess leave, working partial shifts, and working flexible schedules</li> <li>3. UPD staff used UPD vehicles to commute between home and work</li> <li>4. Employee turnover, insufficient motorcycle training, and change in policy</li> <li>5. UPD wasted University funds on travel costs and conference registration fee</li> </ol>
		Other - Internal Audit Universe Risk - Internal Controls			
		Other - Internal Audit Universe Risk - Effectiveness and Efficiency of Process			
		Other - Internal Audit Universe Risk - Regulatory Non-Compliance			

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Wilson College of Textiles - Nonwovens Institute - Business Processes	Yes	Other - Internal Audit Universe Risk - Internal Controls	4. Pursue organizational excellence	On Hold in Planning	<p>This engagement was placed on hold temporarily due to limited resources and the need to address unplanned, higher risk engagements.</p> <p>The objective of this audit is to review the business operations of the institute including governance, internal controls, efficiency and effectiveness of processes, and compliance to federal, state, and university requirements.</p>
		Other - Internal Audit Universe Risk - Regulatory Non-Compliance			
		Other - Internal Audit Universe Risk - Governance			
		Other - Internal Audit Universe Risk - Effectiveness and Efficiency of Process			
Title IX Governance Processes	No - Carried Forward From Prior Year	Other - Internal Audit Universe Risk - Effectiveness and Efficiency of Process		On Hold in Planning	<p>This engagement was placed on hold temporarily due to limited resources and the need to address unplanned, higher risk engagements. The objective of this audit is to assess the effectiveness of the processes governing Title IX compliance.</p>
		Other - Internal Audit Universe Risk - Regulatory Non-Compliance			
		Other - Internal Audit Universe Risk - Governance			

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Office of Finance and Administration - Environmental Health and Public Safety - Security Applications and Technologies (SAT) - Physical Access Services	Yes	Other - Internal Audit Universe Risk - Internal Controls		On Hold in Planning	This engagement was placed on hold temporarily due to limited resources and the need to address unplanned, higher risk engagements.  The objective of this audit is to assess services for granting, revoking, and managing the physical access to campus locations supported by SAT.
		Other - Internal Audit Universe Risk - Effectiveness and Efficiency of Process			
College of Engineering - Department of Materials Science and Engineering	Yes	.		Not Started	The objective will be to audit internal controls and governance over the research, financial, and human resources business processes and compliance to federal, state, and University requirements. This audit will serve as follow-up to issues found in fiscal year 2019 engagements: College of Engineering - Materials Science and Engineering Investigation, College of Engineering - Materials Science and Engineering - Vendor Management Investigation, and College of Engineering - Materials Science and Engineering - Purchasing Investigation.

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Application Programming Interface (API) Audit	Yes	.		Not Started	The objective of this audit is to:• Identify population of APIs transferring University data outside of the university's Financial, HR, and Student Information 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
College of Humanities and Social Sciences - Institute for Nonprofits - Business Processes	Yes	Other - Internal Audit Universe Risk - Internal Controls Other - Internal Audit Universe Risk - Regulatory Non-Compliance Other - Internal Audit Universe Risk - Governance Other - Internal Audit Universe Risk - Effectiveness and Efficiency of Process	4. Pursue organizational excellence	Cancelled	This audit was cancelled because the College of Humanities and Social Sciences closed the Institute for Non-Profits in September 2020.  Original Objective: The objective of this audit is to review the business operations of the institute including governance, internal controls, efficiency and effectiveness of processes, and compliance to federal, state, and university requirements.

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CURRENT YEAR AUDIT FOLLOW-UP					
College of Agriculture and Life Sciences (CALS) - NC Cooperative Extension (NCCE) - Business Process Governance	Yes	Other - Internal Audit Universe Risk - Internal Controls	4. Pursue organizational excellence	Current Year Follow-up - Corrective Actions in Process	The objective of this audit was to assess the effectiveness of governance over NCCE business processes. Those processes included: <ul style="list-style-type: none"><li>• Strategic planning</li><li>• Financial management</li><li>• Procurement</li><li>• Human resources</li><li>• Program delivery</li><li>• Training</li><li>• Compliance with Federal, State, and University guidelines</li></ul> Original Report issued 10/19/2020  Number of Audit issues Remaining Open: 3 Number of Audit Issues Closed: 0
		Other - Internal Audit Universe Risk - Effectiveness and Efficiency of Process			
		Other - Internal Audit Universe Risk - Regulatory Non-Compliance	5. Engage locally and globally		
		Other - Internal Audit Universe Risk - Governance			

KEY:	Closed	Complete - In Follow-Up	Corrective Actions in Process	Not Started
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PRIOR YEARS' AUDIT FOLLOW-UP					
College of Engineering - Materials Science and Engineering - Purchasing Investigation - Follow-up	No - Carried Forward From Prior Year	Other - Prior Year Strategic Risk - Employee Misconduct	4. Pursue organizational excellence	Audit Closed	<p>The objective of this audit was to investigate allegations from an internal source regarding alleged personal purchases by an employee on a PCard and in Marketplace.</p> <p>The allegations were substantiated and 1 issue related to insufficient Marketplace and PCard purchase support documentation was addressed.</p> <p>Original Report issued 8/2/19</p> <p>Follow-up completed, audit closed 11/02/2020</p>
		Other - Internal Audit Universe Risk - Fraud			
		Other - Internal Audit Universe Risk - Internal Controls			

KEY:	Closed	Complete - In Follow-Up	Corrective Actions in Process	Not Started
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College of Engineering - Materials Science and Engineering Investigation - Follow-up	No - Carried Forward From Prior Year	Other - Prior Year Strategic Risk - Employee Misconduct	4. Pursue organizational excellence	Prior Year Follow-up - In Process	<p>The objective of this audit was to investigate allegations from an internal source of potential conflict of interest and misuse of federal funds.</p> <p>The allegations were substantiated and units are working on corrective actions for 8 issues related to: Inaccurate and Incomplete Conflict of Interest Disclosure and Lack of Management Plan; Principal Investigator's (PI's) Pattern of Misconduct and Non-Compliance; Unallowable Expenditures Paid with National Science Foundation Grant Funds; Unallowable Expenditures Paid with Department of Energy Grant Funds; Insufficient Oversight and Lack of Compliance Assurance by Departmental Research Administration Office; Inappropriate Responsibilities and Access Assigned to Non-University Personnel; Departmental Non-Compliance with Faculty Annual Review Requirements; and Insufficient Oversight of PI's Sales and Service Account by Departmental Business Office.</p> <p>Original Report issued 12/19/19</p> <p>Number of Audit Issues Remaining Open: 7 Number of Audit Issues Closed: 1</p>
		Other - Internal Audit Universe Risk - Regulatory Non-Compliance			
		Other - Internal Audit Universe Risk - Internal Controls			
		Other - Internal Audit Universe Risk - Fraud			

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User Controls Over Ultra-Sensitive Data - Follow-up	Yes	3 - Data or Cyber Security Breach	4. Pursue organizational excellence	Prior Year Follow-up - Corrective Actions in Process	<p>The objectives of this audit were to: determine whether university users with known access to ultra-sensitive data are adequately protecting the data throughout business process lifecycles; identify - to the extent possible - previously unknown areas where ultra-sensitive data is transmitted and stored; and, assess whether current university users with access to ultra-sensitive data actually have a legitimate business need for the data.</p> <p>23 issues were reported. Units continue to work on corrective actions for 15 issues related to guidance, training, storage, retention, verification processes, access, and approval processes.</p> <p>Report issued 3/26/18</p> <p>Number of Audit Issues Remaining Open: 15 Number of Audit Issues Closed: 8</p>
		Other - Internal Audit Universe Risk - Regulatory Non-Compliance			
		Other - Internal Audit Universe Risk - Effectiveness and Efficiency of Process			

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Campus Enterprises - NC State Dining - Vendor Processes Fraud Risk Assessment - Follow-up	Yes	3 - Data or Cyber Security Breach Other - Prior Year Strategic Risk - Employee Misconduct Other - Internal Audit Universe Risk - Fraud Other - Internal Audit Universe Risk - Internal Controls Other - Internal Audit Universe Risk - Regulatory Non-Compliance Other - Internal Audit Universe Risk - Effectiveness and Efficiency of Process	4. Pursue organizational excellence	Prior Year Follow-up - Corrective Actions in Process	<p>The objective of this audit was to assess the effectiveness of NC State's Dining's vendor payment processes and internal controls at reducing the risk of fraud.</p> <p>Internal Audit is finalizing follow-up review on corrective action for issue related to non-compliance with university IT security requirements and unit is working on corrective action related to use of non-university vendor payment and accounting systems creating redundancy, extra work, and unnecessary risk.</p> <p>Report issued 3/12/19</p> <p>Number of Audit Issues Remaining Open: 2 Number of Audit Issues Closed: 0</p>

KEY:	Closed	Complete - In Follow-Up	Corrective Actions in Process	Not Started
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Engagement	On Original FY21 Audit Plan?	Coverage of University Strategic Risks	FY21 University Strategic Plan Goals	Status	Auditor Comments
Campus Enterprises - NC State Stores - Vendor Processes Fraud Risk Assessment - Follow-up	Yes	3 - Data or Cyber Security Breach Other - Prior Year Strategic Risk - Employee Misconduct Other - Internal Audit Universe Risk - Fraud Other - Internal Audit Universe Risk - Internal Controls Other - Internal Audit Universe Risk - Regulatory Non-Compliance Other - Internal Audit Universe Risk - Effectiveness and Efficiency of Process	4. Pursue organizational excellence	Prior Year Follow-up - Corrective Actions in Process	<p>The objective of this audit was to assess the effectiveness of NC State's Stores' vendor payment processes and internal controls at reducing the risk of fraud.</p> <p>Internal Audit is finalizing follow-up review on corrective action for issue related to non-compliance with university IT security requirements and unit is working on corrective action related to issue on use of non-university vendor payment and accounting systems creating redundancy, extra work, and unnecessary risk.</p> <p>Report issued 3/12/19</p> <p>Number of Audit Issues Remaining Open: 2 Number of Audit Issues Closed: 0</p>

KEY:	Closed	Complete - In Follow-Up	Corrective Actions in Process	Not Started
	In Process	On-Hold	Returning to Continuous Risk Assessment	Cancelled

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Audit of Expenditures from Special Academic Program Resources	No - Carried Forward From Prior Year	Other - Internal Audit Universe Risk - Internal Controls  Other - Internal Audit Universe Risk - Effectiveness and Efficiency of Process	4. Pursue Organizational Excellence	Prior Year Follow-up - Corrective Actions in Process	<p>The objectives of this audit were to assess whether:</p> <ul style="list-style-type: none"> <li>• Governing processes and procedures were in place to establish requirements and guidance for the collection and appropriate use of these special funds within colleges and departments</li> <li>• Revenues for special academic programs were collected from the appropriate students at the maximum allowable amounts per term and were distributed to programs appropriately</li> <li>• Expenditures were consistent with requirements, guidance, and historical practices governing the use of these special funds</li> <li>• Expenditures were appropriately allocated and classified within the University's Financials System. The offices of the Provost and Executive Vice Chancellor and the Vice Chancellor for Finance and Administration are working on one issue: Guidance for Premium Tuition. The Office of Finance and Administration is working on one issue: Classification and Allocation of Student Support Related Expenditures Made with Premium Tuition Funds.</li> </ul> <p>Original Report issued 02/19/20</p> <p>Number of Audit Issues Remaining Open: 2 Number of Audit Issues Closed: 0</p>

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Non-Salary Year End Transfer of Expenses - Follow-up	No - Carried Forward From Prior Year	Other - Internal Audit Universe Risk - Internal Controls Other - Internal Audit Universe Risk - Regulatory Non-Compliance Other - Internal Audit Universe Risk - Effectiveness and Efficiency of Process	4. Pursue organizational excellence	Prior Year Follow-up - Corrective Actions in Process	<p>The objective of the audit was to review fiscal year end non-salary related journal entries to determine if the transactions were processed accurately, properly, and in compliance with state and university requirements. Units are working on corrective actions for 3 issues related to Poole College of Management Business Office Accounting and Business Practices, Journal Entry Compliance and Journal Entry Training, and Journal Entry Supporting Documentation.</p> <p>Original Report issued 11/13/19</p> <p>Number of Audit Issues Remaining Open: 3 Number of Audit Issues Closed: 0</p>

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AS OF January 22, 2021**

Engagement	On Original FY21 Audit Plan?	Coverage of University Strategic Risks	FY21 University Strategic Plan Goals	Status	Auditor Comments
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CONSULTING ENGAGEMENTS					
Office of the State Auditor (OSA) - Audit of the 2020 NCSU Financial Statements	No - Added	3 - Data or Cyber Security Breach		Consulting Closed	<p>OSA presented their final report to the NCSU Audit, Risk Management, and Finance Committee on November 12, 2020.</p> <p>Internal Audit Director was involved in periodic updates throughout the engagement including Entrance and Exit Meetings.</p> <p>Internal Audit staff consulted with Office of Information Technology - Security and Compliance on the Information Technology controls portion of the annual NCSU Financial Statement Audit by OSA.</p> <p>Consultation closed: 11/12/2020</p>
		Other - Internal Audit Universe Risk - Internal Controls			

KEY:	Closed	Complete - In Follow-Up	Corrective Actions in Process	Not Started
	In Process	On-Hold	Returning to Continuous Risk Assessment	Cancelled

**NC STATE UNIVERSITY INTERNAL AUDIT DIVISION  
FISCAL YEAR 2021 AUDIT PLAN AND ENGAGEMENT STATUS  
AS OF January 22, 2021**

Engagement	On Original FY21 Audit Plan?	Coverage of University Strategic Risks	FY21 University Strategic Plan Goals	Status	Auditor Comments
Enterprise Research Administration (ERA) Project and Research Enterprise Database (RED) Implementation	Yes	3 - Data or Cyber Security Breach	3. Support interdisciplinary scholarship	Consulting In Process	Providing advisory and consulting services, and oversight to the Office of Research and Innovation, Office of Finance and Administration, and Office of Information Technology for the replacement of multiple legacy systems used for enterprise research administration activities. NC State has partnered with InfoEd Global to implement a new, state-of-the-art ERA system, the RED system. According to the ERA website, the ERA project mission is "to streamline sponsored programs administration by identifying and implementing a System which integrates the lifecycle of the research administration processes. This includes proposal development and submission, through award management, financial administration, and closeout. We will ensure the System is fully integrated, easy to use, and increase the efficacy of our compliance efforts."
		Other - Internal Audit Universe Risk - Internal Controls	4. Pursue organizational excellence		
		Other - Internal Audit Universe Risk - Effectiveness and Efficiency of Process			
		Other - Internal Audit Universe Risk - Identification and Risk Management			

<b>KEY:</b>	Closed	Complete - In Follow-Up	Corrective Actions in Process	Not Started
	In Process	On-Hold	Returning to Continuous Risk Assessment	Cancelled

**NC STATE UNIVERSITY INTERNAL AUDIT DIVISION  
FISCAL YEAR 2021 AUDIT PLAN AND ENGAGEMENT STATUS  
AS OF January 22, 2021**

Engagement	On Original FY21 Audit Plan?	Coverage of University Strategic Risks	FY21 University Strategic Plan Goals	Status	Auditor Comments
Health Insurance Portability and Accountability Act (HIPAA) of 1996 Security Implementation Project	No - Carried Forward From Prior Year	3 - Data or Cyber Security Breach Other - Internal Audit Universe Risk - Regulatory Non-Compliance Other - Internal Audit Universe Risk - Internal Controls	4. Pursue organizational excellence	Consulting In Process	Consulting with Office of Information Technology - Security and Compliance on development of a security program to ensure compliance with the HIPAA Privacy and Security Rule based on recommendations from issues identified by an outside consultant.
Minor Consulting and Advisory Services	Yes	Various		Ongoing	Internal Audit receives requests every week from colleges, business units, centers, institutes, and remotely located sites seeking consultative audit input on their projects, new initiatives, or for proper handling of problems encountered. These activities deal with security, financial, research, and personnel matters and result in recommendations relating to compliance, efficiency, security and privacy, or provide general audit related information to campus. Time is allowed on the Plan for these advisory services.

<b>KEY:</b>	Closed	Complete - In Follow-Up	Corrective Actions in Process	Not Started
	In Process	On-Hold	Returning to Continuous Risk Assessment	Cancelled

**NC STATE UNIVERSITY INTERNAL AUDIT DIVISION  
FISCAL YEAR 2021 AUDIT PLAN AND ENGAGEMENT STATUS  
AS OF January 22, 2021**

Engagement	On Original FY21 Audit Plan?	Coverage of University Strategic Risks	FY21 University Strategic Plan Goals	Status	Auditor Comments
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SPECIAL ASSIGNMENTS					
VCOFA - Emerging Issues for Higher Education Institutions During the Pandemic	No - Added	2 - Reductions in State Funding	4. Pursue organizational excellence	Special Assignment Closed	Internal Audit conducted research and provided a summary of emerging higher education issues related to COVID-19 and mitigation approaches.  Engagement closed 07/31/2020
		4 - Decline in Out of State and International Enrollment	5. Engage locally and globally		
		5 - Faculty Losses			
		Other - Internal Audit Universe Risk - Fraud			
		Other - Internal Audit Universe Risk - Internal Controls			
		Other - Internal Audit Universe Risk - Effectiveness and Efficiency of Process			
		Other - Internal Audit Universe Risk - Regulatory Non-Compliance			
		Other - Internal Audit Universe Risk - Identification and Risk Management			

KEY:	Closed	Complete - In Follow-Up	Corrective Actions in Process	Not Started
	In Process	On-Hold	Returning to Continuous Risk Assessment	Cancelled

**NC STATE UNIVERSITY INTERNAL AUDIT DIVISION  
FISCAL YEAR 2021 AUDIT PLAN AND ENGAGEMENT STATUS  
AS OF January 22, 2021**

Engagement	On Original FY21 Audit Plan?	Coverage of University Strategic Risks	FY21 University Strategic Plan Goals	Status	Auditor Comments
Vice Chancellor of Finance and Administration (VCOFA) Case Studies	Yes	Other - Internal Audit Universe Risk - Internal Controls	4. Pursue organizational excellence	Special Assignment Closed	<p>This special assignment was discontinued due to the resource-intensive nature of creating the case studies and the limited resources available in Internal Audit. In order to address the VCOFA's desire to use Internal Audit-identified issues in University-wide process improvement initiatives, Internal Audit is now issuing separate reports for University-level issues identified in their engagements.</p> <p>Original Objective: Development of case studies using business risk intelligence gleaned from internal audit engagements for the Office of Finance and Administration use in University-wide process improvement initiatives.</p> <p>Engagement closed 01/19/2021</p>
		Other - Internal Audit Universe Risk - Effectiveness and Efficiency of Process			

<b>KEY:</b>	Closed	Complete - In Follow-Up	Corrective Actions in Process	Not Started
	In Process	On-Hold	Returning to Continuous Risk Assessment	Cancelled

**NC STATE UNIVERSITY INTERNAL AUDIT DIVISION  
FISCAL YEAR 2021 AUDIT PLAN AND ENGAGEMENT STATUS  
AS OF January 22, 2021**

Engagement	On Original FY21 Audit Plan?	Coverage of University Strategic Risks	FY21 University Strategic Plan Goals	Status	Auditor Comments
Data Analytics Internal Project	No - Added	N/A		Special Assignment Closed	<p>This special assignment was closed as data analytics is no longer a project but is incorporated into our audit tools with all the auditors now.</p> <p>Internal Audit is using data analytics software to identify anomalies, trends, and risks within financial business processes such as purchasing and journal entries. The majority of staff have been trained in the use of this software. This supplements current audit activities with more efficient analysis and quicker turnaround of corrective actions.</p> <p>Engagement closed 01/19/2021</p>

<b>KEY:</b>	Closed	Complete - In Follow-Up	Corrective Actions in Process	Not Started
	In Process	On-Hold	Returning to Continuous Risk Assessment	Cancelled

**NC STATE UNIVERSITY INTERNAL AUDIT DIVISION  
FISCAL YEAR 2021 AUDIT PLAN AND ENGAGEMENT STATUS  
AS OF January 22, 2021**

Engagement	On Original FY21 Audit Plan?	Coverage of University Strategic Risks	FY21 University Strategic Plan Goals	Status	Auditor Comments
Quality Assurance Review (QAR) - UNC Hospitals	No - Added	N/A	5. Engage locally and globally	Special Assignment In Process	<p>Internal Auditor was selected to be on a peer review team to perform a Quality Assurance Review of the internal audit function at UNC Hospitals. QARs are required for all state agency internal audit functions in compliance with both the international Institute of Internal Auditors' standards and NC state law. The Peer Review Program is managed through the state's Council of Internal Audit and Office of Internal Audit (OIA).</p> <p>The objective of a QAR is to determine whether an internal audit function/program is in general compliance with the International Standards of the Professional Practice of Internal Auditing promulgated by the Institute of Internal Auditors.</p>
Data Analytics Assistance to Office of Institutional Equity and Diversity (OIED)	No - Added	Other - Prior Year Strategic Risk - Employee Misconduct	4. Pursue organizational excellence	Special Assignment In Process	Internal Audit working with OIED to review and assess demographic data.

<b>KEY:</b>	Closed	Complete - In Follow-Up	Corrective Actions in Process	Not Started
	In Process	On-Hold	Returning to Continuous Risk Assessment	Cancelled

**NC STATE UNIVERSITY INTERNAL AUDIT DIVISION  
FISCAL YEAR 2021 AUDIT PLAN AND ENGAGEMENT STATUS  
AS OF January 22, 2021**

Engagement	On Original FY21 Audit Plan?	Coverage of University Strategic Risks	FY21 University Strategic Plan Goals	Status	Auditor Comments
Search Committee - Director of Research Compliance	No - Added	N/A	N/A	Special Assignment In Process	Chief Audit Officer and Director was on the search committee for the Director of Research Compliance
University Information Technology (IT) Governance Committees	Yes	Other - Internal Audit Universe Risk - Governance		Ongoing	Internal Audit Division is providing objective, independent input to various university IT committees as they recommend and implement IT policies and technology to ensure the best possible decisions in advancing the use of technology meets the university's mission, vision, and goals.

KEY:	Closed	Complete - In Follow-Up	Corrective Actions in Process	Not Started
	In Process	On-Hold	Returning to Continuous Risk Assessment	Cancelled

**NC STATE UNIVERSITY INTERNAL AUDIT DIVISION  
FISCAL YEAR 2021 AUDIT PLAN AND ENGAGEMENT STATUS  
AS OF January 22, 2021**

Engagement	On Original FY21 Audit Plan?	Coverage of University Strategic Risks	FY21 University Strategic Plan Goals	Status	Auditor Comments
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<b>OTHER</b>					
Continuous Risk Assessment and Audit Planning	Yes	N/A		Ongoing	Team members visit faculty and staff across the university throughout the year 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 consulting engagements and is used as an objective tool in the development of our Annual Audit Plan.
Hot Line Allegation Review and Due Diligence	Yes	N/A	N/A	Ongoing	The Audit Plan includes estimated time for review and determination of disposition of allegations reported through the University's Ethics Point Hot Line, Internal Audit Division Hot Line, Office of the State Auditor Hot Line, UNC System Hot Line, and other internal and external sources.

<b>KEY:</b>	Closed	Complete - In Follow-Up	Corrective Actions in Process	Not Started
	In Process	On-Hold	Returning to Continuous Risk Assessment	Cancelled

**Extramural Contracts and Grants Expenditures  
By Sponsor  
(in \$millions)**

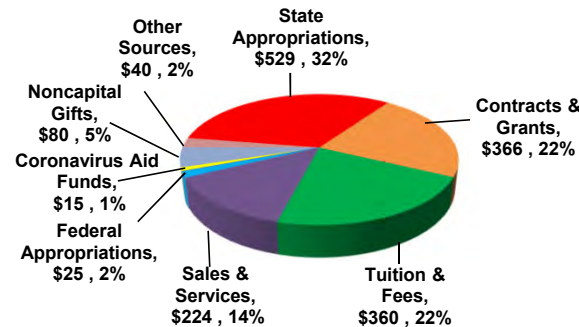
<u>SPONSORS</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
<b>FEDERAL:</b>			
National Science Foundation	\$53	\$53	\$50
Agriculture	27	28	28
Defense	27	28	24
Public Health Service	24	27	29
Energy	22	24	29
Commerce	6	6	6
Education	4	3	2
Interior	4	3	4
Nat'l Aeronaut. & Space Admin.	2	2	2
Environ. Protection Agency	1	0	0
Other Federal	5	4	5
<b>TOTAL FEDERAL</b>	<b>\$175</b>	<b>\$178</b>	<b>\$179</b>
<b>STATE</b>	<b>43</b>	<b>50</b>	<b>47</b>
<b>PRIVATE / INDUSTRY</b>	<b>93</b>	<b>100</b>	<b>106</b>
<b>TOTAL EXPENDED</b>	<b>\$311</b>	<b>\$328</b>	<b>\$332</b>
<i>Facil. &amp; Admin. included in above</i>	<i>\$54</i>	<i>\$57</i>	<i>\$57</i>

**Extramural Contracts and Grants Expenditures  
By Colleges and Units  
(in \$millions)**

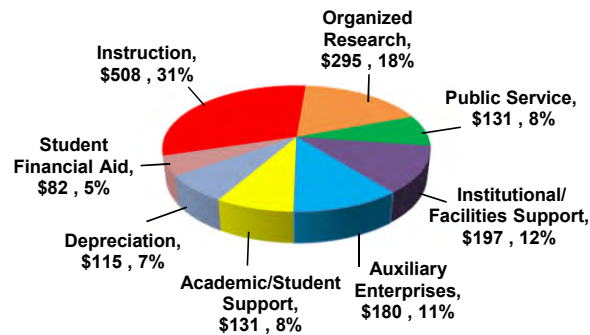
<u>COLLEGES/UNITS</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
Agriculture & Life Sciences	\$68	\$71	\$75
Design	1	2	2
Education	14	18	19
Engineering	89	95	94
Natural Resources	10	10	11
Humanities & Social Sciences	7	7	6
Sciences	41	39	37
Wilson College of Textiles	5	5	5
Veterinary Medicine	10	11	14
Poole College of Management	2	2	2
<b>TOTAL COLLEGES</b>	<b>\$247</b>	<b>\$260</b>	<b>\$265</b>
<b>OTHER UNITS</b>	<b>64</b>	<b>68</b>	<b>67</b>
<b>TOTAL COLLEGES/UNITS</b>	<b>\$311</b>	<b>\$328</b>	<b>\$332</b>

**2020-21 NC State University Budget  
\$1,639 Million**

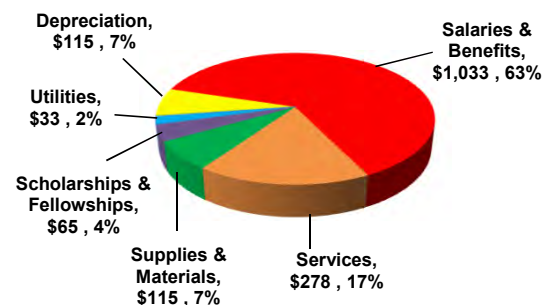
**Projected Revenue by Source (in \$millions)**



**Projected Expenditures by Program (in \$millions)**



**Projected Expenditures by Account (in \$millions)**



**NC STATE UNIVERSITY**

**Fiscal Year 2020-21 Budget**

**Fiscal Years 2017-18 through 2019-20  
Actual Expenditures**

**Office of Finance & Administration**  
<https://ofa.ncsu.edu/>



Additional budget and financial information may be found on the following websites:

Division of Budget & Resource Management  
<https://brm.ofa.ncsu.edu/>

Budget Central  
<https://budget.ncsu.edu/budgetcentral/>

**Revenue & Expenditure History**  
(in \$millions)

**NC State University**  
**Actual Operating Expenditures (in \$millions)**  
**All Funding Sources (excluding transfers)**

**Tuition, Fees, & Other Education Costs**  
(Per Academic Year)

Summary by College/Division	2017-18	2018-19	2019-20
Agriculture & Life Sciences	\$286	\$301	\$300
Design	14	15	15
Education	41	47	48
Engineering	237	245	244
Natural Resources	41	42	45
Humanities & Social Sciences	63	64	65
Sciences	117	117	117
Wilson College of Textiles	27	27	29
Veterinary Medicine	92	99	102
Poole College of Management	<u>39</u>	<u>42</u>	<u>43</u>
<b>Total Colleges</b>	<b>\$957</b>	<b>\$999</b>	<b>\$1,008</b>
Provost's Office	\$11	\$11	\$13
Div. of Acad. & Student Affairs-DASA	95	103	100
Libraries	43	43	42
Student Financial Aid	241	248	255
Other Provost's Units	<u>98</u>	<u>101</u>	<u>102</u>
<b>Total Provost's Units</b>	<b>\$488</b>	<b>\$506</b>	<b>\$512</b>
<b>Total Colleges &amp; Provost's Units</b>	<b>\$1,445</b>	<b>\$1,505</b>	<b>\$1,520</b>
Chancellor / General Counsel / Ext. Aff.	\$11	\$18	\$20
Ofc. Research Innov. / Core Research	81	75	79
University Advancement	26	28	31
Athletics	83	91	86
Finance & Administration	225	231	232
University Utilities	29	32	27
Office of Info. Technology - OIT	61	64	69
University Payments	<u>132</u>	<u>140</u>	<u>158</u>
<b>Total University Services</b>	<b>\$648</b>	<b>\$679</b>	<b>\$702</b>
<b>Total Operating Expenditures</b>	<b>\$2,093</b>	<b>\$2,184</b>	<b>\$2,222</b>
Financial Statement Adjustments	(561)	(627)	(622)
<b>Year-End Financial Report Totals</b>	<b>\$1,532</b>	<b>\$1,557</b>	<b>\$1,600</b>

**STUDENT ENROLLMENT**

Student Credit Hours (RT & DE)	Actual	Actual	Actual
<b>State Fundable*</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
Undergraduate	662,432	679,754	701,514
Graduate	146,283	145,642	146,732
<b>Total</b>	<b>808,715</b>	<b>825,396</b>	<b>848,246</b>

\*State enrollment funding is now based on prior Calendar Year (CY) End of Term (EOT) actuals. For consistency with other brochure data, this information reflects Fiscal Year (FY) enrollment actuals at EOT.

Unduplicated Headcount	Fall 2017	Fall 2018	Fall 2019
Undergraduate	24,150	25,199	25,973
Graduate (incl. DVM)	10,282	10,280	10,331
<b>Total</b>	<b>34,432</b>	<b>35,479</b>	<b>36,304</b>

Undergraduate		2019-20	2020-21
NC Resident:	Tuition	\$6,535	\$6,535
	Fees	2,566	2,566
Non-Resident:	Tuition	\$26,654	\$26,654
	Fees	2,566	2,566
<b>Other Estimated Costs</b>			
Housing		6,714	6,768
Meals		4,645	4,833
Books & Supplies		1,082	1,082
Personal Expenses		1,576	1,608
Transportation		1,100	1,122

Graduate			
NC Resident:	Tuition	\$9,095	\$9,095
	Fees	2,578	2,578
Non-Resident:	Tuition	\$26,421	\$26,421
	Fees	2,578	2,578
<b>Other Estimated Costs</b>			
Housing		8,802	8,802
Meals		4,645	4,833
Books & Supplies		854	854
Personal / Travel Expenses		3,740	3,816

Doctor of Veterinary Medicine (DVM)			
NC Resident:	Tuition	\$17,039	\$17,039
	Fees	2,578	2,578
Non-Resident:	Tuition	\$45,080	\$45,080
	Fees	2,578	2,578
<b>Other Estimated Costs</b>			
Living Allowance		13,447	13,635
Books & Supplies		1,375	1,404
Personal / Travel Expenses		4,914	4,914

Effective with the Fall 2016 semester, the State of NC and NC State University implemented the Fixed Tuition Program in which tuition for all resident bachelor's degree-seeking freshmen will be fixed for eight consecutive semesters (N.C.G.S. § 116-143.9).

Some professional, graduate, and certificate programs have an additional "premium tuition" charge.

More information on Tuition & Fees may be found on:  
<https://studentservices.ncsu.edu/your-money/tuition-and-fees/>

	2017-18	2018-19	2019-20
<b>Revenue Sources</b>			
State Appropriations	\$515	\$522	\$523
Tuition & Fees	330	344	357
Federal Appropriations	22	28	34
Contracts & Grants	344	364	361
Sales & Services	264	270	249
Noncapital Gifts	76	81	80
Other Sources	<u>60</u>	<u>62</u>	<u>45</u>
<b>Total Revenue</b>	<b>\$1,611</b>	<b>\$1,671</b>	<b>\$1,649</b>

**Operating Expenditures by Program**

Instruction	\$474	\$470	\$481
Organized Research	284	298	293
Public Service	131	136	134
Academic/Student Support	125	124	129
Institutional/Facilities Support	184	189	199
Auxiliary Enterprises	187	191	181
Student Financial Aid	48	49	75
Depreciation	<u>99</u>	<u>100</u>	<u>108</u>

<b>Total Operating Expenditures by Program</b>	<b>\$1,532</b>	<b>\$1,557</b>	<b>\$1,600</b>
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**Operating Expenditures by Account**


Salaries & Benefits	\$950	\$946	\$996
Supplies & Materials	133	133	118
Services	272	298	279
Scholarships & Fellowships	45	46	69
Utilities	33	34	30
Depreciation	<u>99</u>	<u>100</u>	<u>108</u>

<b>Total Operating Expenditures by Account</b>	<b>\$1,532</b>	<b>\$1,557</b>	<b>\$1,600</b>
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<b>Endowment Assets</b>	<b>\$1,294</b>	<b>\$1,401</b>	<b>\$1,418</b>
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**MEMORANDUM**

TO: Audit, Risk Management and Finance Committee

FROM: Mary Peloquin-Dodd   
Associate Vice Chancellor, Finance and University Treasurer

SUBJECT: Annual Financial Reports

DATE: February 1, 2021

The Audit, Risk Management and Finance Committee is charged with receiving reports regarding the financials of the university. For your reference, we are providing you with the links to the State Auditor's Report and the University's Financial Report for fiscal year 2020.

The State Auditor's Financial Statement Report on the University is located on the State Auditors website at: <https://www.auditor.nc.gov/EpsWeb/Reports/Financial/FIN-2020-6030.pdf> and also on the University's website at: <https://controller.ofa.ncsu.edu/financial-reports/> .

The University Annual Financial Report, compiled and published by the Controller's Office is located on the University's website at: <https://controller.ofa.ncsu.edu/financial-reports/> .

## The Endowment Fund of North Carolina State University 2020 Annual Report

### BACKGROUND

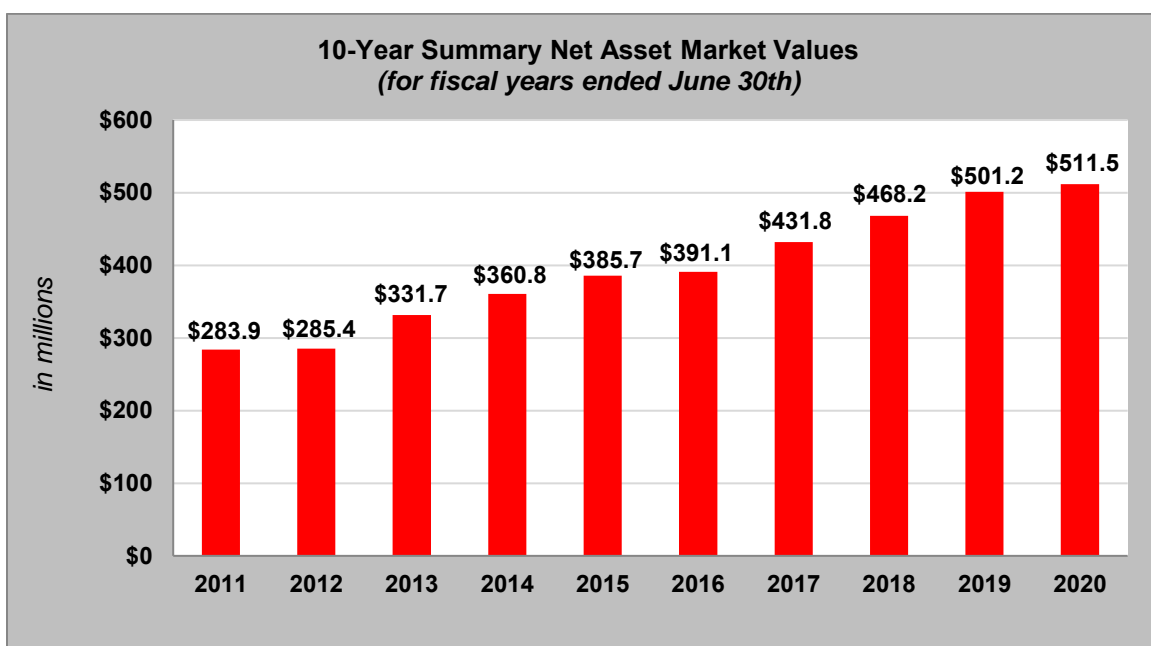
The Endowment Fund of North Carolina State University (Endowment Fund) was created by North Carolina General Statute §116-36, and is reported in the University's financial statements. The Endowment Fund is subject to review by State of North Carolina auditors as part of their annual University audit.

The Board of Trustees of the Endowment Fund (Board) is responsible for the prudent investment of endowment assets and is subject to NC General Statute 36E "Uniform Prudent Management of Institutional Funds Act" (UPMIFA) as well as any requirements placed on the endowments by contract or donor agreements.

### REPORT

The Endowment Fund's net assets were \$511.5 million at June 30, 2020 as compared to \$501.2 million at June 30, 2019, an increase of 2%. The increase is primarily attributable to gifts and matching received in fiscal year 2020. The net \$10.3 million increase includes \$15.6 million in gifts and matching and \$9 million in net investment gains and appreciation, less endowment spending and transfers to other University funds of \$14.3 million.

Net assets are made up of cash (\$33.3 million), directly owned programmatic assets (\$96.3 million), pooled real estate (\$2.8 million), and pooled long-term investments (\$379.1 million). There are 269 endowments, consisting of 83 scholarships, 9 fellowships, 124 professorships and 53 endowments with a variety of other purposes. A ten-year historical chart of net asset values is provided below:



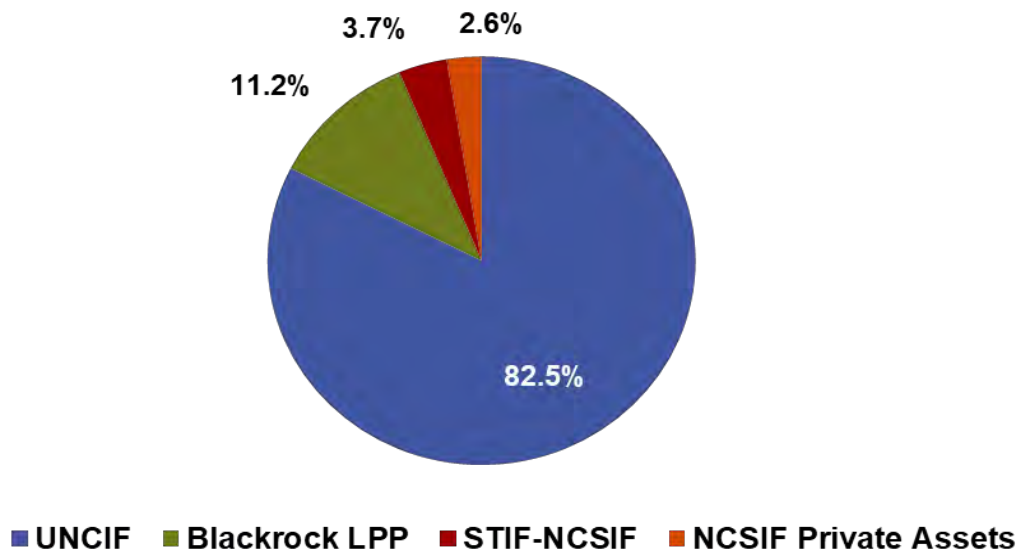
The Endowment Fund's investable assets of \$379.1 million are held with the NC State Investment Fund, Inc. (NCSIF).

During the fiscal year, the NCSIF continued its investment with UNC Management Company (UNCMC). UNCMC provides investment management services to the constituent institutions of the UNC System through a pooled investment vehicle called the UNC Investment Fund (System Fund). The NCSIF began investing its non-committed assets with the System Fund effective July 2008 with completion of the transition occurring December 2009, and has a 13% membership interest in the System Fund as of June 30, 2020.

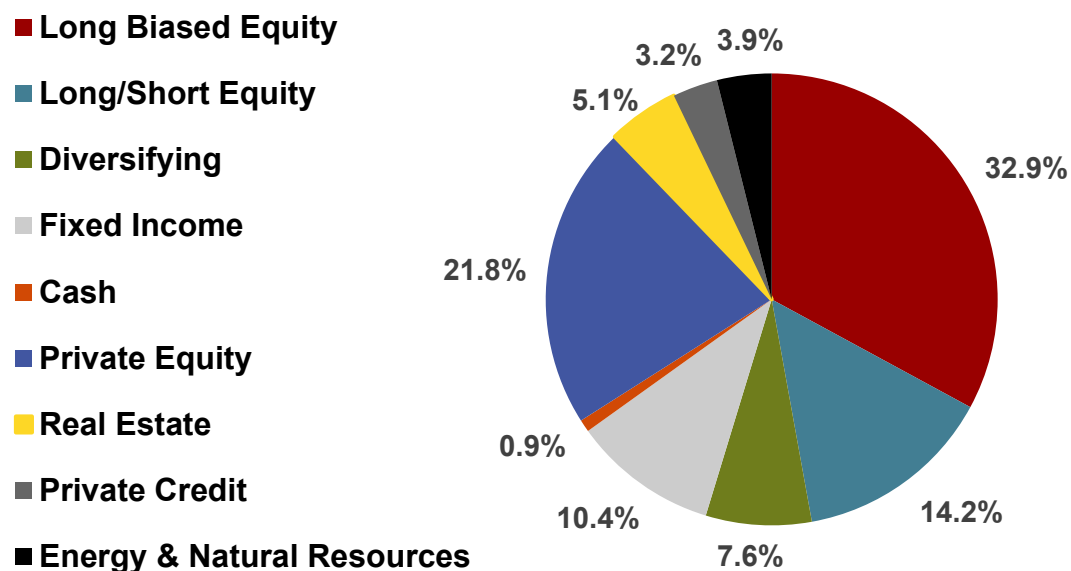
In addition to the allocation with the System Fund of \$898.48 million as of June 30, 2020, the NCSIF had \$27.75 million with other managers in private equity funds, \$122.34 million in a BlackRock Liquid Policy Portfolio (LPP), and \$40.16 million in the State Treasurer's Short-Term Investment Fund (STIF).

For the long term, the primary investment objective for the NCSIF is to earn a total return (net of investment and custodial fees) within prudent levels of risk, sufficient to maintain in real terms the purchasing power of the NCSIF and to meet the spending needs of the participants. To help meet this investment objective, the NCSIF invests in various asset classes to offer diversification. The purpose of diversification is to provide reasonable assurance that no single security or class of securities will have a disproportionate impact on the performance of the total fund.

NCSIF's allocation to managers as of June 30, 2020 is as follows:



NCSIF's actual asset allocation as of June 30, 2020 is as follows:



For the fiscal year ended June 30, 2020, the NCSIF experienced a net investment return of 2.1% compared to the policy benchmark of 3.5%. The NCSIF's annualized 5-year return as of June 30, 2020 was 6.2% as compared with the System Fund of 6.3% and to the policy benchmark of 5.5%.

Respectfully submitted,

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



Office of Finance and Administration  
 Finance Division  
 University Treasurer  
 finance.ofa.ncsu.edu

Campus Box 7010  
 Raleigh, NC 27695-7010  
 P: 919.515.2143  
 F: 919.515.5121

## MEMORANDUM

TO: Executive Officers and Deans  
 Office of Finance and Administration Leadership Team  
 Development Officers

FROM: Mary Peloquin-Dodd, Associate Vice Chancellor, Finance and University Treasurer  
*Mary Peloquin-Dodd*

SUBJECT: University Endowment Market Value and Investment Performance for Fiscal 2020

DATE: September 4, 2020

I am pleased to report that as we closed fiscal year 2020, NC State's total endowment reached a historic high of \$1.42 billion and, across all holdings, we achieved an investment return of 2.1%. The \$17 million increase from the prior year total reflected a combination of new gifts, spending, and investment return.

NC State will officially report a June 30, 2020 market value of \$1.42 billion in total endowment and 2.1% combined performance for the University and its associated entities to NACUBO and other national endowment surveys. Our endowment includes a variety of investment types across multiple entities, and across several thousand funds that provide funding for different purposes and programs at NC State. The support our endowment provided for fiscal 2020 was also an institutional high point.

We remain committed to maintaining a track record of good long-term performance and strong diversification. The NC State Investment Fund (Fund), our centrally managed pooled investment fund, achieved at median performance relative to other endowments, returning 2.1% for fiscal 2020 during a period of extreme volatility, and it performed as we expected it would. Our three, five, and ten year average annual returns of 6.9%, 6.2%, and 8.4% as of June 30, 2020, place it in or at the top-quartile relative to other university endowments.

The 2020 fiscal year was like no other in recent economic history. The first six months of the fiscal year were ones of cautious optimism in investment markets, while the last six months included record-breaking volatility and unprecedented highs and lows. After the deepest correction since 2008, and with unemployment the deepest since the Great Depression, the US government responded with unprecedented monetary and fiscal stimulus. Our economic future now seems tied to the hopes for a swift vaccine, and the belief that the US government will continue to act swiftly and deeply to the continuing economic crisis.

Against this backdrop, we intend to stay the course and continue investing in a basket of asset classes that will ensure a good long-term return for our endowment and in a way that continues to be highly diversified. We have a good amount of liquidity on hand to continue to meet the next two years of spending budgets and to respond to near-term buying opportunities. We will continue to invest with best-in-class managers such as UNC Management Company, which managed 82% of our portfolio at June 30, 2020.

Philanthropy continues to be very important, and the cash flow from new gifts during this time allows us to invest when markets are not all overvalued. As the University continues its "Think and Do the Extraordinary Campaign", we are grateful for the tremendous support of our donors.

# **NC STATE UNIVERSITY FINANCIAL REPORTING FOR INTERCOLLEGIATE ATHLETICS**

NC State University Board of Trustees  
Audit, Risk Management, & Finance Committee  
February 25, 2021

## **A. EXECUTIVE SUMMARY**

This document provides financial and related statistical information within the framework of the University of North Carolina System of Higher Education's commitment to ensuring integrity and transparency as it relates to Intercollegiate Athletics. Reported to the Chancellor and Board of Trustees of NC State University, as well as the President and Board of Governors of the University of North Carolina System, this document provides information helpful to understanding the operations of NC State Intercollegiate Athletics and its relationship with the University.

In compliance with UNC Policy on Academic Activities of Student-Athletes (1100.1), Financial indicators of Campus Athletics Departments (1100.1.1[R]), and Academic Integrity (700.6.1.[R]), the following information has been included in this report: NCAA Dashboard reports for Fiscal Year 2018-19 (Attachment A); Fiscal Year 2020-21 Athletics Operating Budget (Attachment B); Athletics Related Student Fee Data for Fiscal Year 2020-21 (Attachment C); NC State Student Aid Association Audited Financial Statements (Attachment D); and "Booster" Club Operating Procedures (Attachment E).

NC State began holding intercollegiate athletic contests in 1892. We are a charter member (1953) of the Atlantic Coast Conference and are included in the Division I Football Bowl Subdivision. NCAA rules compliance, academic integrity, sound financial planning, student-athlete welfare, as well as appropriate University oversight are required.

NC State Athletics is not a separately incorporated entity. Rather, we operate as a self-supporting auxiliary unit within the established University structure.

## **B. NCAA PRESIDENTIAL DASHBOARD INDICATORS for 2018-2019:**

The NCAA Presidential Dashboard provides seven key financial indicators (Attachment A). These indicators use percentage rankings to compare NC State with the Atlantic Coast Conference (ACC), Football Bowl Subdivision (FBS), Power 5 and other public universities (FBS only), as well as those programs with budgets greater than \$50 million. In addition to comparative percentile rankings, each of the seven key financial indicators is reported showing data points over a six year period as reported for Fiscal Year 2014 through Fiscal Year 2019.

## 1. Athletics Generated Revenues as a Percentage of Total Athletics Revenue

- In 2018-19, 88% of NC State Athletic Revenues were generated through, Conference Distributions, Ticket and Parking Sales, Scholarship Funds, Media Rights and Apparel Agreements (Uniforms and Equipment). This ratio has remained relatively consistent over the six years ended June 30, 2019. NC State is in the 77<sup>th</sup> percentile as compared to all other ACC Insitutions and in the 39<sup>th</sup> percentile compared to the Power Five. (Attachment: A-1)
- NC State Athletics derives approximately 7% of revenue from Student Fees. Athletics does not charge students for tickets for athletic events. The remaining 5% consists of various income including concessions and trademark licensing.
- Actual revenue for major categories for fiscal years 2019 and 2020 and budgeted revenues for the current year are shown below. ACC Conference distributions consist of television and ACC network revenue which makes up approximately 65% of the ACC Conference distribution. The remaining 35% consist of football bowl revenue and NCAA distribution. As a result of the global pandemic in Fiscal Year 2020, revenue decreased in several areas including conference distributions due to event cancellations, and media rights and apparel. Ticket and parking prices have remained relatively flat with an increase in football ticket prices in Fiscal Year 2020 for the first time since Fiscal Year 2010. Scholarship contributions decreased slightly in Fiscal Year 2020 due to a decrease in summer school expenses and a very minimal increase in overall expenses. The Fiscal Year 2021 budget includes the maximum amount of scholarship funding from the NC State Student Aid Association, with actual projections expected to be less than budget.

Generated Revenues	Budget FY21	Actual FY20	Actual FY19
Conference Distributions	\$ 28,579,290	\$ 27,377,539	\$ 30,640,159
Ticket & Parking Sales	\$ 1,150,000	\$ 25,159,778	\$ 24,129,406
Scholarship Contributions	\$ 16,455,662	\$ 14,126,550	\$ 14,232,251
Media Rights & Apparel Contract	\$ 7,092,200	\$ 4,564,720	\$ 8,189,906

## 2. Net Revenues

- The “peak” in Fiscal Year 2014 Net Revenues (Attachment A-2) is caused by a material difference in expenditure recognition between the NCAA and NC State Athletics. We record both principal payments on debt and capital costs as expenditures, and in Fiscal Year 2014, the NCAA did not. As a result, the Fiscal Year 2014 Net Revenue “surplus” of \$6.5M is higher by \$5.3M in the NCAA Graph than in NC State reports.
- The steep decline in Net Revenues after Fiscal Year 2014 (Attachment A-2) results in part from a change in NCAA reporting requirements beginning in Fiscal Year 2015 – i.e., to reclassify debt principal payments as expenditures. The effects of this reporting

change – along with other cash-basis practices in our internal reporting – contributed to the appearance of a \$3.2M Net Revenue deficit in Fiscal Year 2017. The remainder of the deficit resulted from a planned \$1.8M expenditure of Athletic Department reserves to fund a transition in the Men's Basketball coaching staff along with coaching changes in four other sports. Fiscal Year 2019 NCAA net revenue is \$2.6 million. This excludes \$6 million in capital costs and a \$5.6 million University internal loan for project funding for the ACC Network broadcast studio and Murphy Center Sports Medicine renovation.

### **3. Total Expenditures**

- Expenditures for Fiscal Year 2019 totaled \$90.1 million, as reported on the NCAA Division I Financial Annual Report. (Attachment: A-3). The NCAA Financial Report excludes capital expenditures.
- \$90.1 million ranks in the 10<sup>th</sup> percentile of the ACC and is below the conference median by approximately \$20.7 million. We rank in the 8<sup>th</sup> percentile of the Power Five, \$30.4 million below the median.

### **4. Salaries and Benefits as a Percentage of Total Athletic Expenditures**

- NC State Athletics provides 100% of all compensation paid to coaches and staff through the Athletic Operating Fund to best ensure transparency. (Attachment: A-4). Salary expenses for Fiscal Year 2014 are higher due to coaching staff transitions in the prior year and the continuing contractual payments for former Football staff, and increases in Fiscal Year 2018 resulting from the Men's Basketball staff change to include relocation expenses and contract buyouts of new staff, as well as contractual payments for former staff.
- The NC State ratio of salaries and benefits to total athletic expenditures is 41.9% and ranks in the 97<sup>th</sup> percentile of the ACC and the 94<sup>th</sup> percentile of the Power Five.

### **5. Athletics Expenses per Student-Athlete**

- Expenditures of \$171,293 per student-athlete at NC State is in the 37<sup>th</sup> percentile of the ACC. Spending per student-athlete has increased by \$47,821, or 39%, over the past six years. (Attachment: A-5)
- NC State supports 23 sports and approximately 530 student-athletes (unduplicated number), a number of which participate on more than one team. In Fiscal Year 2019, 19 teams advanced to NCAA Championships, with 13 ranked in the top 25.

## **6. Athletics Expenditures as a Percentage of Institutional Expenditures**

- Athletic Expenditures were 6% of Total Institutional Expense in Fiscal Year 2019. In 2018-19, one percent of Total Institutional Expense was approximately \$15.5 million. (Attachment: A-6). The 6% rate puts NC State at the 37<sup>th</sup> percentile of the ACC.

## **7. Spending Increase Gap**

- This category compares the athletics expenditures rate of change with the university expenditures rate of change. A positive value means the athletics expenditures rate of change outpaced the university expenditures rate of change. A negative value means the university expenditures rate of change outpaced the athletics expenditures rate of change.
- NC State Athletics rate of change was 2.2% higher than that of the University in 2018-19. It may be worth noting that, except for 2018, none of the indices for any of the groups fall below zero. (Attachment: A-7)

## **C. FISCAL YEAR 2020-2021 OPERATING BUDGETS**

### **1. Revenue Budget**

- The global pandemic greatly impacted the College Athletics landscape. NC State Athletics Operations Revenue Budget for Fiscal Year 2021 is approximately \$60.9 million; a decrease of 32.1% over the prior year. The decrease is due primarily to fan attendance related income including the loss of Tickets, Parking, and Concessions revenue. (Attachment: B-1)

### **2. Expense Budget**

- NC State Athletics Operations Expense Budget for Fiscal Year 2021 is approximately \$83.7 million; a decrease of 6.8% over the prior year budget. (Attachment: B-1; B-2) Beginning in the last quarter of Fiscal Year 2020, Athletics ceased all nonessential spending and are continuing to monitor all expenses. At the time of budget preparation it was still unknown as to whether we would have the ability to play sports and what the sports environment would look like during a global pandemic. With the knowledge of the estimated decrease in revenue, decisions were made to reduce expenses where possible, but allow budget to remain funding all sports participation if games were possible.
- Salaries and Benefits are projected to decrease by 9.6% over prior year budget. Athletics has implemented salary reductions, furloughs, as well as a reduction in temporary and overtime personnel expenses. This includes positions bound by contractual obligations. Further savings are expected to be realized as temporary labor and overtime is approved only on an emergency basis to keep operations

functioning. Positions deemed essential to sports operations are being filled on an approved only case by case basis, and all other open positions will remain vacant.

- Budget projections include a significant decrease in travel expenses. Travel for all sports excluding football, men and women's basketball have been revised with an emphasis on regional scheduling. Recruiting has been restricted since the beginning of the pandemic. Other expense reductions include facility and game operations.
- Budget for COVID-19 testing and the related safety protocol expenses were included as an additional necessary expense to allow the resumption of sports participation.
- Facilities Repair and Enhancement budget includes payments for the capital enhancement fund for PNC Arena, Murphy Center Sports Medicine renovation debt payment funded by naming rights, and minimal facility repair projects. (Attachment B-3).

## **D. STUDENT FEES**

### **1. Student Fee Rate**

- Our Intercollegiate Athletics Student Fee for Fiscal Year 2021 is \$232 or 9.8% of all University fees with \$222 funding Athletic Operations and \$10 funding multiple facilities requests. (Attachment: C-1)
- This fee is the lowest in the UNC System. (Attachment: C-2). NC State Athletics last fee increase was requested and approved for Fiscal Year 2014.

### **2. Revenue Generated from Student Fees**

- In Fiscal Year 2021, the \$232 fee for Intercollegiate Athletics will generate approximately 8% of the Operating Revenue Budget, \$6.3 million for operations and an additional \$290,000 for the Facilities Repair and Enhancement Fund. (Attachment: C-1)

## **E. OTHER ATHLETICS RELATED REPORTING REQUIREMENTS**

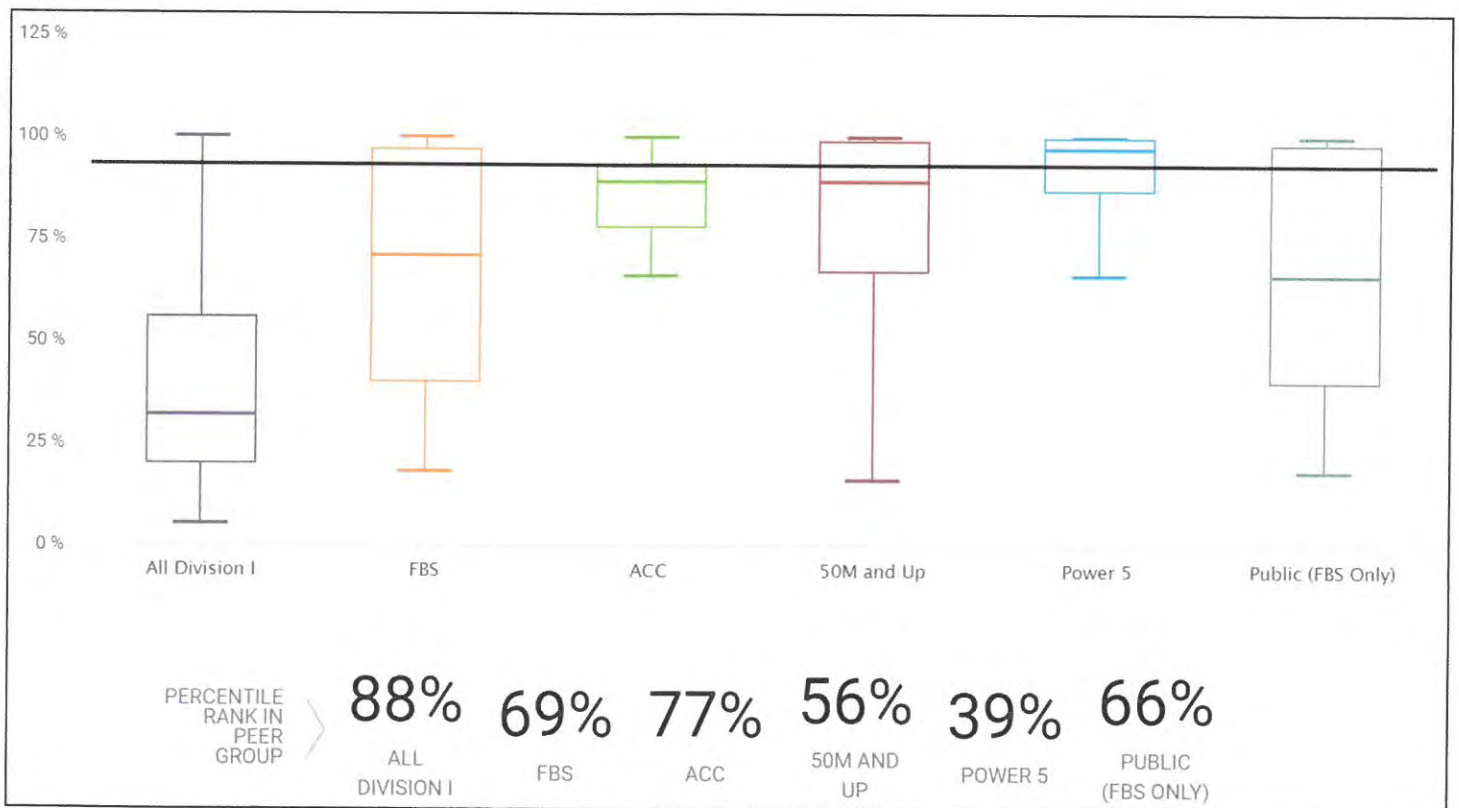
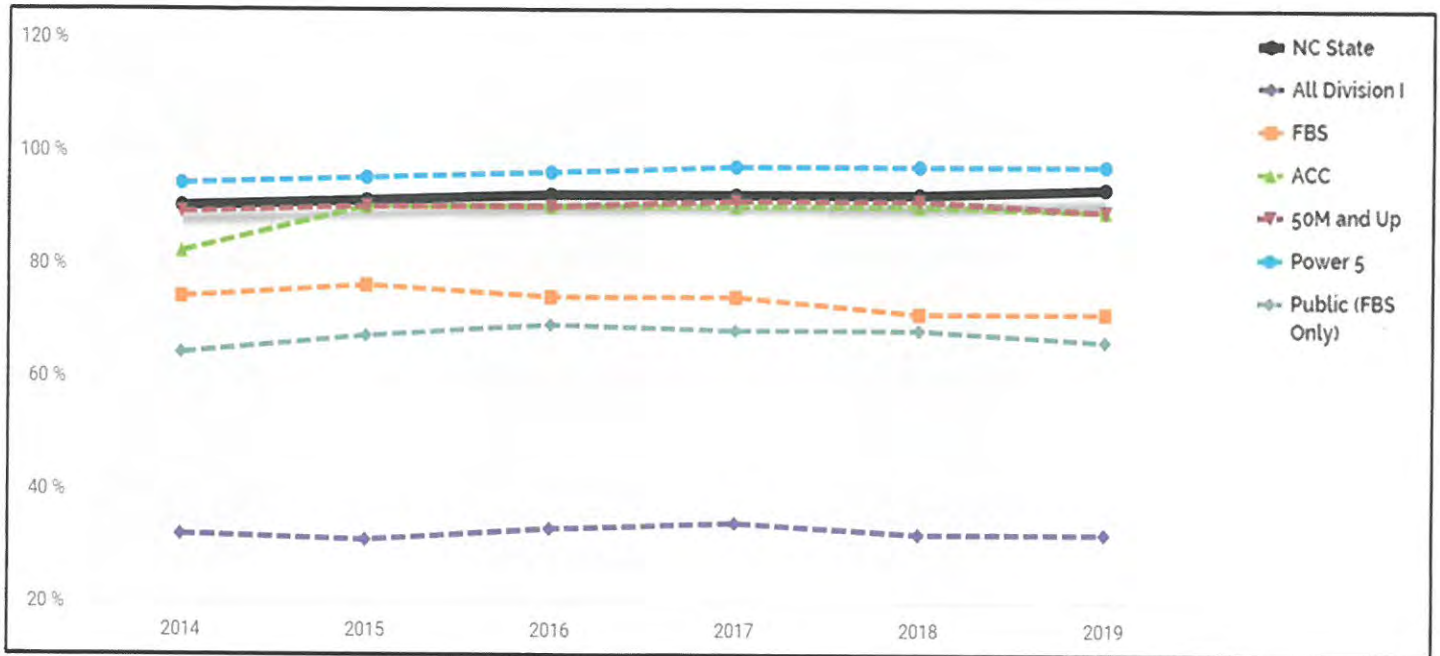
### **Booster Club Organization**

- Audited Financial Statements of the NC State Student Aid Association, Inc. (Wolfpack Club) as of June 30, 2020 are attached (Attachment D). This report includes a signed audit report from the independent auditors. "Booster" Club Operating Procedures are attached. (Attachment E)
- The NC State Student Aid Association, Inc. (Wolfpack Club) is a private, non-profit corporation organized under the laws of North Carolina and is separate from the University. Reporting requirements are provided by the Executive Director of the Wolfpack Club, Mr. Ben Broussard.

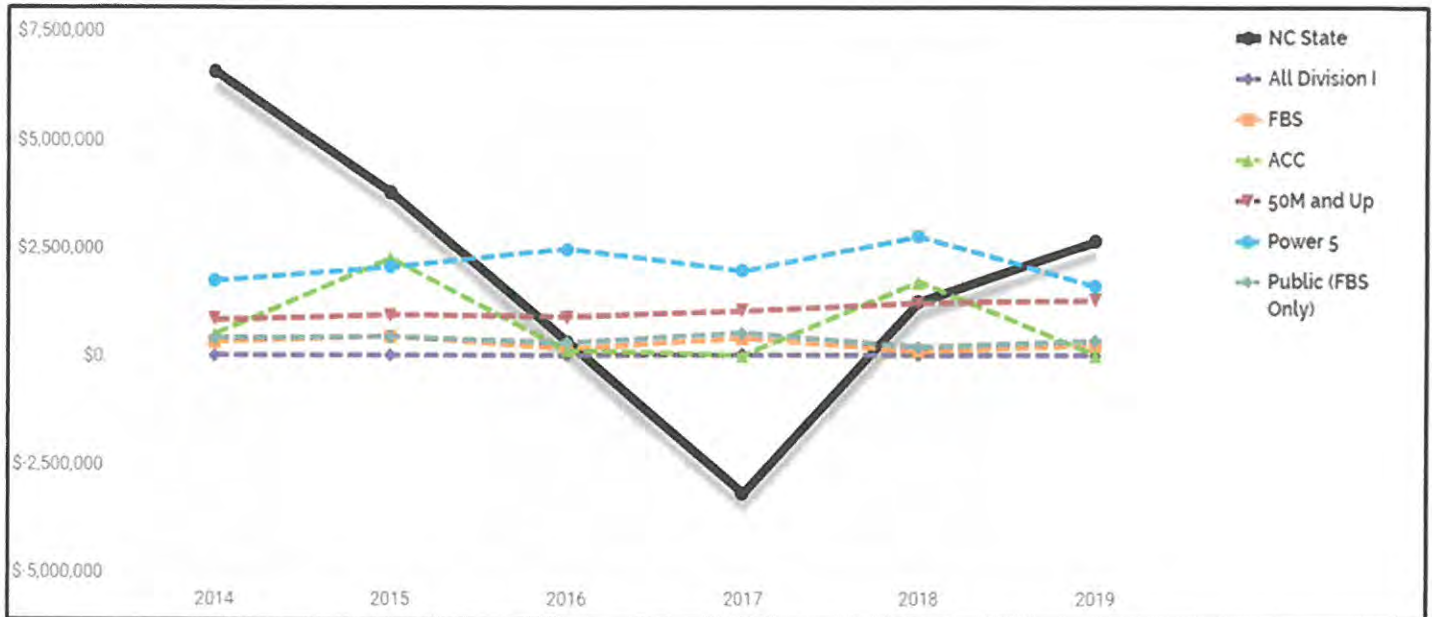
# NCAA Graphs and Charts

## *Fiscal Year 2018-19*

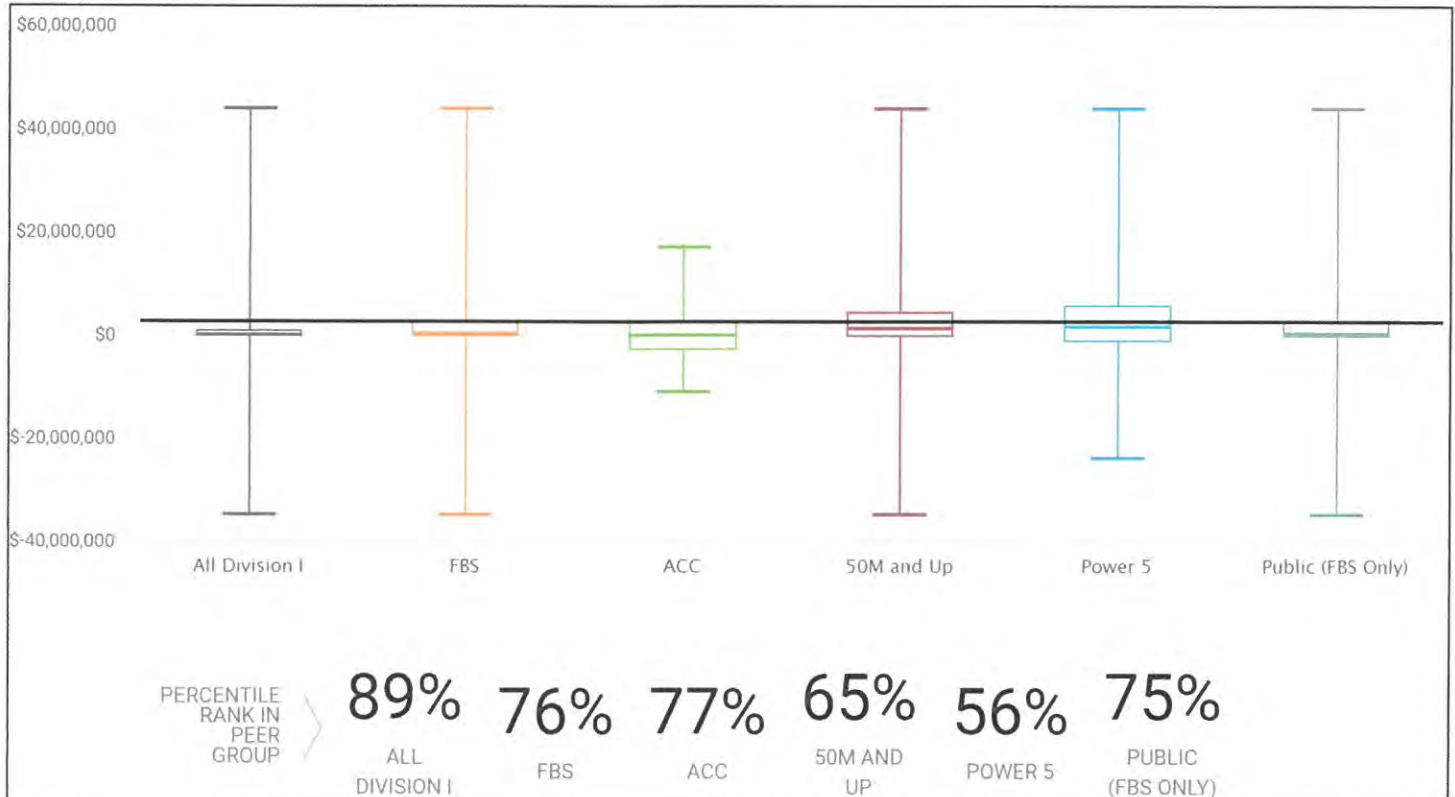
## Generated Revenue as a % of Revenues



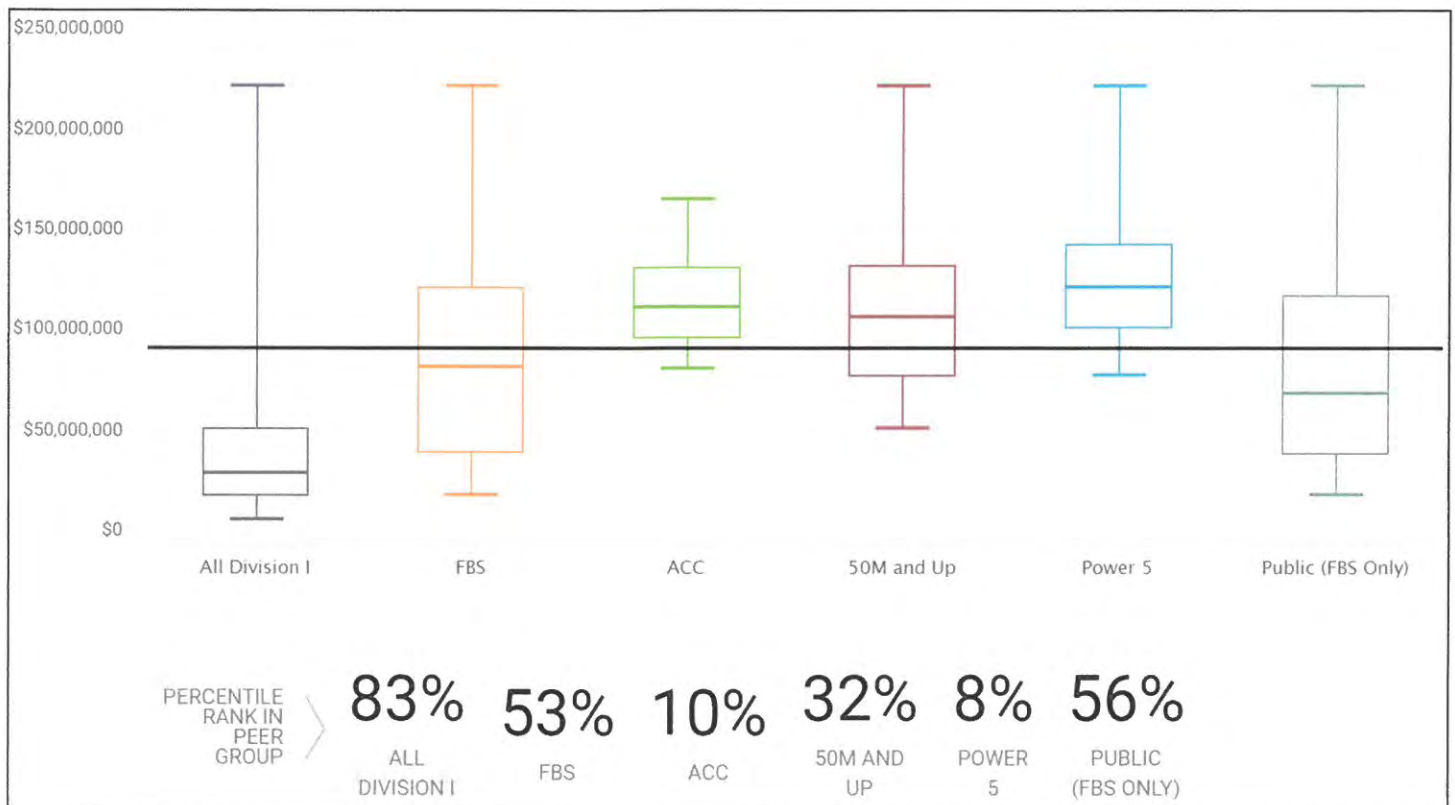
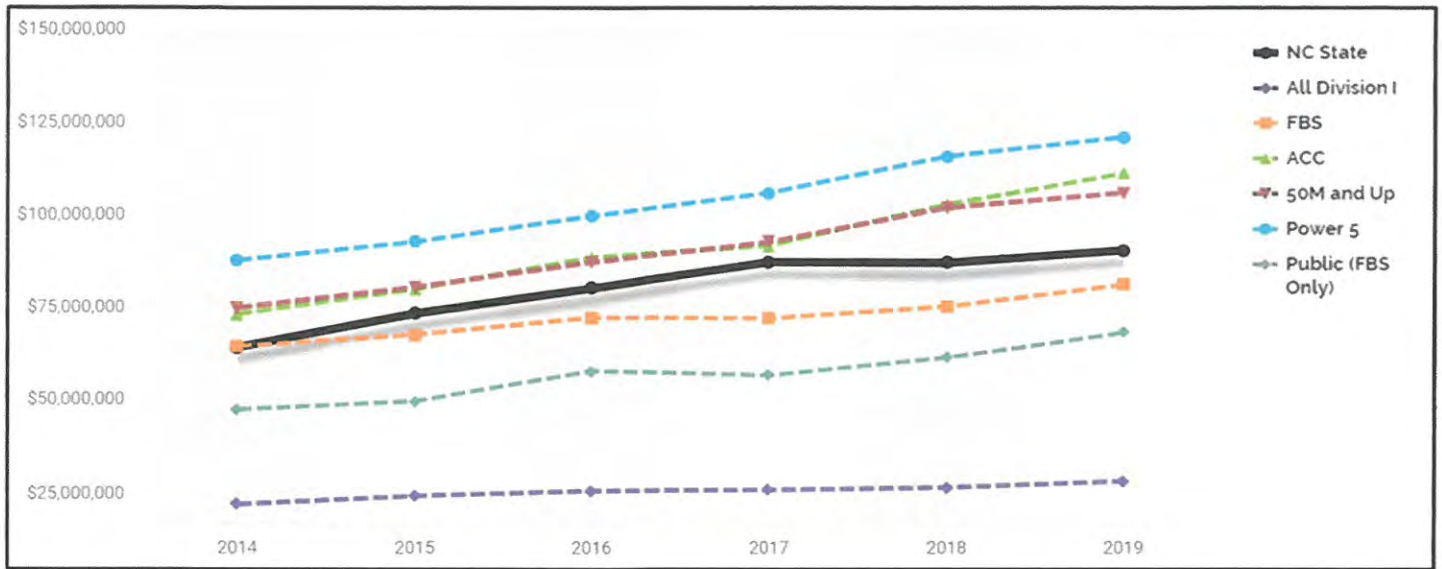
## Net Revenues



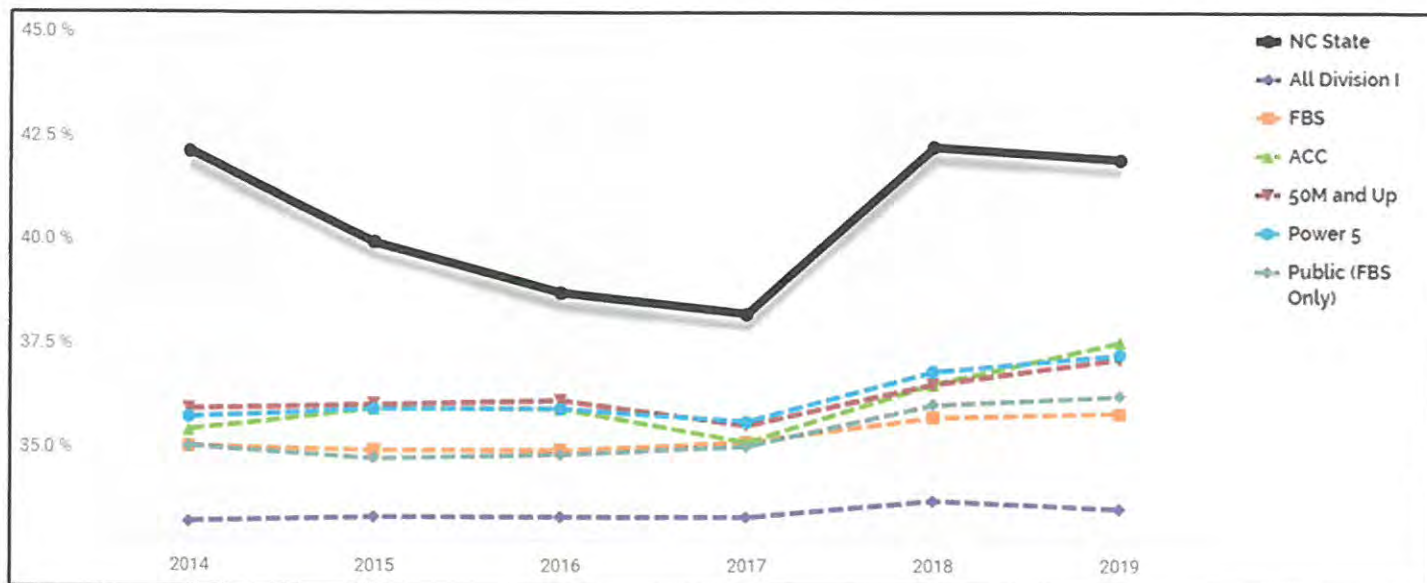
The “peak” in FY 2014 Net Revenues is caused by a material difference in expenditure recognition between the NCAA and NC State Athletics. We record both principal payments on debt and capital costs as expenditures, and in FY 2014, the NCAA did not. As a result, the FY 2014 Net Revenue “surplus” of \$6.5M is higher by \$5.3M in this Graph than in NC State reports. The appearance of a steep decline in FY 2015, 2016, and 2017 is caused by a change in NCAA reporting to include debt principal payments in expenses, the effects of other cash-basis practices in our internal reporting, and a planned \$1.8M expenditure of Athletic Department reserves to fund a transition in the Men’s Basketball coaching staff along with coaching changes in four other sports.



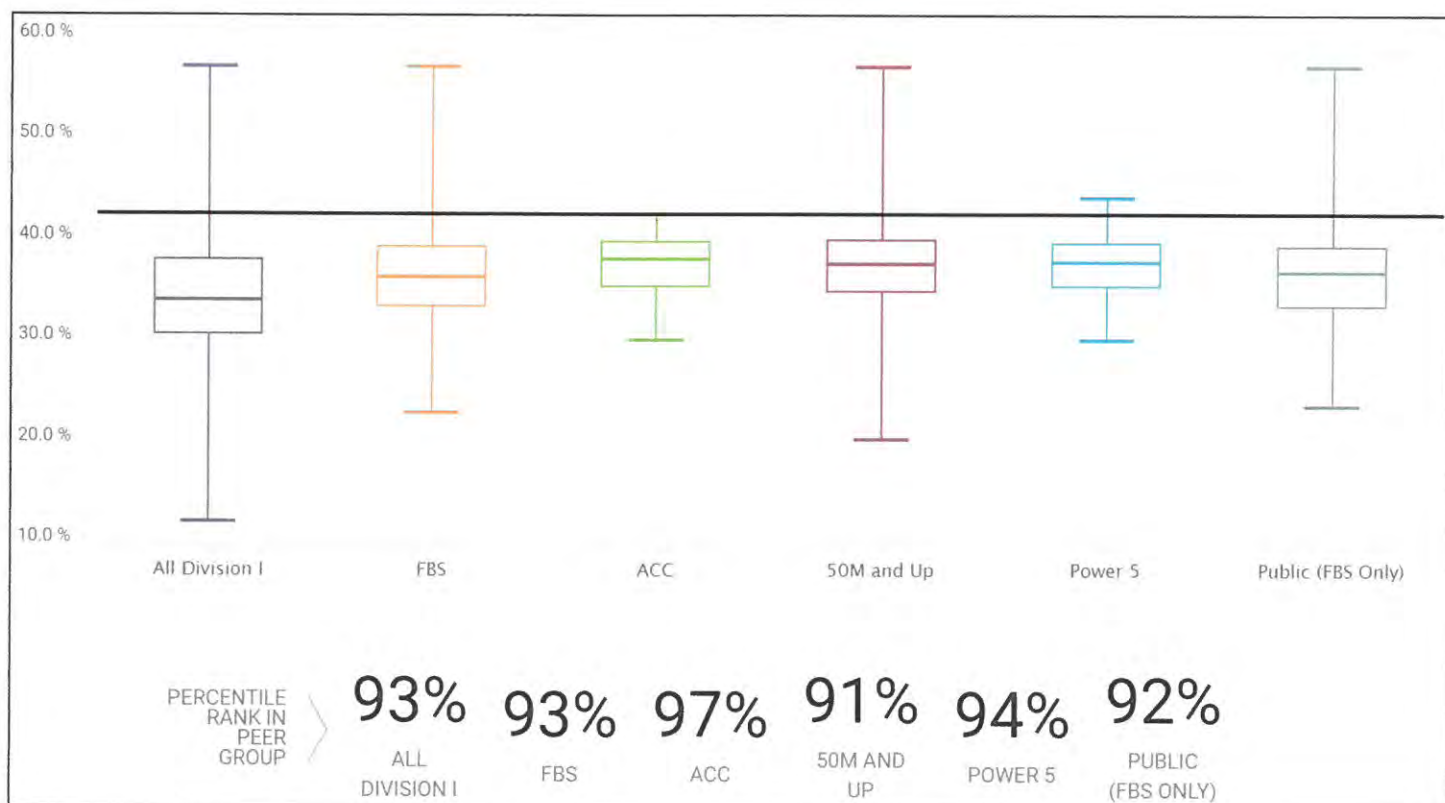
# Total Expenses



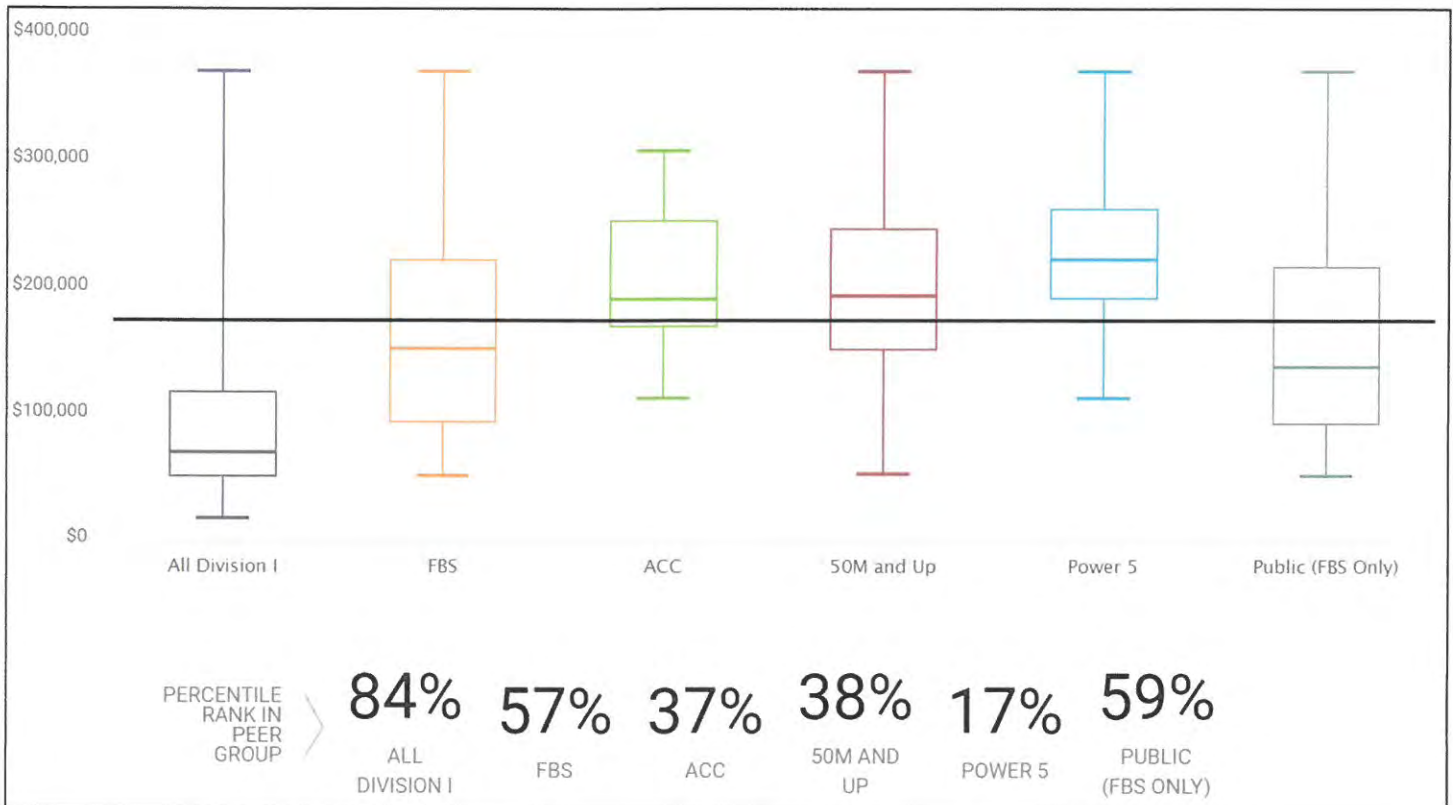
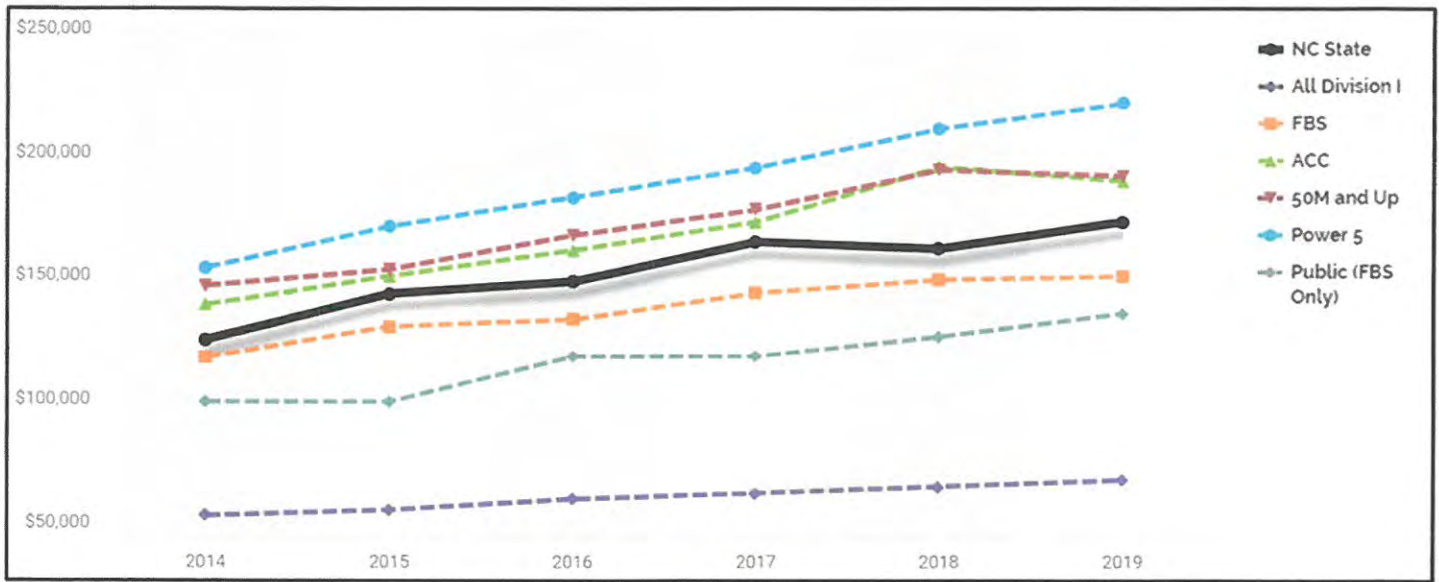
## Salaries, Benefits and Severance as a % of Expenses



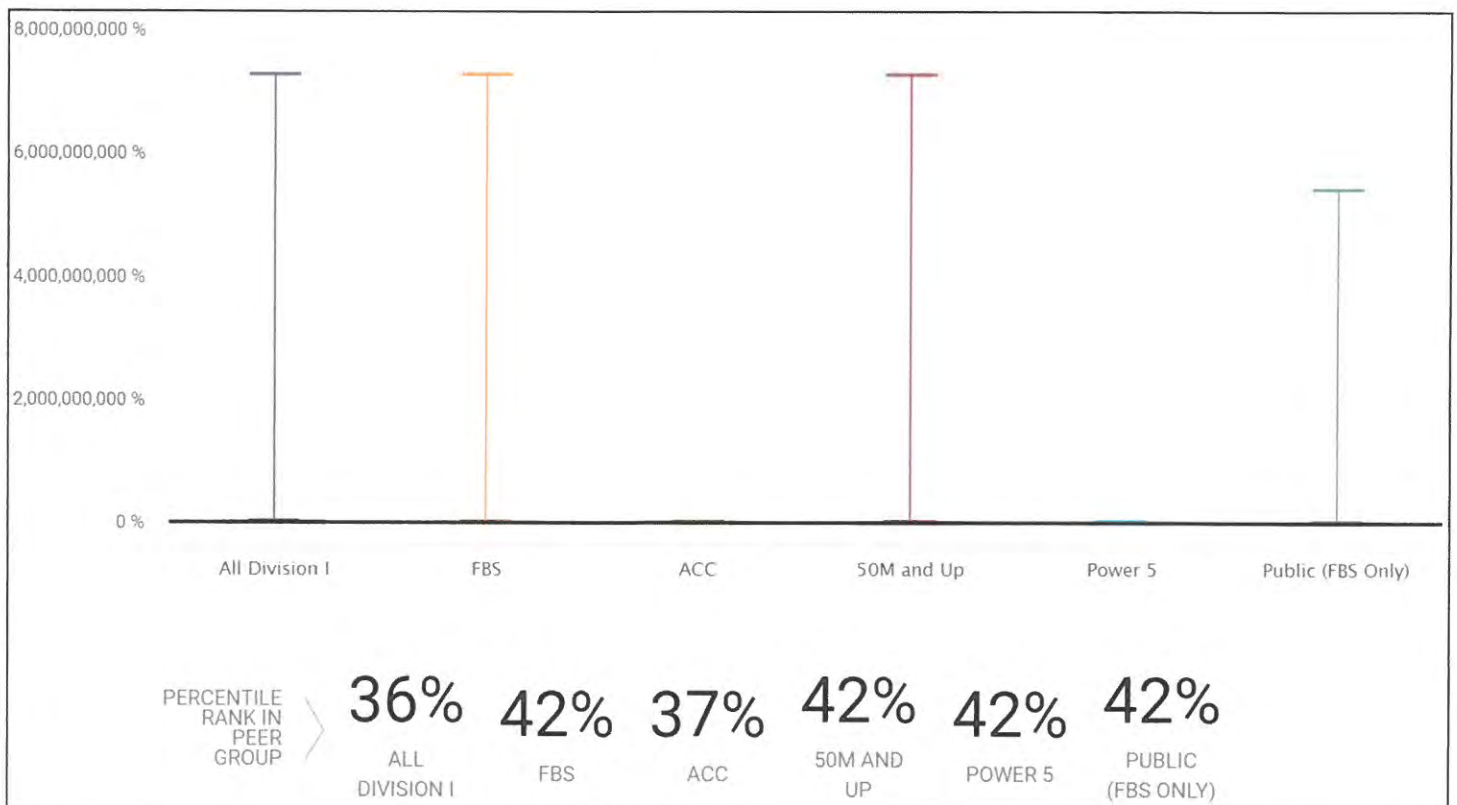
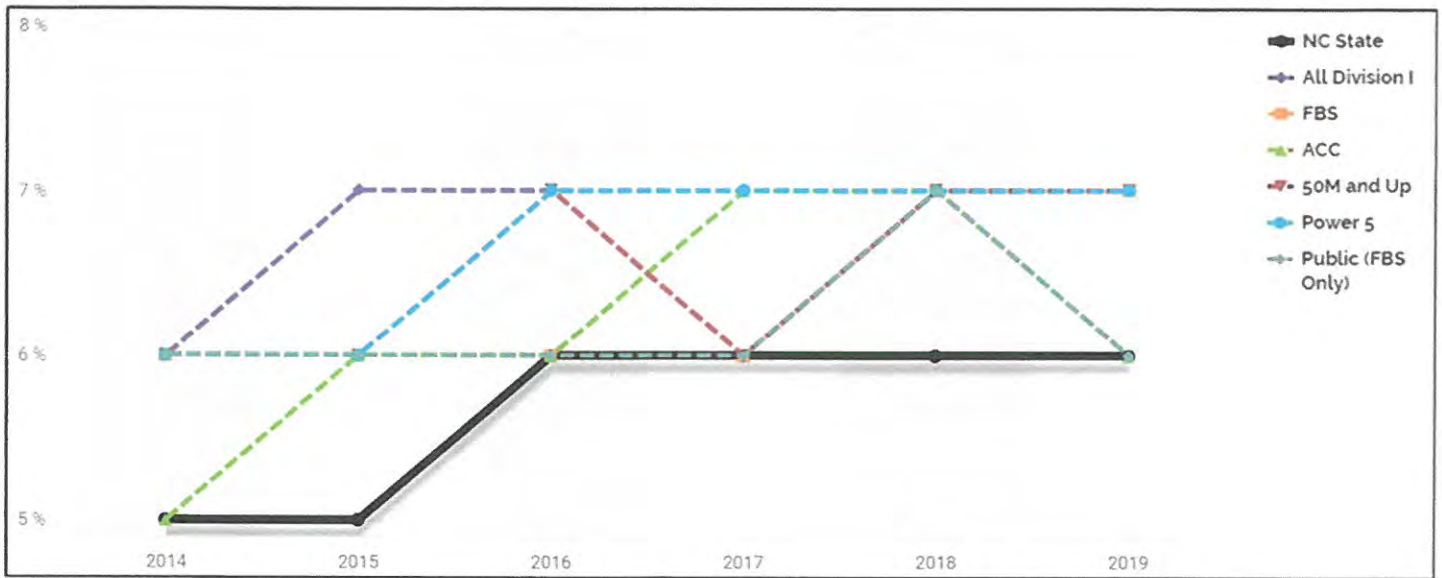
Salary expenses for Fiscal Year 2014 are higher due to coaching staff transitions in the prior year and the continuing contractual payments for former Football staff, and increases in Fiscal Year 2018 resulting from the Men's Basketball staff change to include relocation expenses and contract buyouts of new staff, as well as contractual payments for former staff.



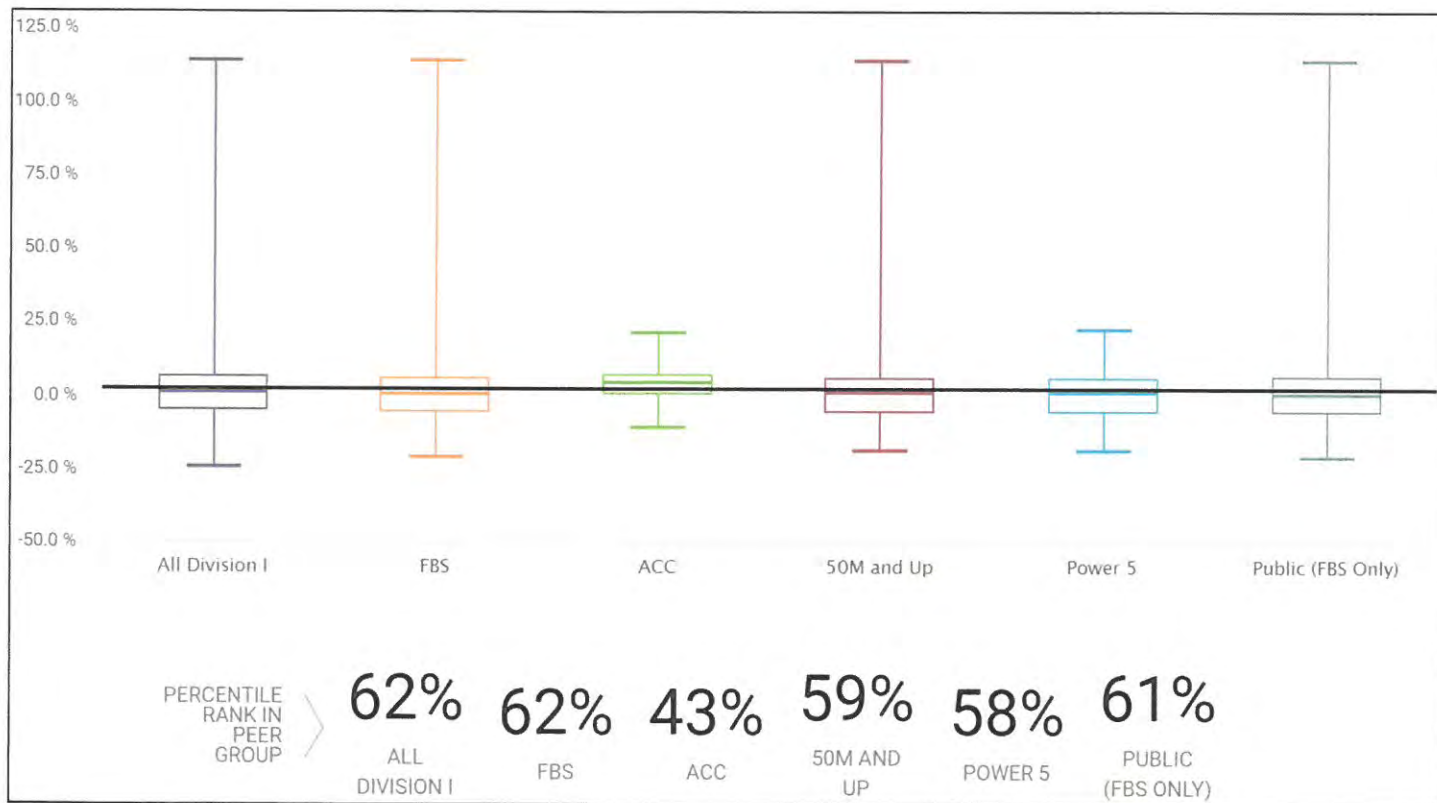
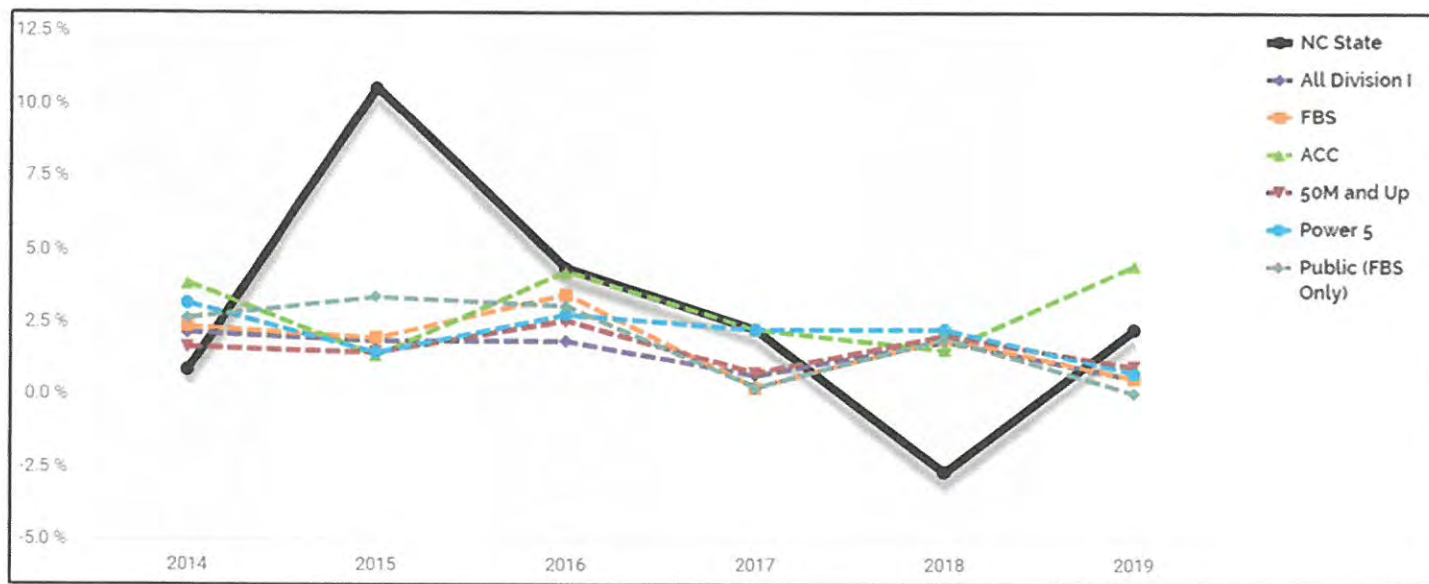
## Athletics Expenses per Student-Athlete



## Athletics as a % of Institutional Expenditures



## Spending Increase Gap



# Athletic Budget

## *Fiscal Year 2020-21*

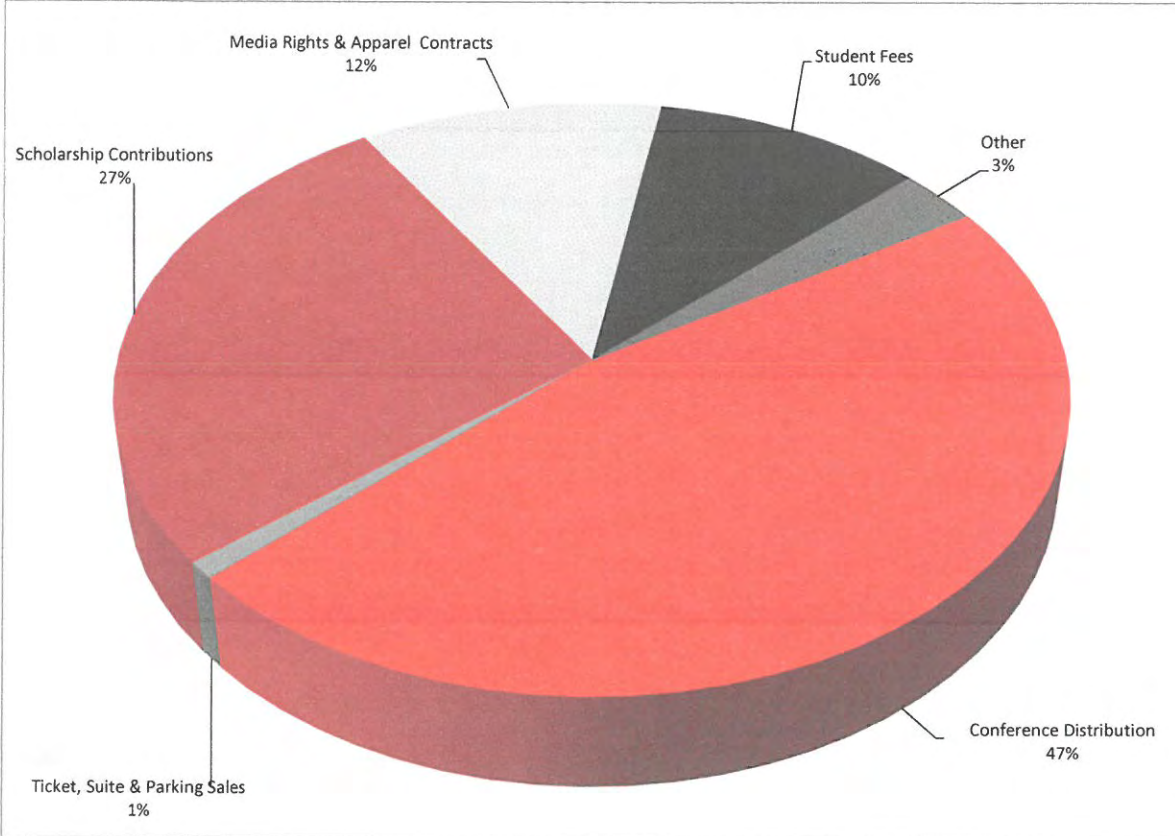
NC State University  
Department of Athletics  
UNC-GA Financial Reporting for Intercollegiate Athletics  
Report to Board of Trustees

		<b>2020-21 Athletic Operations Budget</b>
		<hr/>
<b>Beginning Cash Reserve</b>		<b>\$ 1,830,429</b>
<b>Revenue</b>		
ACC Conference Distribution		28,579,290
Ticket, Suite & Parking Sales		575,000
Scholarship Contributions		16,455,662
Media Rights & Apparel Contracts		7,092,200
Student Fees		6,346,990
Other		1,880,020
	<b>Total Revenue</b>	<hr/> <b>60,929,162</b>
<b>Expenditures</b>		
Salaries & Benefits		37,361,632
Scholarships		16,455,662
Travel		6,521,856
Other Expenses*		7,205,756
Facility Expenses		5,898,143
Game Operations		3,713,542
Student Athlete Support		3,950,438
ACC Conference Membership		2,590,571
	<b>Total Expenditures</b>	<hr/> <b>83,697,600</b>
	<b>Net Operating Income</b>	<hr/> <b>(22,768,438)</b>
		<hr/>
<b>Ending Operating Cash Reserve^</b>		<b>\$ (20,938,009)</b>

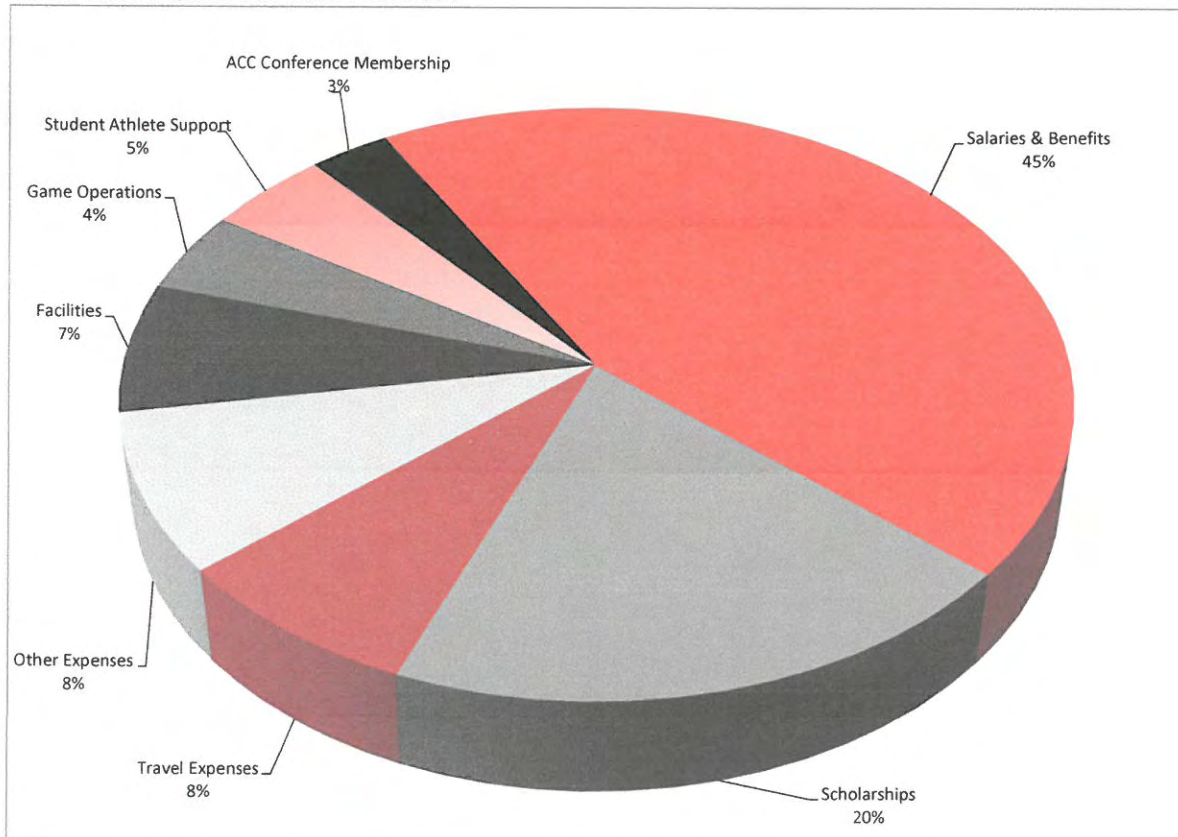
\* Printing, postage, communications, other memberships & transfers, contracted services, insurance, rentals, sports equipment, supplies, & other current services

^ Fundraising Initiatives and a University Internal Loan to fund operating expenses

### FY21 OPERATING REVENUE BUDGET



### FY21 OPERATING EXPENSE BUDGET



NC State University  
Department of Athletics  
UNC-GA Financial Reporting for Intercollegiate Athletics  
Report to Board of Trustees

		<b>2020-21 Facilities Repair &amp; Enhancement Budget</b>
		<hr/>
<b>Beginning Cash Reserve</b>		\$ 1,898,518
<b>Revenue</b>		
Transfers: Ticket Surcharge for Facilities		415,000
Naming Rights - Murphy Center Sports Medicine Renovation		425,000
Student Fees		290,000
Naming Rights - Dail Soccer		150,000
Other (DAS & PNC Naming Rights)		145,295
	<b>Total Revenue</b>	<hr/> <b>1,425,295</b>
<b>Expenditures</b>		
Capital Expenditures (PNC)		450,000
Debt Payment - Murphy Center Sports Medicine Renovation		425,000
Master Plan Facilities Study		150,351
Vaughn Towers Office Move		125,000
Facility Support (Carter Finley & Other Building Repairs)		250,000
WPC Funded Projects		228,900
	<b>Total Expenditures</b>	<hr/> <b>1,629,251</b>
	<b>Expenditures in Excess of Revenues</b>	<hr/> <b>(203,956)</b>
		<hr/>
<b>Ending Cash Reserve</b>		<b>\$ 1,694,562</b>

# Student Fees

## *Fiscal Year 2020-21*

NC State University  
Department of Athletics  
UNC-GA Financial Reporting for Intercollegiate Athletics  
Report to Board of Trustees

Intercollegiate Athletics Annual Budget  
Fiscal Year 2020-21

Intercollegiate Athletics Student Fee per FTE

Operations	\$	222
Facilities Repair and Enhancement Fund		10
	<u>\$</u>	<u>232</u>

Student Fee Revenue

Operations	\$	6,346,990
Facilities Repair and Enhancement Fund		290,000
	<u>\$</u>	<u>6,636,990</u>

Student Fee Revenue as a Percentage of Total Revenue

**10%**

**The University of North Carolina**  
**Tuition and Fees Applicable to All Regular Full-Time Undergraduate Students**  
**2020-21**

	Tuition		Athletics	General Fees					Debt Service Fee	Total Fees*	Total Resident Tuition & Fees	Total Nonresident Tuition & Fees
	Resident	Nonresident		Health Services	Student Activities	Educational and Tech.	Campus Security	Total General Fees				
NC State University	6,535.00	26,654.00	232.00	407.00	679.32	439.28	30.00	1,787.60	572.00	2,359.60	8,894.60	29,013.60
UNC-Chapel Hill	7,019.00	34,198.00	279.00	400.15	394.16	442.30	30.00	1,545.61	185.85	1,731.46	8,750.46	35,929.46
East Carolina University	4,452.00	20,729.00	773.00	263.00	702.00	403.00	30.00	2,171.00	445.00	2,616.00	7,068.00	23,345.00
NC A & T State University	3,540.00	17,050.00	870.00	338.50	714.25	469.06	30.00	2,421.81	588.00	3,009.81	6,549.81	20,059.81
UNC Charlotte	3,812.00	17,246.00	824.00	247.00	650.00	622.00	30.00	2,373.00	720.00	3,093.00	6,905.00	20,339.00
UNC Greensboro	4,422.00	19,581.00	780.00	310.00	577.00	461.00	30.00	2,158.00	707.00	2,865.00	7,287.00	22,446.00
UNC Wilmington	4,443.00	18,508.00	774.55	219.00	698.95	534.94	30.00	2,257.44	376.00	2,633.44	7,076.44	21,141.44
Appalachian State University	4,242.00	19,049.00	783.00	325.00	659.00	576.00	30.00	2,373.00	634.00	3,007.00	7,249.00	22,056.00
Fayetteville State University	2,982.00	14,590.00	768.00	247.00	565.00	382.00	30.00	1,992.00	335.00	2,327.00	5,309.00	16,917.00
NC Central University	3,728.00	16,435.00	847.00	312.66	501.40	428.15	30.00	2,119.21	570.00	2,689.21	6,417.21	19,124.21
UNC Pembroke	1,000.00	5,000.00	771.52	205.49	697.84	543.91	30.00	2,248.76	206.00	2,454.76	3,454.76	7,454.76
Western Carolina University	1,000.00	5,000.00	782.00	314.00	632.00	544.00	30.00	2,302.00	523.00	2,825.00	3,825.00	7,825.00
Winston-Salem State University	3,401.00	13,648.00	780.00	267.00	545.70	416.46	30.00	2,039.16	423.00	2,462.16	5,863.16	16,110.16
UNC Asheville	4,122.00	21,470.00	855.00	368.00	791.50	527.00	30.00	2,571.50	394.00	2,965.50	7,087.50	24,435.50
Elizabeth City State University	1,000.00	5,000.00	899.31	265.23	738.15	326.00	30.00	2,258.69	—	2,258.69	3,258.69	7,258.69
UNC School of the Arts (1)	6,497.00	23,040.00	N/A	882.00	748.00	754.00	30.00	2,414.00	—	2,414.00	8,911.00	25,454.00

(1) Does not include High School

\* In addition to the fees above, the Board also authorized a \$1 ASG fee which is not included in the total fees amount.

5/20/20

# **NC State Student Aid Association, Inc.**

## ***Report on Financial Statements***

***For the years ended June 30, 2020 and 2019***

**Page**

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**Financial Statements**

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Statement of Activities and Changes in Net Assets for the year ended June 30, 2019.....	5
Statement of Functional Expenses for the year ended June 30, 2020.....	6
Statement of Functional Expenses for the year ended June 30, 2019.....	7
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## **Independent Auditor's Report**

The Board of Directors  
NC State Student Aid Association, Inc.  
Raleigh, North Carolina

### **Report on the Financial Statements**

We have audited the accompanying financial statements of NC State Student Aid Association, Inc. (a not-for-profit organization), which comprise the statements of financial position as of June 30, 2020 and 2019, and the related statements of activities, functional expenses, and cash flows for the years then ended and the related notes to the financial statements.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of NC State Student Aid Association, Inc., as of June 30, 2020 and 2019, and the change in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

A handwritten signature in black ink that reads "Elliott Davis, PLLC". The signature is written in a cursive, flowing style.

Raleigh, North Carolina  
November 19, 2020

**NC State Student Aid Association, Inc.****Statements of Financial Position****As of June 30, 2020 and 2019**

	<b>2020</b>	<b>2019</b>
<b>Assets</b>		
<b>Current assets</b>		
Cash and cash equivalents	\$ 14,099,621	\$ 12,590,134
Investments	566,429	2,897,508
Pledges receivable, current, net	5,679,704	4,868,184
Sales tax receivable	40,780	-
Accrued interest receivable	7,627	7,263
Prepaid expenses	67,912	22,427
Total current assets	<u>20,462,073</u>	<u>20,385,516</u>
<b>Property and equipment, net</b>		
Vaughn Towers	41,118,426	41,102,979
Furniture, fixtures and office equipment	565,289	558,176
Leasehold improvements	79,677	79,677
Total	<u>41,763,392</u>	<u>41,740,832</u>
Less: accumulated depreciation	<u>15,931,267</u>	<u>15,008,368</u>
Total property and equipment, net	<u>25,832,125</u>	<u>26,732,464</u>
<b>Other assets</b>		
Investments	6,706,141	29,500,340
Pledges receivable, non-current, net	14,897,205	14,340,974
Investments held under gift annuities and charitable remainder trusts	1,075,860	1,183,734
Land held for investment	710,750	710,750
Funded status of pension plan	734,793	212,292
Cash restricted for long-term purposes	29,075,557	8,290,612
Cash surrender value of life insurance	134,885	134,885
Total other assets	<u>53,335,191</u>	<u>54,373,587</u>
Total assets	<u>\$ 99,629,389</u>	<u>\$ 101,491,567</u>
<b>Liabilities and Net Assets</b>		
<b>Current liabilities</b>		
Accounts payable	\$ 17,731	\$ 130,872
Long-term debt, current portion	830,947	830,947
Accrued interest expense	30,379	32,716
Accrued expense - NCSU	746,431	705,950
Accrued vacation and benefits	469,692	431,413
Vaughn Towers refund payable	383,272	-
Deferred lease liability	26,448	100,726
Deferred revenue	<u>2,101,650</u>	<u>3,107,704</u>
Total current liabilities	<u>4,606,550</u>	<u>5,340,328</u>
<b>Long-term liabilities</b>		
Long-term debt, net	9,977,403	10,808,350
Due to donors of charitable remainder trusts and gift annuities	<u>1,657,310</u>	<u>1,425,198</u>
Total long-term liabilities	<u>11,634,713</u>	<u>12,233,548</u>
<b>Net Assets</b>		
Without donor restrictions	12,903,369	19,393,032
With donor restrictions	<u>70,484,757</u>	<u>64,524,659</u>
Total net assets	<u>83,388,126</u>	<u>83,917,691</u>
Total liabilities and net assets	<u>\$ 99,629,389</u>	<u>\$ 101,491,567</u>

**NC State Student Aid Association, Inc.**  
**Statement of Activities and Changes in Net Assets**  
**For the Year Ended June 30, 2020**

	Without Donor Restrictions	With Donor Restrictions	Total
<b>Changes in Net Assets</b>			
<b>Support and revenues</b>			
Support			
General contributions	\$ 13,725,473	\$ 8,446,122	\$ 22,171,595
Noncash contributions	481,017	4,800	485,817
Clubs income	148,782	-	148,782
Total support	<u>14,355,272</u>	<u>8,450,922</u>	<u>22,806,194</u>
Revenue			
Investment income (loss), net	(1,312,364)	109,683	(1,202,681)
Vaughn Towers	-	4,032,527	4,032,527
Advertising income	300,954	-	300,954
Special events	20,075	-	20,075
Change of value in split interest agreements	-	(339,986)	(339,986)
Other income	140	-	140
Net assets released from restrictions			
Facility improvements	6,293,048	(6,293,048)	-
Total revenue	<u>5,301,853</u>	<u>(2,490,824)</u>	<u>2,811,029</u>
Total support and revenues	<u>19,657,125</u>	<u>5,960,098</u>	<u>25,617,223</u>
<b>Expenses</b>			
Program services			
University support	14,725,705	-	14,725,705
University facilities support	8,051,445	-	8,051,445
Total program services	<u>22,777,150</u>	<u>-</u>	<u>22,777,150</u>
Supporting services			
Management and general	1,017,713	-	1,017,713
Fundraising - member services	2,351,925	-	2,351,925
Total supporting services	<u>3,369,638</u>	<u>-</u>	<u>3,369,638</u>
Total expenses	<u>26,146,788</u>	<u>-</u>	<u>26,146,788</u>
Change in net assets	<u>(6,489,663)</u>	<u>5,960,098</u>	<u>(529,565)</u>
<b>Net assets at beginning of year</b>	<u>19,393,032</u>	<u>64,524,659</u>	<u>83,917,691</u>
<b>Net assets at end of year</b>	<u>\$ 12,903,369</u>	<u>\$ 70,484,757</u>	<u>\$ 83,388,126</u>

**NC State Student Aid Association, Inc.**  
**Statement of Activities and Changes in Net Assets**  
**For the Year Ended June 30, 2019**

	<b>Without Donor Restrictions</b>	<b>With Donor Restrictions</b>	<b>Total</b>
<b>Changes in Net Assets</b>			
<b>Support and revenues</b>			
Support			
General contributions	\$ 13,783,191	\$ 8,053,748	\$ 21,836,939
Noncash contributions	442,473	5,100	447,573
Clubs income	193,788	-	193,788
Total support	<u>14,419,452</u>	<u>8,058,848</u>	<u>22,478,300</u>
Revenue			
Investment income, net	1,408,881	99,341	1,508,222
Vaughn Towers	-	4,198,888	4,198,888
Advertising income	694,395	-	694,395
Special events	199,499	-	199,499
Change of value in split interest agreements	-	(59,192)	(59,192)
Other income	21,504	-	21,504
Net assets released from restrictions:			
Facility improvements	6,262,341	(6,262,341)	-
Total revenue	<u>8,586,620</u>	<u>(2,023,304)</u>	<u>6,563,316</u>
Total support and revenues	<u>23,006,072</u>	<u>6,035,544</u>	<u>29,041,616</u>
<b>Expenses</b>			
Program services			
University support	13,994,569	-	13,994,569
University facilities support	8,305,439	-	8,305,439
Total program services	<u>22,300,008</u>	<u>-</u>	<u>22,300,008</u>
Supporting services			
Management and general	885,267	-	885,267
Fundraising - member services	2,664,129	-	2,664,129
Total supporting services	<u>3,549,396</u>	<u>-</u>	<u>3,549,396</u>
Total expenses	<u>25,849,404</u>	<u>-</u>	<u>25,849,404</u>
Change in net assets	<u>(2,843,332)</u>	<u>6,035,544</u>	<u>3,192,212</u>
<b>Net assets at beginning of year</b>	<u>22,236,364</u>	<u>58,489,115</u>	<u>80,725,479</u>
<b>Net assets at end of year</b>	<u>\$ 19,393,032</u>	<u>\$ 64,524,659</u>	<u>\$ 83,917,691</u>

**NC State Student Aid Association, Inc.***Statement of Functional Expenses**For the Year Ended June 30, 2020*

	Program Services			Supporting Services			Total
	University Support	University Facilities Support	Total Program Services	Management and General	Fundraising - Member Services	Total Supporting Services	
Scholarships	\$ 13,746,774	\$ -	\$ 13,746,774	\$ -	\$ -	\$ -	\$ 13,746,774
Non-scholarship expense	301,283	-	301,283	-	-	-	301,283
Athletic department staff benefits	677,648	-	677,648	-	-	-	677,648
Facility improvements and support	-	5,326,393	5,326,393	-	-	-	5,326,393
Salaries and wages	-	922,296	922,296	513,887	650,069	1,163,956	2,086,252
Depreciation and amortization	-	1,053,923	1,053,923	8,948	21,458	30,406	1,084,329
Retirement, insurance, and other employee benefits	-	141,480	141,480	106,111	134,230	240,341	381,821
Promotion	-	-	-	-	319,555	319,555	319,555
Professional fees	-	92,949	92,949	97,759	-	97,759	190,708
Office rent	-	129,881	129,881	53,448	128,162	181,610	311,491
Publications	-	-	-	-	241,074	241,074	241,074
Bank charges	-	61,393	61,393	85,079	204,012	289,091	350,484
Special events	-	-	-	-	42,227	42,227	42,227
Auto expense	-	77,822	77,822	32,025	76,791	108,816	186,638
Computer expense	-	63,333	63,333	26,062	62,495	88,557	151,890
Payroll taxes	-	80,029	80,029	35,998	45,538	81,536	161,565
Club expenses	-	-	-	-	109,390	109,390	109,390
Postage and mailing expenses	-	28,113	28,113	-	39,311	39,311	67,424
Insurance	-	14,002	14,002	13,109	31,434	44,543	58,545
Office supplies	-	25,789	25,789	11,397	27,329	38,726	64,515
Printing	-	5,137	5,137	4,161	9,976	14,137	19,274
Travel	-	12,510	12,510	-	45,361	45,361	57,871
Meetings	-	6,143	6,143	2,528	6,062	8,590	14,733
Telephone	-	9,658	9,658	8,483	20,341	28,824	38,482
Dues and subscriptions	-	-	-	-	22,573	22,573	22,573
Bad debt expense	-	-	-	-	103,200	103,200	103,200
Property taxes and fees	-	-	-	13,991	-	13,991	13,991
Maintenance	-	594	594	245	588	833	1,427
Miscellaneous	-	-	-	4,482	10,749	15,231	15,231
Total	<u>\$ 14,725,705</u>	<u>\$ 8,051,445</u>	<u>\$ 22,777,150</u>	<u>\$ 1,017,713</u>	<u>\$ 2,351,925</u>	<u>\$ 3,369,638</u>	<u>\$ 26,146,788</u>

**NC State Student Aid Association, Inc.***Statement of Functional Expenses**For the Year Ended June 30, 2019*

	Program Services			Supporting Services			Total
	University Support	University Facilities Support	Total Program Services	Management and General	Fundraising - Member Services	Total Supporting Services	
Scholarships	\$ 13,634,655	\$ -	\$ 13,634,655	\$ -	\$ -	\$ -	\$ 13,634,655
Non-scholarship expense	120,591	-	120,591	-	-	-	120,591
Athletic department staff benefits	239,323	-	239,323	-	-	-	239,323
Facility improvements and support	-	5,190,567	5,190,567	-	-	-	5,190,567
Salaries and wages	-	1,014,972	1,014,972	342,385	658,447	1,000,832	2,015,804
Depreciation and amortization	-	1,053,923	1,053,923	8,575	22,518	31,093	1,085,016
Retirement, insurance, and other employee benefits	-	331,962	331,962	135,354	260,303	395,657	727,619
Promotion	-	-	-	-	322,860	322,860	322,860
Professional fees	-	81,896	81,896	156,595	-	156,595	238,491
Office rent	-	226,605	226,605	35,037	92,002	127,039	353,644
Publications	-	-	-	-	283,226	283,226	283,226
Bank charges	-	72,406	72,406	60,460	158,756	219,216	291,622
Special events	-	-	-	-	303,109	303,109	303,109
Auto expense	-	78,296	78,296	24,001	63,021	87,022	165,318
Computer expense	-	65,364	65,364	20,037	52,612	72,649	138,013
Payroll taxes	-	74,410	74,410	24,907	47,899	72,806	147,216
Club expenses	-	-	-	-	114,846	114,846	114,846
Postage and mailing expenses	-	29,293	29,293	-	40,972	40,972	70,265
Insurance	-	20,796	20,796	14,582	38,288	52,870	73,666
Office supplies	-	6,805	6,805	13,976	36,700	50,676	57,481
Printing	-	5,808	5,808	7,824	20,546	28,370	34,178
Travel	-	15,308	15,308	-	59,846	59,846	75,154
Meetings	-	18,827	18,827	5,771	15,154	20,925	39,752
Telephone	-	14,932	14,932	4,577	12,019	16,596	31,528
Dues and subscriptions	-	-	-	-	20,440	20,440	20,440
Property taxes and fees	-	-	-	15,737	-	15,737	15,737
Maintenance	-	3,269	3,269	1,002	2,630	3,632	6,901
Miscellaneous	-	-	-	14,447	37,935	52,382	52,382
Total	\$ 13,994,569	\$ 8,305,439	\$ 22,300,008	\$ 885,267	\$ 2,664,129	\$ 3,549,396	\$ 25,849,404

**NC State Student Aid Association, Inc.****Statements of Cash Flows****For the years ended June 30, 2020 and 2019**

	<b>2020</b>	<b>2019</b>
<b>Operating activities</b>		
Change in net assets	\$ (529,565)	\$ 3,192,212
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation and amortization	1,084,329	1,085,016
Realized (gain)/Loss on sale of investments	(142,587)	665,531
Unrealized (gain)/loss on investments	2,067,717	(1,225,799)
Contributions restricted for permanent endowment	(1,496,017)	(601,278)
Change in value of split-interest agreements	107,874	53,108
Change in pension funded status	(522,501)	(212,292)
Changes in operating assets and liabilities:		
Pledges receivable	(1,367,751)	(4,541,046)
Accounts receivable	(40,780)	28,740
Accrued interest receivable	(364)	27,554
Prepaid expenses	(45,485)	3,548
Accounts payable	(113,141)	81,936
Vaughn Towers refund payable	383,272	-
Accrued liabilities	76,423	59,972
Deferred revenue and lease liability	(1,080,332)	(323,368)
Net cash used in operating activities	<u>(1,618,908)</u>	<u>(1,706,166)</u>
<b>Investing activities</b>		
Proceeds from sale of investments	34,744,069	15,055,632
Purchase of investments	(11,543,922)	(11,936,820)
Purchase of property and equipment	(175,936)	(32,846)
Net cash provided by investing activities	<u>23,024,211</u>	<u>3,085,966</u>
<b>Financing activities</b>		
Contributions restricted for permanent endowment	1,496,017	601,278
Paycheck protection program loan proceeds	454,900	-
Paycheck protection program loan payments	(454,900)	-
Payments on obligations under split-interest agreements	232,112	6,084
Payments on long-term debt	(839,000)	(839,000)
Net cash provided by (used in) financing activities	<u>889,129</u>	<u>(231,638)</u>
Net increase in cash	22,294,432	1,148,162
<b>Cash, beginning of year</b>	20,880,746	19,732,584
<b>Cash, end of year</b>	<u>\$ 43,175,178</u>	<u>\$ 20,880,746</u>
<b>Summary of cash and cash equivalents</b>		
Cash and cash equivalents	\$ 14,099,621	\$ 12,590,134
Cash restricted for long-term purposes	29,075,557	8,290,612
	<u>\$ 43,175,178</u>	<u>\$ 20,880,746</u>
<b>Supplemental disclosure of cash flow information</b>		
Cash payments for interest	<u>\$ 371,683</u>	<u>\$ 481,026</u>

## **Note 1. Summary of Significant Accounting Policies**

### Organization:

The NC State Student Aid Association, Inc. (the "Association"), located in Raleigh, North Carolina, was organized to support the athletic program at North Carolina State University ("NCSU" or "University").

### Basis of accounting:

The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America ("GAAP"). The financial statement presentation follows the recommendations of the Financial Accounting Standards Board Accounting Standards Codification.

### Net assets:

The Foundation's net assets are classified as follows:

**Net assets without donor restrictions:** Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the organization. These net assets may be used at the discretion of the Association's management and the board of directors.

**Net assets with donor restrictions:** Net assets that are subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Association or by the passage of time (that is, when a stipulated time restriction ends or purpose restriction is accomplished). Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity.

Donor restricted contributions are reported as increases in net assets with donor restrictions. When a restriction expires, net assets are reclassified from net assets with donor restrictions to net assets without donor restrictions in the statements of activities.

### Accounting estimates:

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

### Cash and cash equivalents:

For the purposes of the Statements of Cash Flows, the Association considers all demand, money market, and time deposits to be cash and cash equivalents.

**Note 1. Summary of Significant Accounting Policies, Continued**

Availability of funds for general expenditures:

The Association has certain net assets that are available for general expenditures within one year of June 30, 2020 based on conducting the normal activities of its programs in the coming year. Accordingly, the related resources have been included in the quantitative information detailing the financial assets available to meet general expenditures within one year (see Note 2).

Investments:

Investments are measured at fair value on the Statements of Financial Position. Fair value is based on quoted market prices when available. Gains and losses are determined using the specific identification method.

Contributions:

The Association recognizes as revenues, contributions received including unconditional, legally enforceable promises to give, in the period in which the Association is notified that a donor has made a promise to give. Contributions received are recorded as support without donor restrictions or support with donor restrictions, depending on the existence and/or nature of any donor restrictions. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the Statements of Activities as net assets released from restrictions.

Vaughn Tower revenue:

The Association recognized revenue of suite and club seat rentals in Vaughn Towers at Carter-Finley Stadium at the time the service, suite and club seats are provided to members.

Pledges receivable:

Unconditional promises to give that are expected to be collected within one year are recorded at net realizable value. Unconditional promises to give that are expected to be collected in future years are recorded at the present value of their estimated future cash flows if deemed material to the financial statements. The discount on those amounts are computed using risk-adjusted interest rates applicable to the years in which the promises are received. Amortization of the discounts is included in campaign pledge revenue. The discount for the years ended June 30, 2020 and 2019 amounted to \$1,759,892 and \$5,384,171, respectively. In addition to the discount, the Association recorded an estimated 5% allowance for uncollectible pledges totaling \$1,303,499 and \$1,294,385 for June 30, 2020 and 2019.

**Note 1. Summary of Significant Accounting Policies, Continued**

Property and equipment:

Property and equipment are recorded at original cost, or denoted value, to the Association. Depreciation is provided using the straight-line method over the estimated useful lives of the assets, which range from 5 to 39 years. A capitalization threshold of \$1,000 is utilized.

Deferred revenue:

Suite and club seat rentals in Vaughn Towers at Carter-Finley Stadium and advertising revenue received in advance of providing the related service have been included in deferred revenue in the accompanying Statements of Financial Position.

In-kind donations:

The Association received donated services, benefits and items of \$485,817 and \$447,573 for the years ended June 30, 2020 and 2019, respectively. Such amounts, which are based upon information provided by third-party service providers, are recorded at their estimated fair value determined on the date of contribution and are reported as contributions in-kind and supporting services on the accompanying statements of activities and statements of functional expenses.

Tax-exempt status:

The Association is exempt from federal and state income taxes under Section 501 (a) of the Internal Revenue Code and is classified under Section 501(c)(3) as a public charity . However, income from certain activities not directly related to the Association's tax-exempt purpose is subject to taxation as unrelated business income. The Association has also been classified as an entity that is not a private foundation within the meaning of Section 509(a) and qualifies for deductible contributions provided in Section 170(b)(1)(A)(vi).

The Association adopted the provisions of FASB guidance on income taxes related to the accounting for uncertainty in income taxes. This guidance clarifies accounting for uncertainty in a tax position taken or expected to be taken by an entity and hence in the income taxes recognized in the financial statements.

Essentially, the Association would record a liability if it took a position about taxes due that was likely to be disputed and had a reasonable chance of being overruled by a taxing authority. Management believes that there are no such positions as of June 30, 2020 or 2019 and accordingly, no liability has been accrued. Tax years ended June 30, 2017 or later remain open to examination by federal and state taxing authorities.

**Note 1. Summary of Significant Accounting Policies, Continued**Functional allocation of expenses:

The costs of providing various programs and activities have been summarized on a functional basis in the Statements of Activities and Functional Expenses. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

Expenses of the Association include:

**Program expenses**University support:

The Association helps support the athletic program at NCSU by funding scholarships for student athletes and other Athletic Department expenses.

University facilities support:

The Association helps support the athletic program at NCSU by funding improvements, renovations, and additions to athletic facilities of the University.

**Management and general expenses** - Management and general expenses include the general, administrative, and operating costs of the Association.

**Fundraising and development expenses** - These expenses include direct and indirect activities undertaken to solicit contributions from donors.

The financial statements report certain categories of expenses that are attributable to more than one program or supporting function. Therefore, these expenses require allocation on a reasonable basis that is consistently applied. The expenses that are allocated and the method of allocation include:

<u>Expense Type</u>	<u>Method of Allocation</u>
Scholarships	Direct costs to programs
Facility improvement and support	Direct costs to programs
Salaries and wages	Time and effort
Depreciation and amortization	Square footage
Retirement, insurance and other benefits	Based on payroll allocation
Promotion	Direct cost to fundraising
Professional fees	Direct costs to programs; remaining to management/general
Office rent	Square footage
Publications	Direct cost to fundraising
Bank charges	Direct costs to programs; remaining to management/general and fundraising based on payroll allocation
Special events	Direct cost to fundraising
Auto expense	Direct costs to programs; remaining to management/general and fundraising based on payroll allocation
Non-scholarship expense	Direct costs to programs

**Note 1. Summary of Significant Accounting Policies, Continued**Functional allocation of expenses, continued:

Computer expense	Direct costs to programs; remaining to management/general and fundraising based on payroll allocation
Athletic department staff benefits	Based on direct costs
Payroll taxes	Based on payroll allocation
Club expenses	Direct cost to fundraising
Postage and mailing expenses	Direct costs to programs; remainder to fundraising
Insurance	Direct costs to programs; remaining to management/general and fundraising based on payroll allocation
Office supplies	Direct costs to programs; remaining to management/general and fundraising based on payroll allocation
Printing	Direct costs to programs; remaining to management/general and fundraising based on payroll allocation
Travel	Direct costs to programs; remainder to fundraising
Meetings	Direct costs to programs; remaining to management/general and fundraising based on payroll allocation
Dues and subscriptions	Direct cost to fundraising
Property taxes and fees	Direct cost to management/general
Maintenance	Direct costs to programs; remaining to management/general and fundraising based on payroll allocation
Miscellaneous	Direct costs to programs; remaining to management/general and fundraising based on payroll allocation

New accounting pronouncements:

In June 2018, the FASB issued ASU 2018-08, *Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made*, an update to clarify and improve the scope and the accounting guidance for contributions received and contributions made. The amendments clarify and improve current guidance about whether a transfer of assets (or the reduction, settlement, or cancellation of liabilities) is a contribution or an exchange transaction. For contributions received, the amendments are effective for annual periods beginning after December 15, 2018, and interim periods within those annual periods beginning after December 15, 2019. Early adoption is permitted. The Association is currently in the process of evaluating the impact of adoption of this guidance on the financial statements.

In August 2018, FASB issued ASU 2018-13, *Fair Value Measurement (Topic 820): Disclosure Framework - Changes to the Disclosure Requirements for Fair Value Measurement*, which will update the current guidance in Topic 820. ASU 2018-13 modifies the disclosure requirements on fair value measurements and promotes the exercise of discretion by entities when considering fair value measurement disclosures. The amendments in ASU 2018-13 will be effective for the Association for annual periods beginning after December 15, 2019. Early adoption is permitted. The Association is currently in the process of evaluating the impact of adoption of this guidance on the financial statements.

**Note 1. Summary of Significant Accounting Policies, Continued***New accounting pronouncements, continued:*

In February 2016, the FASB amended the Leases topic of the Accounting Standards Codification to revise certain aspects of recognition, measurement, presentation, and disclosure of leasing transactions. The amendments will be effective for fiscal years beginning after December 15, 2021, and interim periods within fiscal years beginning after December 15, 2022. The Association is currently evaluating the effect that implementation of the new standard will have on its financial position, results of operations, and cash flows.

Other accounting standards that have been issued or proposed by the FASB or other standards-setting bodies are not expected to have a material impact on the Foundation's net assets or changes in net assets.

**Note 2. Availability and Liquidity**

Financial assets available for general expenditures, that are without donor or other restrictions limiting their use within one year of the Statement of Financial Position date of June 30, 2020, are comprised of the following at June 30, 2020:

Total assets at year end	<u>\$ 99,629,389</u>
Less amounts not available to be used within one year due to illiquidity:	
Prepaid assets	(67,912)
Life insurance, cash surrender value	(134,885)
Pension funded status	(734,793)
Property and equipment, net	(25,832,125)
Land held for investment	<u>(710,750)</u>
	<u>(27,480,465)</u>
Less amounts not available to be used within one year due to:	
Contractual or donor imposed restrictions:	
Pledges receivable, long-term portion	(14,897,205)
Cash restricted for long-term purposes	(29,075,557)
Board/donor designations:	
Investments held under gift annuities and charitable remainder trusts	(1,075,860)
Endowed funds, net of spendable amounts and administrative fees	<u>(6,602,052)</u>
Financial assets available to meet cash needs for general expenditures within one year	<u>\$ 20,498,250</u>

As part of its liquidity plan, the Association has a policy to structure its financial assets to be available as its general expenditures, liabilities and other obligations become due. The Association invests excess cash in short-term investments, including money market accounts, and has the ability to redeem certain investments as necessary to meet its obligations.

### Note 3. Concentrations of Credit Risk

The Association maintains cash balances at several financial institutions located in Raleigh, North Carolina, and in several brokerage accounts located in North Carolina. The balances in the financial institutions are insured by the Federal Deposit Insurance Corporation up to \$250,000 at June 30, 2020 and 2019. From time to time, the Association's cash balances may exceed the FDIC limits.

### Note 4. Pledges Receivable, Net

Pledges receivable are as follows at June 30:

	<u>2020</u>	<u>2019</u>
Pledges receivable	\$ 23,640,250	\$ 25,887,715
Less allowance for uncollectible pledges	1,303,449	1,294,386
Less discount on pledges	<u>1,759,892</u>	<u>5,384,171</u>
	20,576,909	19,209,158
Less current portion	<u>5,679,704</u>	<u>4,868,184</u>
Pledges due after one year	<u>\$ 14,897,205</u>	<u>\$ 14,340,974</u>
	<u>2020</u>	<u>2019</u>
Receivable in less than one year	\$ 5,998,569	\$ 5,124,404
Receivable in one to five years	13,888,051	10,002,886
Receivable in more than five years	<u>3,753,630</u>	<u>10,760,425</u>
	23,640,249	25,887,715
Less allowance for uncollectible pledges	1,303,449	1,294,386
Less discount on pledges	<u>1,759,892</u>	<u>5,384,171</u>
Net pledges receivable	<u>\$ 20,576,909</u>	<u>\$ 19,209,158</u>

Pledges receivable due in more than one year are reflected at the present value of estimated future cash flows using a discount rate of 3.342% and 6% for the years ended June 30, 2020 and 2019, respectively.

### Note 5. Investments

The Association held the following investments at June 30:

	<u>2020</u>	
	<u>Cost</u>	<u>Fair Value</u>
Marketable equity securities	\$ 110,319	\$ 177,299
Other marketable debt securities	940,898	974,095
U.S. Government obligations	-	-
Alternative investments	5,062,668	5,858,094
Mutual funds	<u>241,923</u>	<u>263,082</u>
	<u>\$ 6,355,808</u>	<u>\$ 7,272,570</u>

**Note 5. Investments, Continued**

	<b>2019</b>	
	<b>Cost</b>	<b>Fair Value</b>
Marketable equity securities	\$ 17,186,700	\$ 18,705,463
Other marketable debt securities	2,962,159	2,968,648
U.S. Government obligations	524,132	541,093
Alternative investments	5,236,192	6,456,160
Mutual funds	<u>3,504,186</u>	<u>3,726,484</u>
	<u>\$ 29,413,369</u>	<u>\$ 32,397,848</u>

Investment income net, consists of the following for the years ended June 30:

	<b>2020</b>	<b>2019</b>
Interest	\$ 216,429	\$ 239,867
Dividends	769,944	1,001,468
Realized gain/(loss) on sale of investments	142,587	(665,531)
Unrealized gain/(loss) on investments	(2,067,717)	1,225,799
Investment expenses	<u>(263,924)</u>	<u>(293,381)</u>
	<u>\$ (1,202,681)</u>	<u>\$ 1,508,222</u>

In December 2019, the Wolfpack Club Board of Directors approved a new operating agreement with NC State University. The new operating agreement went into effect July 1, 2020. A component of the operating agreement included moving the Wolfpack Club's Endowment under management with a third party financial advisor to NC State Investment Fund (NCSIF). This transition included liquidating and selling all liquid assets. Illiquid assets will remain with previous financial advisor until maturity. Approximately \$22M was held in cash at fiscal year end as a result of liquidation of assets and was invested with NCSIF in early July.

**Note 6. Investments Held Under Net Income Split-Interest Agreements**

The Association has been named as a beneficiary in gift annuities and charitable remainder trusts in which the Association is the trustee. When the Association receives assets in connection with an annuity or charitable remainder trust, the assets are recorded at fair value, generally invested in stocks and fixed income securities, while a liability is recorded at the present value of the expected future payments to be made to the beneficiary. The discount rate and actuarial assumptions used in determining the present value of the expected future payments are based on applicable Internal Revenue Service discount rates and life expectancy assumptions.

The change in value of split-interest agreements on the Statements of Activities includes the change in market value of the investments, the change in present value of future payments to donors, actual payments made to donors, and contributions of split-interest agreements received. During the years ended June 30, 2020 and 2019, contributions received totaled \$232,113 and \$6,084, payments to beneficiaries totaled \$0 and \$0, respectively.

Investments held under split-interest agreements consist of the following at June 30:

	<u>2020</u>	<u>2019</u>
Cash equivalents	\$ 23,483	\$ 29,317
Fixed income securities	382,760	414,443
Equities	511,539	567,738
Real estate	<u>158,078</u>	<u>172,236</u>
	<u>\$ 1,075,860</u>	<u>\$ 1,183,734</u>

**Note 7. Cash Surrender Value of Life Insurance Policies**

The Association was the owner and beneficiary on whole life insurance policies covering twelve individuals having a total cash surrender value of \$134,885 at June 30, 2020 and 2019.

**Note 8. Long-Term Debt, Net**

Bond Payable - Refunding Bond:

In October 2017, the Association entered into a bond agreement with a financial institution. The total financing available through the bond was \$12,585,000. Annual principal payments of \$839,000 are payable until the note matures in 2032. Interest is payable monthly at the greater of prime rate plus 2% or 6%. The interest rate at June 30, 2019 was 3.342%. The outstanding bond balance was \$10,907,000 at June 30, 2020.

Long-term debt consists of the following at June 30, 2020 and 2019:

	<u>2020</u>	<u>2019</u>
Bond payable - (Refunding Bond)	\$ 10,808,350	\$ 11,639,297
Less amount classified as current liability	<u>830,947</u>	<u>830,947</u>
Amount due after one year	<u>\$ 9,977,403</u>	<u>\$ 10,808,350</u>

Deferred bond issuance cost consists of the following as of June 30, 2020 and 2019:

	<u>2020</u>	<u>2019</u>
Deferred bond issuance cost	\$ 120,796	\$ 120,796
Less: accumulated amortization	<u>22,146</u>	<u>14,093</u>
Net deferred bond issuance cost	<u>\$ 98,650</u>	<u>\$ 106,703</u>

Maturities of long-term debt are as follows:

	<u>Principal Payments</u>	<u>Minus Amortized Deferred Bond Issuance Cost</u>	<u>Long-term debt, net</u>
2021	\$ 839,000	\$ 8,053	\$ 830,947
2022	839,000	8,053	830,947
2023	839,000	8,053	830,947
2024	839,000	8,053	830,947
2025	839,000	8,053	830,947
Thereafter	<u>6,712,000</u>	<u>58,385</u>	<u>6,653,615</u>
	<u>\$ 10,907,000</u>	<u>\$ 98,650</u>	<u>\$ 10,808,350</u>

**Note 9. Fair Value Measurements**

The Association follows Accounting Standards Codification (ASC) 820, *Fair Value Measurements and Disclosures*, as amended, with respect to fair value measurements of its financial assets. This standard defines fair value as the exit price, or the amount that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants as of the measurement date. The standard also establishes a hierarchy for inputs used in measuring fair value that maximizes the use of observable inputs and minimizes the use of unobservable inputs by requiring that the most observable inputs be used when available.

The hierarchy is broken down into three levels. Level 1 inputs are quoted market prices (unadjusted) in active markets for identical assets or liabilities. Level 2 inputs include quoted prices for similar assets or liabilities in active markets, quoted prices for identical or similar assets or liabilities in markets that are not active, and inputs (other than quoted prices) that are observable for the asset or liability, either directly or indirectly. Level 3 inputs are unobservable inputs for the asset or liability. Categorization within the valuation hierarchy is based upon the lowest level of input that is significant to the fair value measurement.

Following is a description of the valuation methodologies used for assets measured at fair value. There have been no changes in the methodologies used at June 30, 2020 and 2019. There were no transfers or reclassifications between Level 2 or Level 3 during the years ended June 30, 2020 or 2019.

Common and preferred stocks, and mutual funds are held in brokerage accounts and valued at readily available, quoted prices in principal active markets that are considered to be representative of fair value. The Association classifies these investments within Level 1 of the valuation hierarchy. Government and corporate bonds and notes, are classified as level 2. Level 2 valuation methodology include significant other observable inputs, other than Level 1 inputs, such as quoted prices for similar assets or liabilities in active markets; quoted prices for identical or similar assets or liabilities in markets that are not active; inputs other than quoted prices that are observable for the asset or liability; inputs that are derived principally from or corroborated by observable market data by correlation or other means. If the asset or liability has a specified (contractual) term, the Level 2 input must be observable for substantially the full term of the asset or liability.

The preceding methods may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, although the Association believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

In accordance with ASC 820, the table below includes the major categorization of significant assets and liabilities measured at fair value on a recurring basis, segregated by the level of valuation inputs within the fair value hierarchy at June 30:

# Note 9. Fair Value Measurements, Continued

2020				
Fair Value Measurements Using				
	Quoted Prices In Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	
Total				
<u>Assets:</u>				
Investments:				
Marketable equity securities	\$ 177,299	\$ 177,299	\$ -	\$ -
Other marketable debt securities	974,095	-	974,095	-
Mutual funds	263,082	-	263,082	-
Investments held under gift annuities and charitable remainder trusts	1,075,860	917,782	158,078	-
Total assets in fair value hierarchy	2,490,336	\$ 1,095,081	\$ 1,395,255	\$ -
Investments measured at NAV (a)	5,858,094			
	<u>\$ 8,348,430</u>			
<u>Liabilities:</u>				
Due to donors of split-interest agreements trusts and annuities	\$ 1,657,310	\$ -	\$ 1,657,310	\$ -
	<u>\$ 1,657,310</u>			
2019				
Fair Value Measurements Using				
	Quoted Prices In Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	
Total				
<u>Assets:</u>				
Investments:				
Marketable equity securities	\$ 18,705,463	\$ 18,705,463	\$ -	\$ -
Other marketable debt securities	2,968,648	-	2,968,648	-
U.S. Government obligations	541,093	-	541,093	-
Mutual funds	3,726,484	-	3,726,484	-
Investments held under gift annuities And charitable remainder trusts	1,183,734	1,011,498	172,236	-
Total assets in fair value hierarchy	\$ 27,125,422	\$ 19,716,961	\$ 7,408,461	\$ -
Investments measured at NAV (a)	6,456,160			
	<u>\$ 33,581,582</u>			
<u>Liabilities:</u>				
Due to donors of split-interest agreements trusts and annuities	\$ 1,425,198	\$ -	\$ 1,425,198	\$ -
	<u>\$ 1,425,198</u>			

**Note 9. Fair Value Measurements, Continued**

- (a) In accordance with FASB ASU 2015-07, certain investments that are measured at fair value using the net asset value per share (or its equivalent) practical expedient have not been classified in the fair value hierarchy. The fair value amounts presented in this table are intended to permit reconciliation of the fair value hierarchy to the amounts presented in the Statements of Financial Position.

The following tables for set forth a summary of the Association's investments reported at NAV as a practical expedient to estimate fair value at June 30:

<u>Investment</u>	<u>2020</u>			
	<u>Fair value</u>	<u>Unfunded commitment</u>	<u>Redemption frequency</u>	<u>Redemption notice period</u>
Alternative investments - Hedge funds	\$ 2,236,716	\$ -	Quarterly	None
Alternative investments - Private equity	3,247,318	1,612,453	Quarterly	None
Alternative investments - Real estate	374,060	94,762	Quarterly	10 days
Total	<u>\$ 5,858,094</u>	<u>\$ 1,707,215</u>		

<u>Investment</u>	<u>2019</u>			
	<u>Fair value</u>	<u>Unfunded commitment</u>	<u>Redemption frequency</u>	<u>Redemption notice period</u>
Alternative investments - Hedge funds	\$ 2,550,602	\$ -	Quarterly	None
Alternative investments - Private equity	3,405,783	1,665,809	Quarterly	None
Alternative investments - Real estate	499,775	97,278	Quarterly	10 days
Total	<u>\$ 6,456,160</u>	<u>\$ 1,763,087</u>		

**Note 10. Deferred Revenue**

Deferred revenue of \$2,101,650 at June 30, 2020 represents \$2,001,650 of suite and club seat rentals in Vaughn Towers for the upcoming seasons and \$100,000 of unearned capital donations.

Deferred revenue of \$3,107,704 at June 30, 2019 represents \$2,977,704 of suite and club seat rentals in Vaughn Towers for the upcoming seasons and \$130,000 of unearned advertising revenue.

**Note 11. Scholarship Expenses**

Direct payments for scholarship expenses for the years ended June 30, 2020 and 2019 were made to North Carolina State University, ("University") scholarship fund. Indirect payments for funds held at the University and matching gifts are applied as a reduction against the Association's scholarship liability and amounted to \$322,965 and \$423,896 for the years June 30, 2020 and 2019, respectively.

## Note 12. Retirement Plans

The Association has a non-contributory defined benefit pension plan covering full-time employees after 12 months of service with 1,000 or more hours of service. The expense of the plan for the years ended June 30, 2020 and 2019 amounted to \$420,798 and \$275,065, respectively. The plan was fully funded at June 30, 2020 and 2019, respectively.

A comparison of accumulated plan benefits and plan net assets for the defined benefit plan is presented below.

	<u>December 31,</u> <u>2019</u>	<u>December 31,</u> <u>2018</u>
Actuarial present value of accumulated plan benefits	<u>\$ 4,866,272</u>	<u>\$ 4,530,014</u>
Net assets available for plan benefits - insured	<u>\$ 5,601,065</u>	<u>\$ 4,742,036</u>

The assumed rate of return used in determining the actuarial present value of accumulated plan benefits was seven percent. Rate of compensation increase was assumed to be four percent. Normal retirement age is 65.

The Association also has a tax deferred 403(b) plan to benefit all employees. Under the terms of the plan, the Association matches 100% of the first five percent of employee contributions. Expenses related to this plan totaled \$97,703 and \$94,535 for employer contributions made for the years ended 2020 and 2019, respectively.

The Association has established a supplemental retirement plan for the executive director. The plan became fully vested on January 1, 2013 due to certain employment conditions being met at that date. The liability for this plan is included in accrued vacation and benefits on the Statements of Financial Position and totaled \$295,690 and \$270,955 at June 30, 2020 and 2019, respectively. A portion of the plan assets were distributed to the executive director after vesting under the trust agreement.

Administrative expenses for all retirement plans total \$0 and \$3,161 for the years ended June 30, 2020 and 2019, respectively.

## Note 13. Lease Commitments

The Association renewed a non-cancelable operating lease for office space in June 2014. The lease expires in October 2020. The annual rental expense was \$311,491 and \$353,644 for the years ended June 30, 2020 and 2019, respectively. During the years ended June 30, 2020 and 2019, the Association donated use of a portion of the office space to the NCSU Athletic Department valued at \$128,589 and \$124,823, respectively.

Future minimum rental commitments for non-cancelable operating leases at June 30, 2020 are as follows:

2021	<u>\$ 173,142</u>
	<u>\$ 173,142</u>

**Note 14. Related Party Transactions**

In the course of providing support to the athletic program at NCSU, the Athletic Department of the University becomes a related party. The Association provided the following forms of support to the Athletic Department during the years ended June 30, 2020 and 2019:

	<u>2020</u>	<u>2019</u>
Funding of scholarships for student athletes	\$ 13,746,774	\$ 13,634,655
Salaries, benefits, and administrative overhead	2,624,420	2,890,934
Athletic department staff benefits	-	114,500
Non-scholarship contributions	<u>301,283</u>	<u>120,591</u>
Subtotal	<u>16,672,477</u>	<u>16,760,680</u>
Facility improvements:		
Facility debt obligations	1,779,134	1,808,770
Courtside Club Expenses	175,061	176,053
Vaughn towers expenses	2,503,839	2,113,605
North End Zone remittance of pledges	168,006	186,435
Gymnastics	-	7
Sports Medical	394,400	130,000
Soccer expenses	150,000	150,000
Volleyball	-	249,900
Swimming	-	127,325
Softball	-	16,260
Wolf Tracks	-	386
Track Sport	-	5,002
Building futures	1,233	1,801
Baseball stadium	<u>-</u>	<u>171,190</u>
Total facility improvements	<u>5,171,673</u>	<u>5,136,734</u>
Total	<u>\$ 21,844,150</u>	<u>\$ 21,897,414</u>

The Association owed \$746,431 and \$705,950 to the Athletic Department of the University at June 30, 2020 and 2019, respectively.

Reynolds Coliseum Renovation

The Association remits semi-annual payments to the University (payments) to service debt incurred by the University for the Reynolds Coliseum Renovation (the Renovation). In any given fiscal year, payments remitted typically exceed the Association's collection of pledges made to its Renovation capital campaign (pledges collected). While the Association considers a portion of the payments to be the remittance of pledges collected during the year, the amount in excess of pledges collected is considered to be discretionary general support to the University. The University and the Association have mutually agreed that any liability to the University should be limited to pledges collected but unremitted. During fiscal years 2020 and 2019, payments continued to exceed pledges collected. As a result, the Association has determined that no liability to the University should be recorded for Renovation debt service as of June 30, 2020 and 2019.

# **Note 15. Net Assets**

Net assets with donor restrictions are as follows at June 30:

	<u>2020</u>	<u>2019</u>
Specific Purpose		
Facility Improvements:		
Championship Commitment, Wolfpack Pride, Goal Line Drive, Vaughn Towers, and North End Zone	\$ 2,411,933	\$ 2,242,041
Baseball, Tennis, Softball, Golf, Swimming, Soccer, Gymnastics, and Basketball	(290,330)	(290,330)
Case Commons	4,977,533	4,125,064
Pack Passion Campaign	7,178,199	5,997,903
Building Futures Campaign	12,360,247	12,410,243
Sports Medicine	1,893,106	2,092,826
Seating Rights	2,851,126	-
Endowment Fund - Scholarships	<u>39,102,943</u>	<u>37,946,912</u>
	<u>\$ 70,484,757</u>	<u>\$ 64,524,659</u>

Net assets released from net assets with donor restrictions are as follows at June 30:

	<u>2020</u>	<u>2019</u>
Facilities	\$ 5,168,149	\$ 5,128,681
Depreciation	1,053,923	1,053,923
Amortization	8,053	8,053
Bank charges and fees	<u>62,923</u>	<u>72,906</u>
	<u>\$ 6,293,048</u>	<u>\$ 6,263,563</u>

# **Note 16. Endowment Fund**

The Association's endowment fund provides long-term scholarship support through annual earnings. As required by U.S. generally accepted accounting principles, net assets associated with endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions.

The State of North Carolina enacted the North Carolina ("NC") Uniform Prudent Management of Institutional Funds Act (UPMIFA), the provisions of which apply to endowment funds existing on or established after that date. Absent donor stipulations to the contrary, the provisions of this state law do not impose either a permanent or temporary restriction on the income or capital appreciation derived from the original gifts.

For the years ended June 30, 2020 and 2019, the Association has classified as permanently restricted net assets the original value of gifts donated to the permanent endowment.

**Note 16. Endowment Fund, Continued**

Changes in endowment assets for the year ended June 30, 2020 are as follows:

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
Endowment net assets - beginning of year	\$ (5,603,108)	\$ 37,946,912	\$ 32,343,804
Investment return:			
Investment income, net	776,484	-	1,021,325
Realized gain on sale of investments	(52,725)	-	(729,407)
Net depreciation on investments	<u>1,943,807</u>	<u>-</u>	<u>1,267,411</u>
Total investment return, net	1,114,598	-	1,559,329
Contributions	-	1,496,017	601,278
Change in value of split-interest agreements	-	(339,986)	(59,192)
Appropriation of endowment assets for expenditure	<u>(1,719,009)</u>	<u>-</u>	<u>(1,719,009)</u>
Endowment net assets - end of year	<u>\$ (8,436,715)</u>	<u>\$ 39,102,943</u>	<u>\$ 30,666,228</u>

Changes in endowment assets for the year ended June 30, 2019 are as follows:

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
Endowment net assets - beginning of year	\$ (5,648,462)	\$ 37,404,826	\$ 31,756,364
Investment return:			
Investment income, net	1,021,325	-	1,021,325
Realized gain on sale of investments	(729,407)	-	(729,407)
Net depreciation on investments	<u>1,267,411</u>	<u>-</u>	<u>1,267,411</u>
Total investment return, net	1,559,329	-	1,559,329
Contributions	-	601,278	601,278
Change in value of split-interest agreements	-	(59,192)	(59,192)
Appropriation of endowment assets for expenditure	<u>(1,513,975)</u>	<u>-</u>	<u>(1,513,975)</u>
Endowment net assets - end of year	<u>\$ (5,603,108)</u>	<u>\$ 37,946,912</u>	<u>\$ 32,343,804</u>

**Funds with deficiencies:**

From time to time, the fair value of assets associated with donor-restricted endowment funds may fall below the level that the donor or UPMIFA requires the Association to retain as a fund of perpetual duration. In accordance with GAAP, deficiencies of this nature are reported in unrestricted net assets were \$8,436,715 and \$5,603,108 as of June 30, 2020 and 2019, respectively. These deficiencies resulted from unfavorable market fluctuations.

**Note 16. Endowment Fund, Continued**Investment return objectives and strategies:

The Association's investment policies include several investment objectives relative to its long-term investments, including permanent endowment funds. These objectives include (1) preservation of capital, (2) prudent investment of capital, (3) production of reasonable earnings, and (4) low-risk growth in principal of invested capital. To achieve these objectives, the Association has employed the investment strategy of diversifying amongst various fund managers. The investment composition at any given time is dependent upon a number of factors, including the amount available for investment and current market conditions. Expected average rate of return is 5%.

Spending policy and how the investment objectives relate to spending policy:

The Association's policy allows for distribution of funds not to exceed 4.75% of the three year rolling average for the fund's assets as of December 30<sup>th</sup> for each year. A 3% floor can be implemented in the event that the market drops by more than 40% in a 12-month period.

**Note 17. Supplemental Disclosure of Noncash Investing Activities**

The Association received noncash donations with the following estimated market values during the years ended June 30:

	<u>2020</u>	<u>2019</u>
Auto expenses	\$ 130,350	\$ 142,400
Athletic department staff benefits	-	114,500
Non-scholarship contributions	301,283	120,591
Computer expenses	48,876	43,515
Flowers and gifts	1,584	-
Promotional items	-	5,426
Repairs and maintenance	-	5,000
Travel and meetings	-	13,472
Professional fees	3,723	2,000
Special events and clubs	-	669
	<u>\$ 485,816</u>	<u>\$ 447,573</u>

**Note 18. Payroll Protection Program Loan**

On April 30, 2020, the Association was granted a loan from First National Bank of Pennsylvania in the amount of \$454,900.00 pursuant to the Paycheck Protection Program ("PPP") under Division A, Title 1 of the CARES Act, which was enacted March 27, 2020. The loan matures May 2, 2022 and bears an interest rate of 1.00%. Based on further review of the guidance of the Small Business Administration ("SBA") and consultation with outside professionals, the Association made the voluntary decision to return all loan proceeds on May 13, 2020. This decision was made during the safe harbor period.

**Note 19. Subsequent Events**

On January 30, 2020, the World Health Organization declared the coronavirus outbreak a "Public Health Emergency of International Concern" and on March 11, 2020, declared it to be a pandemic. Actions taken around the world to help mitigate the spread of the coronavirus include restrictions on travel, and quarantines in certain areas, and forced closures for certain types of public places and businesses. The coronavirus and actions taken to mitigate the spread of it have had and are expected to continue to have an adverse impact on the economies and financial markets of many countries, including the geographical area in which the Association operates. On March 27, 2020, the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) was enacted to amongst other provisions, provide emergency assistance for individuals, families and businesses affected by the coronavirus pandemic.

It is unknown how long the adverse conditions associated with the coronavirus will last and what the complete financial effect will be to the Association. To date, the Association is experiencing a decline in Vaughn Towers revenue as a result of refunds issued for the cancellation of season tickets for the 2021 football season. However, the Association's is monitoring its 2021 budget closely. New initiatives introduced in fiscal year 2021 include ImPack, Foundation of Champions, and Preserve the Pack. These initiatives were approved by the Board of Directors to support Scholarships, the Endowment and general operations of the Association during 2020 and beyond. To date, approximately \$450,000 has been pledged and \$136,000 received from these initiatives. Due to ongoing financial uncertainty, the Association has decided to reduce operating expenses for the 2021 budget. The reduction is approximately \$450,000 in personnel and ongoing costs.

**Note 20. Reclassifications**

Certain amounts for 2019 have been reclassified to conform to the 2020 financial statement presentation. Such reclassifications have no effect on changes in net assets or cash flows as previously reported.

# NC State Student Aid Association

## *Operating Procedures*

NC State Student Aid Association

Processes & Internal Controls Discussions

Accounts Payable process:

2020

Paper invoices are brought to Business Manager's office to be paid and placed in a basket on her desk. These are signed to indicate approval by relevant staff member. Additionally, approved invoices can be forwarded via email to Business Manager and she will print them out so they can be paid. We have recently set up an email address specifically for incoming invoices (in our effort to go paperless). Invoices received at [accountspayable@wolfpackclub.com](mailto:accountspayable@wolfpackclub.com) are approved and then paid along with the other invoices.

One day per week – typically Wednesday, checks are printed for the invoices we have on hand. Business Manager signs each one and forwards the group of invoices & checks to CFO for her approval and second signature. CFO reviews invoice for relevance, cost, and account coding. CFO also seeks approval from staff person. Any concerns are followed up with the relevant staff member for clarification before check is released. This would include substantiated backup.

Invoices are filed with the check stub in the Business Manager's office.

New this year with working remotely: Beginning this spring, we have been scanning invoices as they are paid and attaching the PDF file to the payment record in our Mas 90 AP system.

Membership Services:

- ❖ Mail is picked up at the post office by interns and delivered to Membership Services. Mail is sorted and delivered to the appropriate person.
  - Mail for Membership Services is opened by one staff member who distributes financial correspondence (checks & credit card payments) to a different member of the Membership Services staff for processing.
- ❖ Checks and credit cards are distributed among two different batches and processed by two different staff in membership services.
- ❖ Membership Services enter checks and credit card slips into Paciolan donor database system
  - Each staff member enters into their own auto assigned batch. Credit cards and cash/check payments are entered into separate batches.
  - Cash/check batches are closed out at the end of each business day.
  - Staff members determine which fund/campaign payments should be applied to by reviewing payment history or contacting donors.
  - Web batches are pulled in each day and reviewed for proper recording and drive year.
- ❖ Membership Services runs & prints a batch report for each individual batch

- Working copy of the batch report includes Membership Services notes, donor, pledge, drive year, allocation. This report is reviewed by a third party of membership services.
- Batch reports with payments only, not pledge activity, is then give to the Business Office along with the checks, credit card slips and the backup for GIK and stock gifts, for processing and general ledger entry.
- Credit cards are processed through two companies, authorize.net and cybersource. These deposits are reconciled and reviewed in the import/web functions. G/L entries are prepared by Business Manager and CFO for entry into G/L and reviewed by each other for accuracy.
- Batch reports can be retrieved electronically from Paciolan system at any time
- ❖ Corrections made to members' accounts should have a comment in the system, but it does not print out on the batch reports. An adjustments batch is identified for every month to utilize allocation or drive year changes.
- ❖ After each batch is closed, it is reconciled by comparing the name, check number, and amount per the batch report to the checks and other documentation. Reconciliation is performed by a different Membership Services staff member than the one who processed the batch.
  
- ❖ Possible payment types in the donor system
  - Check, Credit Card, Cash, Bank Draft
  - Stock, Gift in Kind, Comp/Credit, Match Paid (matching gifts), Property
  - Transfers, CCDirect (credit card payment correction), Online CC, Premium Payment, External Deposit (check correction or matching gift received by NCSU)
- ❖ Credit card payments are received in several different manners: via member-initiated internet transactions, scheduled payments in the Paciolan system, via postal service directly from the member, over the phone, and in person.
  - Payments mailed in or called in are entered into the same batch as online payments
- ❖ Gift in Kind approval forms are received by Membership Services after approved by the Executive Director and the Athletic Director
  - Membership Services enters GIK transactions into a separate batch
  - Once processed, GIK sheet is forwarded to the Business Office with the batch report
  - Business Office accumulates the GIK forms, but they are not recorded in the GL until year-end for Financial Statement purposes only
- ❖ Stock gifts are transferred from donors into specific broker accounts
  - Broker account is set to auto-sale stocks upon receipt, funds are transferred to the Student Aid Association via ACH transfer
  - Credit is applied to the donor account upon receipt of ACH transfer
  - Proceeds from the sale are deposited outside of a batch report
  - Stock gift sheet is completed by Membership Services and forwarded with the ACH confirmation to the Business Office
  - Stock gift sheet indicates the breakdown between funds/campaigns and the donor
  - Membership Services maintains statements for the Stock Gift broker accounts
- ❖ Year-end giving statements are mailed to members in January to show record of gifts received during the calendar year.

## Payroll process:

2020

Payroll is processed by the Business Office twice per month, through the payroll service provider CBIZ FlexPay.

Time is entered by hourly staff members daily through our payroll phone app called TimeWorks. Timecards are approved and submitted prior to running payroll.

Business Manager then runs the pre-process register and once its finalized, the CFO reviews and approves. Payroll checklist is reviewed and signed off by CFO. Changes are reviewed by CFO, these would include items such as 403(b) changes, and HSA changes. CFO reviews all applicable paperwork for new employees. It is then submitted to CBIZ FlexPay. Typically it is sent two days prior to the payroll direct deposit date – usually the 15<sup>th</sup> and the 30<sup>th</sup>/31<sup>st</sup>.

Once submitted, the Business Manager generates GL entry and cash requirements reports through CBIZ FlexPay. The CFO approves before they are posted to the GL.

Payroll Taxes, Retirement and Net Paychecks are auto drafted from the bank. All employees are on direct deposit. Business Office initiates the Health Savings Account transfers to employee accounts.

Payroll reports/documentation are kept in locked cabinet in Business Office. Files are stored in a separate locked Business Office file room with access limited to the Business Office and CFO. Accrued Vacation is tracked by the FlexPay time-keeping system and reviewed by CFO monthly.



# A Risk-Based Approach to Support Cybersecurity

Annual Report to Audit, Risk Management  
and Finance Committee  
NC State Board of Trustees  
Marc Hoit, PhD  
February 25, 2021

- The pandemic changed IT priorities and highlighted the need for more security. As a result, tasks/projects were identified and those that addressed the greatest risks were promoted.
- IT focused on making remote work possible and easier. We highlighted the risk of remote work and provided guidelines for the use of sensitive data on personal devices and working remotely.
- The increased risk of vulnerabilities associated with third party software such as Zoom, Slate, Blackbaud, and SolarWinds became more critical.
- Remote work resulted in exposing additional practical work needs, e.g. how to sign a document or meet virtually as a public body, across the institution.
- All central IT staff worked remotely except for 20 (mandatory) of the ~300 people.
- Broadband challenges became more apparent: 7% of NC State students had very limited access. Increasing efforts to improve across the state.
  - Farms, MCNC, Extension, and other efforts

## Recent National Threats

**> 67%** of the reported breaches resulted from credential theft, social attacks (i.e., phishing and business email compromise)

Ransomware accounted for **80%** of malware-related incidents, up from **48%** in previous year

**78%** of attacks on web applications involved using stolen credentials

**70%** of incidents were caused by external actors, **30%** by internal actors

**819** incidents, **228** with data disclosure in 2019 within the education sector

Up from 382 incidents and 99 breaches in the previous year's report

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- Of the 32,002 confirmed incidents analyzed in a recent study, 45% featured hacking, 22% included social attacks, and errors were causal in 22%
- >67% of the reported breaches resulted from credential theft, social attacks (i.e., phishing and business email compromise)
- Ransomware accounted for 80% of malware-related incidents, up from 48% in previous year
- 78% of attacks on web applications involved using stolen credentials
- 70% of incidents were caused by external actors, 30% by internal actors
- 819 incidents, 228 with data disclosure in 2019 within the education sector, up from 382 incidents and 99 breaches in the previous year's report

## By the Numbers: At NC State

**1,774** campus users assisted after their accounts were compromised last year

**329K** incoming messages marked as phishing in the last 30 days

**729,061** role/access group assignments managed

**322,196** electronic identities managed for the university community, with **29,000+** new in past year

**283** IT Purchase Compliance reviews last year, up from 164 previous year.

- 161 for IT accessibility
- 78 for data security
- 22 for PCI compliance
- 19 for enterprise system integration
- 99 for email configuration compliance

**73%** of employees have completed this year's required data security training. Among those who haven't yet include retiree account holders and student employees

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- 2FA now required for all students and employees
  - As of November 2020, all undergraduate and graduate students are required to use Two Factor Authentication (2FA)
  - In Feb 2021, all incoming and non-degree seeking students will be required to use 2FA
  - 2FA bypass codes option (self service) has reduced IT support effort and provided better service
- 1,774 campus users were assisted after their accounts were compromised last year
- 329,000 incoming messages marked as phishing in the last 30 days
- 729,061 role/access group assignments managed centrally
- 322,196 electronic identities managed for the university community, with 29,000+ new in past year
- 283 IT Purchase Compliance reviews last year, up from 164 previous year
  - 161 for IT accessibility
  - 78 for data security
  - 22 for PCI compliance
  - 19 for enterprise system integration
  - 99 for email configuration compliance
- 73% of employees have completed this year's required data security training. Among those who haven't yet include retiree account holders and student employees

## Alphabet Soup of Compliance Rules and Standards

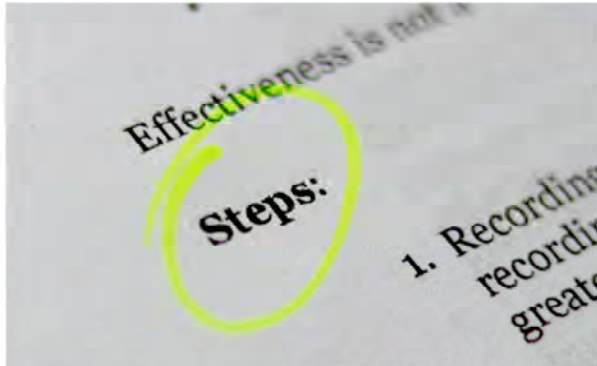


- NIST Standards: 800-53, 800-171 & CMMC - for federal contracts
- HIPAA - compliance for health information
- GLBA - compliance for financial data
- ISO 27002 - UNC system-wide standards
- 1400.1-3 - UNC system policies
- >10 additional

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- NIST standards (800-53 & 800-171) required for many federal contracts and increasing (NIST 800-171 is a subset of NIST 800-53).
  - DoD is requiring NIST 800-171 and the new Cybersecurity Maturity Model Certification (CMMC) for all grants
    - The CMMC is a unifying standard for the implementation of cybersecurity across the Defense Industrial Database (DIB). It's designed to provide increased assurance to DoD that a DIB company/entity can adequately protect sensitive unclassified information.
    - DoD required all DIB companies/entities to complete a self-assessment scoring process to attest their state of compliance by November 30, 2020.
    - NC State submitted a self-assessment score which identified gaps that are being addressed.
  - DOE requires NIST 800-171 and will be expanding to CMMC.
  - NIST 800-171 compliance is expected to be required for the Higher Education Opportunity Act (HEOA) and Student Financial Aid.
  - NC State's Research Data Security Compliance Steering Committee has been charged with addressing the identified gaps with NIST 800-171 and helping develop plans to meet CMMC compliance.
- HIPAA compliance for health information
  - Five NC State locations require these controls (Student Health, Counseling Center, Athletics, Diagnostic Testing Center, Psychoeducational Clinic).
  - It can also be required in some research engagements.
- GLBA compliance for financial data
  - Primarily affects Financial Aid & Cashier's Office systems.
- ISO 27002 - UNC system-wide security standard for all IT controls

## New Standards & Guidelines from System Office



- ✓ 1400.1: IT Governance
- ✓ 1400.2: Information Security
- ✓ 1400.3: User Access and Identity Control

- The UNC System Office issued three policies:
  - **1400.1: IT Governance:** requires each institution to have strategically aligned information technology governance within known and acceptable risk levels - responsible person reports to chancellor
  - **1400.2: Information Security:** requires each institution to establish an information security program and designate a senior officer, accountable to the chancellor, who is responsible for information security.
  - **1400.3 User Access and Identity Control:** requires each institution to evaluate and conduct risk-based implementations of appropriate controls to control access to University data
  - Standards and guidelines on 1400.1-3 were developed to meet SO audit and provide more detailed requirements
    - NC State is partially compliant with 1400.1 guidelines - gaps with data privacy, risk assessment, risk management, and external assessments
    - NC State is fully compliant with 1400.2
    - NC State is partially compliant with the 1400.3 standard - A compliance plan was submitted to the SO. Projects in progress to address identified gaps with targeted completion by 4/30/22.
- It is critical to address these policies, standards and guidelines as they will be a focus of the next State of NC IT audit



## Six University Approaches and Solutions to Risk

# 1. New Formal Risk-Based Process

- Lack of IT asset inventory
- Unvetted vendors
- Lack of tracking and attesting compliance
- Inability to discover and investigate incidents
- Compromised IT infrastructure



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We implemented a formal risk analysis of all projects to rank and prioritize.

- Our current **highest risks** from the IT risk management program:
  - Lack of IT asset inventory resulting in inability to secure IT assets
  - Onboarding of unvetted vendors that don't meet compliance requirements
  - Lack of tracking and attesting to compliance requirements
  - Inability to discover and investigate incidents as well as monitor events in a timely fashion
  - Compromised IT infrastructure exposing university data and/or disrupting business operations
- How does closing the gaps help us with attacks like “Solarwinds” and others?
  - Allows us to know our IT assets and where our sensitive data lives. Will be able to quickly identify the risk level of data involved during security incidents.
  - Vendors will be required to provide more documentation about protecting the university's data.
  - NC State will involve all stakeholders to ensure a risk-based decision is made when security requirements are not met.
  - Active continuous monitoring will identify issues for proactive remediation such as patching which reduces our vulnerability to hackers.
- Digital Accessibility
  - Multiple methods are implemented to provide equitable access to resources and reduce risk of infringement. The online training courses NC State has created and offers to faculty and staff have been very successful. The Accessibility in the Classroom course is being leveraged by many UNC system campuses.

## 2. Supporting the Human Element of Risk

- New Research Support Service
  - with the Library, OIT, ORI and Statistical Consulting Service
- Data Security Training required for all employees
  - specific training for researchers



The human element is the highest risk for IT incidents and exposures.

- Developed a new **Research Support service** in conjunction with the Library, OIT, ORI and Statistical Consulting Service
  - Works with researches to help set up and manage the complex computing environments needed for grants (to meet the required compliance and reduce risk)
- Updated **data security training** - required for all employees
  - It covers how to protect university data and equipment
    - Data security regulations and classification, security of devices, phishing, social engineering, etc.
  - Specific training provided for researchers and employees working with ultra-sensitive information

### 3. Elements of Governance, Risk and Compliance

- Data and IT Asset Inventory
- Data Classification
- Compliance Tracking
- IT Risk Management
- Vendor Risk Management



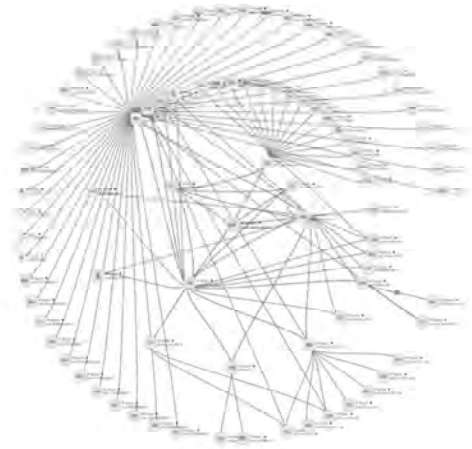
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Governance provides a structure to develop, communicate and enforce IT security and compliance policies. The key elements of the effort are:

- **Data and IT Asset Inventory:** to know where your data is and IT equipment allowed on the network
- **Data Classification:** to identify specific data and the level of protection required
  - E.g. SSN, credit card, student data, health data, personnel data, etc.
- **Compliance Tracking:** to ensure you are meeting your requirements
  - UNC SO 1400.3 Standard
  - HIPAA Security
  - Endpoint Protection Standard
    - Configuration management - provides verification that devices in the environment are patched and helps identify vulnerabilities
- **IT Risk Management:** to ensure highest risks are addressed
  - Compliance gaps escalated to academic/business leadership
  - Risk Treatment Decisions
    - Accept
    - Avoid
    - Mitigate
    - Transfer
- **Vendor Risk Management:** to verify partners meet the IT security and compliance requirements
  - IT procurement review process so IT purchases get security and accessibility review

## 4. Tools to Manage the Complexity

- **CMDB** - Configuration Management Database
  - Inventory, service management, connected devices
- **GRC** - Governance, Risk & Compliance
  - Compliance & risk tracking
- **VRM** - Vendor Risk Management
  - Risk tracking



We have three major tools to manage the complexity and activities around IT Security and Compliance:

- **Configuration Management DataBase (CMDB):** How we address the data and IT asset Inventory
  - A database to inventory hardware and software
  - Tracks connected devices, data and information flow
  - Finds and sees new devices and software on the network
  - Part of our Service Management approach using ServiceNow
- **Governance, Risk and Compliance (GRC):** Aligns IT with business objectives, while effectively managing risk and meeting compliance requirements
  - Track compliance status (e.g. verify endpoint security is enforced)
  - Map processes with multiple compliance requirements
- **Vendor Risk Management (VRM):** How we track/manage vendor risks
  - Vendor portal to collect security documentation
  - Tracks the approval/review process
  - Enhances the current IT Purchase Compliance process

## 5. The Talent Pipeline and Employee Retention Risk

- Intense competition for IT sector talent, especially cybersecurity
- Internships to grow local talent
- Partnering with campus extension units, to support the economy



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IT staffing is one of the most competitive personal areas, especially in RTP

- IT personnel and especially those in cybersecurity are in high demand
- We run an internship program with 35 student interns to engage students, help provide real-world opportunities and benefit the university with hard to find talent
- Partnering with Industrial Expansion Solutions (IES) for IT security (also working with Interns)
  - Helping to grow our workforce (highest demand is security staff)
  - Helps support NC manufacturing economy
  - Includes identifying military veterans as interns

## 6. Reducing Infrastructure Risk and Creating Partnerships

- Data Center I move and Data Center II intent
- Collaboration with DIT to host our equipment
- Reduced risk of insufficient environments (running out of cooling and power)
- Providing Telephony Support to DIT



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- Infrastructure is a very high cost portion of IT and requires regular refresh
- To reduce costs and risk, we moved Data Center I to State Department of IT (DIT) and pursuing Data Center II direction
  - Data centers are huge cost centers with very high energy demand
  - Each data center needs upgrade every 10 years for tens of millions of dollars
  - Collaboration with DIT to host our equipment
    - Reduces risk by partnering to get to scale for environments (power and cooling)
    - Leveraging more virtual environments simplified physical hardware (limit custom systems)
  - Reduced risk of insufficient environments (running out of cooling and power)
- Telephony support to State Department of IT
  - Consulting and engineering expertise



## Upcoming Audits and Critical Efforts

IT audits are becoming increasingly demanding with higher expectations for security and compliance due to increased hacking and risk

- Previous audit was postponed
- Future audit will focus on (learning from other universities' current audits):
  - Inventory including location of sensitive data
  - Distributed units
  - Vulnerability scanning with secure configuration management and patching
  - Continuous monitoring
  - Secure enclaves
  - Data protection

# NC State Investment Fund, Inc.

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

Inception Date: April 1, 1999

September 30, 2020

## MARKET COMMENTARY

Despite a weak September, global investment markets produced a strong third quarter for the calendar year even as the world continues to experience the pandemic. While COVID-19 remains a focal point for investors, accommodative monetary policy and hopes for continued fiscal support continued to drive markets higher. During the quarter, the Federal Reserve announced its policy shift to target average inflation rather than absolute levels, stating their willingness to keep rates low for an extended period of time. Unemployment rates in the United States continued to improve during the period with the headline rate declining to 7.9% in September. Retail sales and industrial production continue to rebound, albeit with less vigor than prior months. The Presidential election and potential changes in the balance of power in Congress add layers of complexity and uncertainty to the markets.

Domestic equities, as measured by the S&P 500 Index, posted some of the strongest returns among global asset classes, gaining 8.9% for the quarter. There continues to be disparity within US investments by market capitalization and style with the Russell 1000 Growth gaining 13.2% for the period and the Russell 1000 Value up just 5.6%. Additionally, small cap stocks, as measured by the Russell 2000 Index, continued to underperform their larger peer set, gaining 4.9% for the third quarter. For the one-year period ending September 30, 2020 large cap stocks returned 15.2%, mid-cap stocks were up 4.6%, and small-caps effectively broke-even at 0.4%.

Outside the US, equity performance varied as some countries (Notably Spain and France) experienced a second wave COVID outbreak. The EU and ECB continue to provide policy support although COVID-induced restrictions weighed on consumption and productivity. Shinzo Abe, Prime Minister of Japan, announced his resignation in September, and was replaced by Yoshihida Suga who, as the Chief Cabinet Secretary under Abe, has indicated he intends to maintain existing Abe-era policies. International stocks broadly, as measured by the MSCI EAFE Index, were positive for the period at 4.9%, bringing their one-year trailing return to 0.9%.

Emerging markets produced significant gains during the period, with the MSCI Emerging Markets Index returning 9.7%. Emerging markets continued to benefit from a modestly weaker US dollar and increased optimism about COVID-19 containment and eventual economic recovery. Emerging markets have significantly outperformed their international developed peers over the last year, gaining 10.9%.

Government yields remained steady during the quarter with the 10-Year Treasury opening and closing at 0.69%. The Bloomberg Barclays US AGG bond index was up modestly, gaining 0.62%, and bringing its one-year gain to 7.0%. While Treasury investments were predominately flat during the quarter, credit-sensitive assets produced strong relative gains with the Bloomberg Barclays US High Yield Credit Index gaining 4.6%. International bonds were also significantly positive, gaining 6% for the quarter.

Looking ahead, significant uncertainty remains due to impending United States' elections, and the continued economic impacts of COVID-19. Vaccine development looks positive, although there is uncertainty about timelines for mass production and distribution of any successful vaccines. Additionally, the United States government has been unable to agree on a continuation of fiscal stimulus, and continued delays could lead to further economic damage, slower economic recovery, and erosion in investors' confidence. We remain generally constructive on recovery prospects but are mindful of downside risks.

## PERFORMANCE

September 30, 2020						
Market Value	\$1,188,759,101			Participants		
Performance	QTD	CYTD	1 Year	3 Year	5 Year	10 Year
NCSIF	6.8%	4.2%	7.7%	8.2%	8.0%	8.6%
Policy Index (1)	6.0%	2.8%	9.2%	6.7%	7.3%	7.9%
Global Index (2)	5.9%	3.5%	10.0%	6.9%	8.7%	7.3%
BNY E&F Univ (3)	5.5%	1.9%	7.5%	6.2%	7.8%	7.6%
UNCIF	7.3%	5.0%	8.3%	8.7%	8.2%	8.7%
NCSIF Private Assets	5.9%	3.9%	0.7%	6.5%	7.4%	11.3%
BlackRock LPP	5.4%	0.3%	6.6%	5.9%	8.3%	

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—

126 portfolios are represented for the one-year period ended September 30, 2020

## FUND PERFORMANCE

The NCSIF (Fund) is a large, diversified investment pool with a long-term perspective. At September 30, 2020 the Fund had \$1.19 Billion invested with several managers in a wide variety of asset classes. The largest manager for the Fund, UNCMC, managed 83.2% of the Fund's assets. The UNC Investment Fund (UNCIF) produced a three-month return of 7.3%, and a 12-month return of 8.3% for the period ended September 30, 2020. The NCSIF employs fifteen additional private equity managers, who oversee 2.7% of the portfolio. This portion of the Fund produced a three-month and 12-month return of 5.9% and 0.7%, respectively, for the period ended September 30, 2020. The Fund's Liquid Policy Portfolio (LPP), managed by Blackrock, was another 10.9% of the portfolio. This investment returned 5.4% for the three months and 6.6% for the 12 months ended September 30, 2020. The remaining 3.2% 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	8.2%	8.7%	6.7%	7.1%
Annualized Volatility	6.8%	6.5%	11.4%	16.9%
Annual Sharpe Ratio (1)	1.20	1.34	0.59	0.42
Correlation to Global Index	0.92	0.89	1.00	1.00
Max Drawdown	-7.9%	-7.2%	-14.4%	-21.4%

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

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

First Quarter Fiscal Year 2021

# NC State Investment Fund, Inc.

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

Inception Date: April 1, 1999

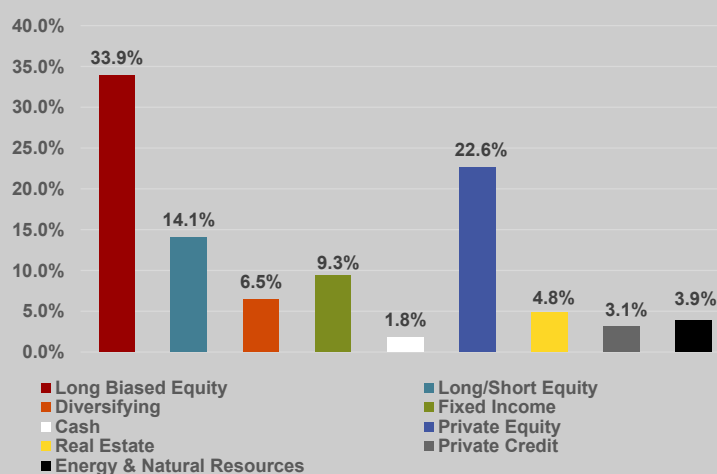
September 30, 2020

## INVESTMENT STRATEGY

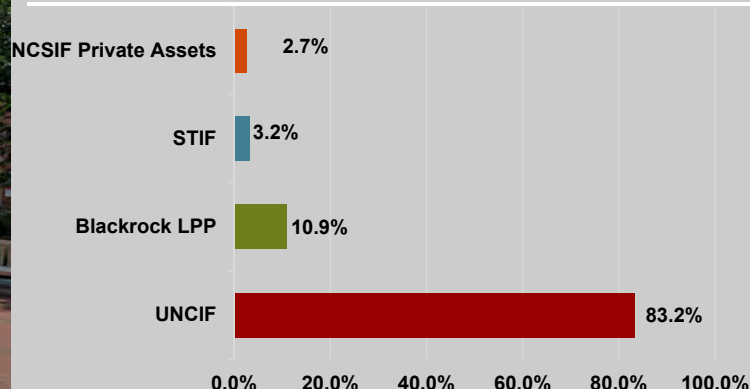
The Fund is managed as a broadly diversified portfolio with exposure to seven primary asset classes and many sub-strategies within each asset class. The Fund seeks to diversify exposure to the sub-strategies through the use of multiple investment managers that utilize a variety of investment approaches.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



## ASSET ALLOCATION



## 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.

*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.*

First Quarter Fiscal Year 2021

# NC State Intermediate Term Fund

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

Inception Date: July 3, 2014

September 30, 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.

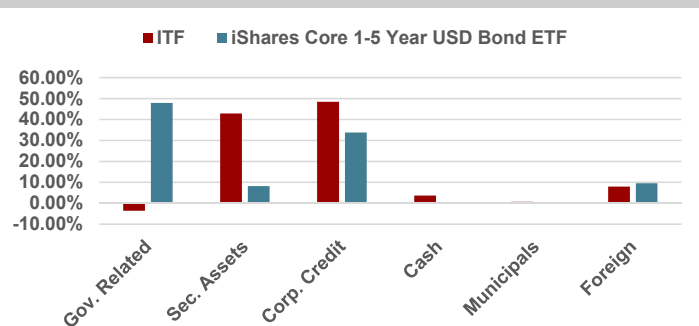
The decision to invest funds takes into account various factors including duration, credit, concentration, and manager risk, along with total return, suitability, and the experiences, quality and capability of external managers.

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 and FY 2017, bringing the total invested to \$193.83 million. The ITF can be compared with the State Treasurer's Short-Term Investment Fund (STIF) on both a total return and on an SEC yield basis. In order to provide a buffer for changes in the NAV of the different investments, some of the excess earnings are being used to create a loss reserve. FMV fluctuates on a day-to-day basis.

BlackRock's SIO was liquidated from the fund on June 30, 2016. Proceeds were invested in Vanguard's Short Term Fund and DoubleLine's Total Return Fund on July 1, 2016. Additionally, a small position with PIMCO Income was initiated on November 2, 2016. The ITF's position in JP Morgan was liquidated on September 27, 2017 and PIMCO Low Duration was liquidated on October 2, 2017. The proceeds from these liquidations were reinvested into Vanguard's Short Term Fund and PIMCO Income, bringing the total cost basis to \$190.3 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.

First Quarter Fiscal Year 2021

## PERFORMANCE

Market Value	\$189,846,008			
Performance	QTD	CYTD	1 Year	3 Year
ITF Fund	1.4%	3.4%	4.4%	3.7%
Barclays 1-3 yr Treasury	0.1%	3.1%	3.6%	2.7%
Barclays Universal 1-5 yr	0.8%	4.0%	4.7%	3.5%
DoubleLine	1.0%	3.7%	3.5%	3.8%
PIMCO Income	3.0%	1.3%	3.8%	3.6%
Vanguard Short Term	0.9%	4.3%	4.9%	3.7%

STATISTICS	Fund	Index (1)
Volatility	2.4%	1.5%
Sharpe Ratio	1.0	1.7
SEC Yield	2.0%	1.0%
Effective Duration	2.5	2.6
FYTD Net Interest & Dividends**	\$1,379,802	N/A
Net Interest & Dividends Since Inception**	\$32,281,259	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

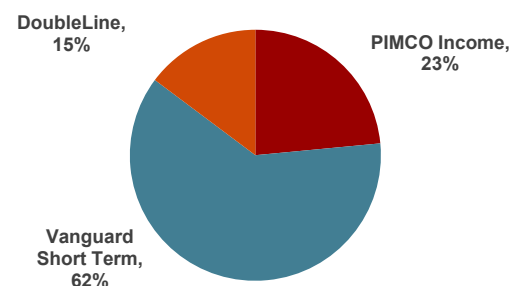
## MANAGERS

**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



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**BOARD OF TRUSTEES  
NORTH CAROLINA STATE UNIVERSITY  
BUILDINGS AND PROPERTY COMMITTEE  
February 25, 2021  
ZOOM CONFERENCE**

Chair Ed Stack

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

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- **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 meeting
- **CAMPUS DESIGN REVIEW PANEL** **TAB 5.2**
  - Procedure update **5.2.A**  
*Doug Morton, Associate Vice Chancellor, Facilities*
- **PROPERTY MATTERS** **TAB 5.3**
  - Alicia Knight, Associate Vice Chancellor, University Real Estate and Development*
  - Overview of I-440 Expansion Project **5.3.A**
  - **Committee Action:** 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).\* **5.3.B**
  - **Committee Action:** 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).\* **5.3.C**
  - **Committee Action:** 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).\* **5.3.D**

\* Requires full board approval

- **Committee Action: (PENDING NEGOTIATIONS)** 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.\* 5.3.E
  
- **PROPERTY MATTERS (Received after Full Board Mailing)** TAB 5.4
  
- **DESIGNER AND CONSTRUCTION MANAGERS AT RISK SELECTIONS** *Doug Morton, Associate Vice Chancellor, Facilities* TAB 5.5
  - **Committee Action:** Integrative Sciences Building - Designer 5.5.A
  - **Committee Action:** Integrative Sciences Building – Construction Manager at Risk 5.5.B
  - **Committee Action:** Physical Master Plan - Designer 5.5.C
  - **Committee Action:** Approval of Designer Selections \$1 million or less 5.5.D
  
- **ACCEPTANCE OF COMPLETED BUILDINGS AND PROJECTS** *Doug Morton, Associate Vice Chancellor, Facilities* TAB 5.6
  - **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 November 12, 2020 meeting. 5.6.A
  
- **NON-APPROPRIATED CAPITAL PROJECTS UPDATE** *Doug Morton, Associate Vice Chancellor, Facilities* TAB 5.7
  - **Committee Action:** Approval Non-Appropriated Capital Improvement Projects less than \$750,000 5.7.A
  
- **SITE AND PLAN REVIEW/APPROVAL** *Lisa Johnson, University Architect* TAB 5.8
  - **Committee Action:** Approval of Plans and Specifications of Formal Projects less than \$2 million 5.8.A
  
- **CENTENNIAL CAMPUS ZONING** *Alicia Knight, Associate Vice Chancellor, University Real Estate and Development* TAB 5.9
  - Centennial Campus Zoning presentation 5.9.A

\* Requires full board approval

■ **INFORMATIONAL REPORTS**

**TAB 5.10**

— Capital Projects Update  
*Doug Morton, Associate Vice Chancellor, Facilities*

5.10.A

— Status of Projects in Planning  
*Doug Morton, Associate Vice Chancellor, Facilities*

5.10.B

— Spring Semester Preparation  
*Doug Morton, Associate Vice Chancellor, Facilities*

5.10.C

■ **DISCUSSION**

■ **ADJOURN**

## **OPEN SESSION MINUTES**

### **Buildings and Property Committee**

Board of Trustees

North Carolina State University

November 12, 2020

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The Buildings and Property Committee of the Board of Trustees of North Carolina State University met September 11, 2020 at Duke Energy Hall, James B. Hunt Jr. Library and virtually via Zoom conference.

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 10:16 a.m. The roll was called and a quorum was present.

Chair Stack 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.

### **Approval of Minutes**

The minutes from the September 10, 2020 meeting were presented for approval, and with no changes, they were approved.

### **Action Items**

#### **Full Board Approval Property Matters**

Chair Stack asked Ms. Knight to present the three property matters that require committee approval to be moved for full board approval.

Disposition by Reallocation. North Carolina State University requests permission for the reallocation of property located on the university's College of Veterinary Medicine Campus being acquired by the Department of Transportation as part of the I-440 Expansion Project (STIP Project No. U-2719).

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

Andrews	AYE
Harrell	AYE
Murphy	AYE
Prestage	AYE
Safran	RECUSE due to a conflict of interest or potential conflict of interest.

The motion passed.

Disposition by Reallocation. North Carolina State University requests permission for the reallocation of a portion of the property currently leased by the University Club. This property being acquired by the Department of Transportation as part of the I-440 Expansion Project (STIP Project No. U-2719).

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

Andrews	AYE
Harrell	AYE

Murphy            AYE  
Prestage        AYE  
Safran           RECUSE due to a conflict of interest or potential conflict of interest.  
The motion passed.

Disposition by Lease. North Carolina State University requests permission for the ground lease of up to 15 acres of property located at the corner of Lake Wheeler Road and Inwood Road to the USDA.

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

Andrews        AYE  
Harrell         AYE  
Murphy         AYE  
Prestage        AYE  
Safran          AYE

#### Designer and Construction Managers at Risk Selections

Chair Stack ask Mr. Morton to present the one designer selection and approval of five designer selections for projects less than \$1 million.

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

Andrews        AYE  
Harrell         AYE  
Murphy         AYE  
Prestage        AYE  
Safran          AYE

#### Acceptance of Completed Buildings and Projects

Chair Stack asked Mr. Morton to present the completed buildings and projects for acceptance. Mr. Morton requested acceptance of thirteen completed projects listed with a combined value of \$139,146,933.

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

Andrews        AYE  
Harrell         AYE  
Murphy         AYE  
Prestage        AYE  
Safran          AYE

The motion passed.

#### Non-Appropriated Capital Projects Update

There were no items reported.

#### Site and Plan Review/Approval

Chair Stack asked Ms. Johnson to present the plans and specifications of formal projects for approval. Ms. Johnson presented on plans and specifications of two projects \$2M or less for formal acceptance.

Chair Stack called for a motion and a second to recommend acceptance as outlined. Mr. Prestage made the motion, which Mr. Harrell seconded. Chair Stack asked if there was any further discussion on the motion. There being none, he called for a vote.

Andrews        AYE  
Harrell         AYE  
Murphy         AYE  
Prestage        AYE  
Safran          AYE

The motion passed.

### **Discussion**

Chair Stack asked Mr. Morton to provide an update on capital projects, status of projects in planning, and the HUB Initiative. Mr. Morton provided an update on the power to VRB, exterior lighting LED conversion, elevator additions to Tucker & Owen residence halls, and the Centennial Campus substation expansion – phase 1 & 2. Mr. Morton and Ms. Peloquin-Dodd provided an update on Historically Underutilized Business program. Chair Stack asked Ms. Johnson to provide an update on Centennial Campus aircraft display. Ms. Johnson presented the design for an aircraft display that will be located north of Engineering Building III on Centennial Campus. It will be used as an educational tool for Mechanical and Aerospace Engineering. Chair Stack asked Ms. Knight to provide an update on the Centennial Campus zoning application. Ms. Knight presented that NC State University is developing a rezoning application to the city of Raleigh for the majority of its Centennial Campus.

### **Closed Session**

With no further business, Mr. Murphy made the motion, seconded by Mr. Prestage, at 11:32 a.m. to go into closed session to prevent the disclosure of information that is confidential under North Carolina law, General Statutes Section 66-152.3 and is not a public record under the North Carolina public records law. Chair Stack asked if there was any further discussion on the motion. There being none, he called for a vote.

Andrews        AYE  
Harrell         AYE  
Murphy         AYE  
Prestage        AYE  
Safran          AYE

The motion passed.

### **Reconvene in Open Session**

At 11:53 a.m. the committee came out of closed session. With no further business, Chair Stack announced the meeting adjourned at 11:53 a.m.

Submitted by \_\_\_\_\_

Secretary to the Committee

Approved by \_\_\_\_\_

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: February 25, 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.

# I-440 Expansion Project



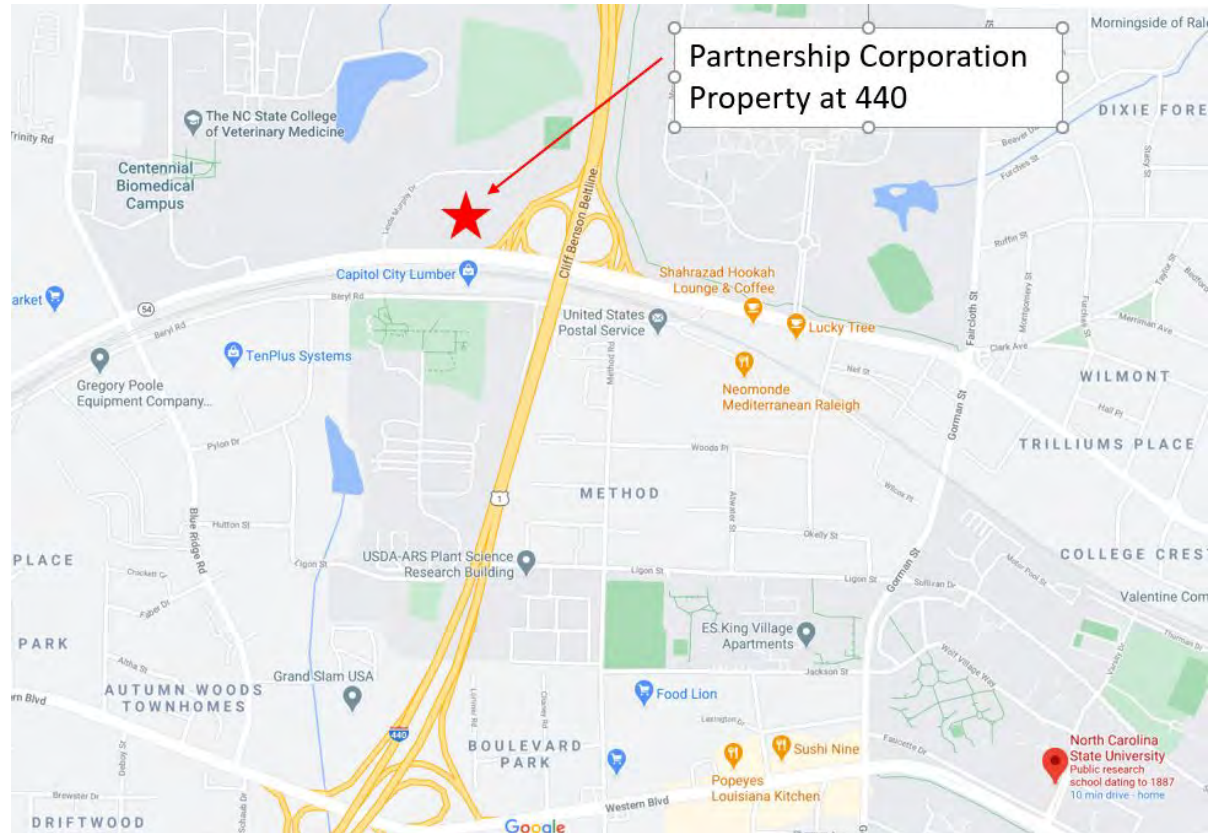
## I-440 Expansion Project: NCSU Impacted Properties



	University Club		Dearstyne/Ligon Street West
	Partnership Corps Lot - UClub		USDA - Ligon Street East
	Partnership Corps Lot - Vet School		Lorimer Road
	Brickhaven Complex		VetMed - Allocated

	Hatched – Approved Agreement
	Striped – Tentative Agreement
	Solid – Negotiations Underway

## Partnership Corp Property at Hillsborough Street and I-440



## Partnership Corp Property at Hillsborough Street and I-440



NC DOT is acquiring a significant portion of the property located at the intersection of I-440 and Hillsborough Street.

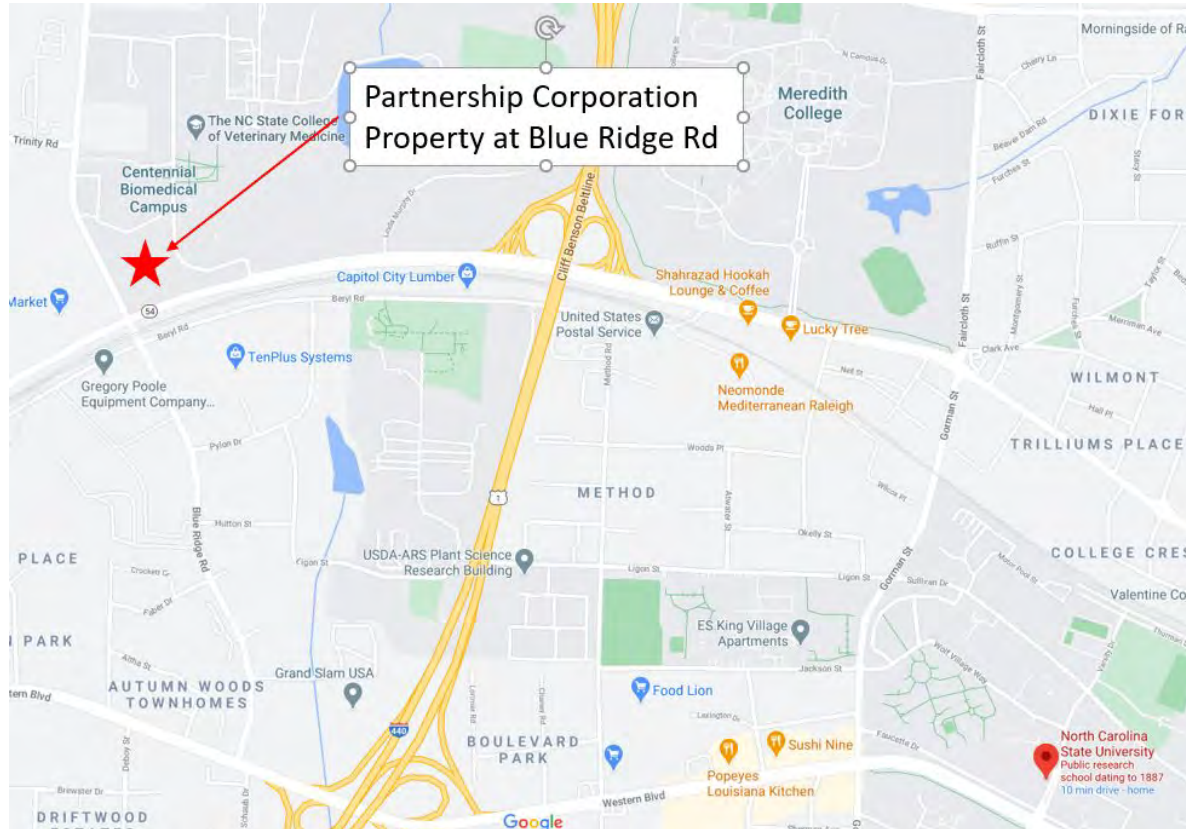
This property is State-owned land allocated to NC State and ground leased to the NC State Partnership Corporation. This property is currently unimproved but is highly visible and is considered a prime property for potential future development.

The NC State Partnership Corporation and the Department of Transportation have preliminarily agreed to compensation of \$3,075,000 for the value of the lost property.

Proceeds (net of Partnership Corporation expenses associated with the negotiation) will be used by NC State to fund projects that remedy impacts of the I-440 Expansion Project.

*This transaction is being presented to the Building & Property Committee for consideration at today's meeting.*

## Partnership Corp Property at Hillsborough Street and Blue Ridge Road



## Partnership Corp Property at Hillsborough Street and Blue Ridge Road



NC DOT is acquiring a significant portion of property located at the intersection of Blue Ridge Road and Hillsborough Street, in association with construction of an underpass under Hillsborough Street.

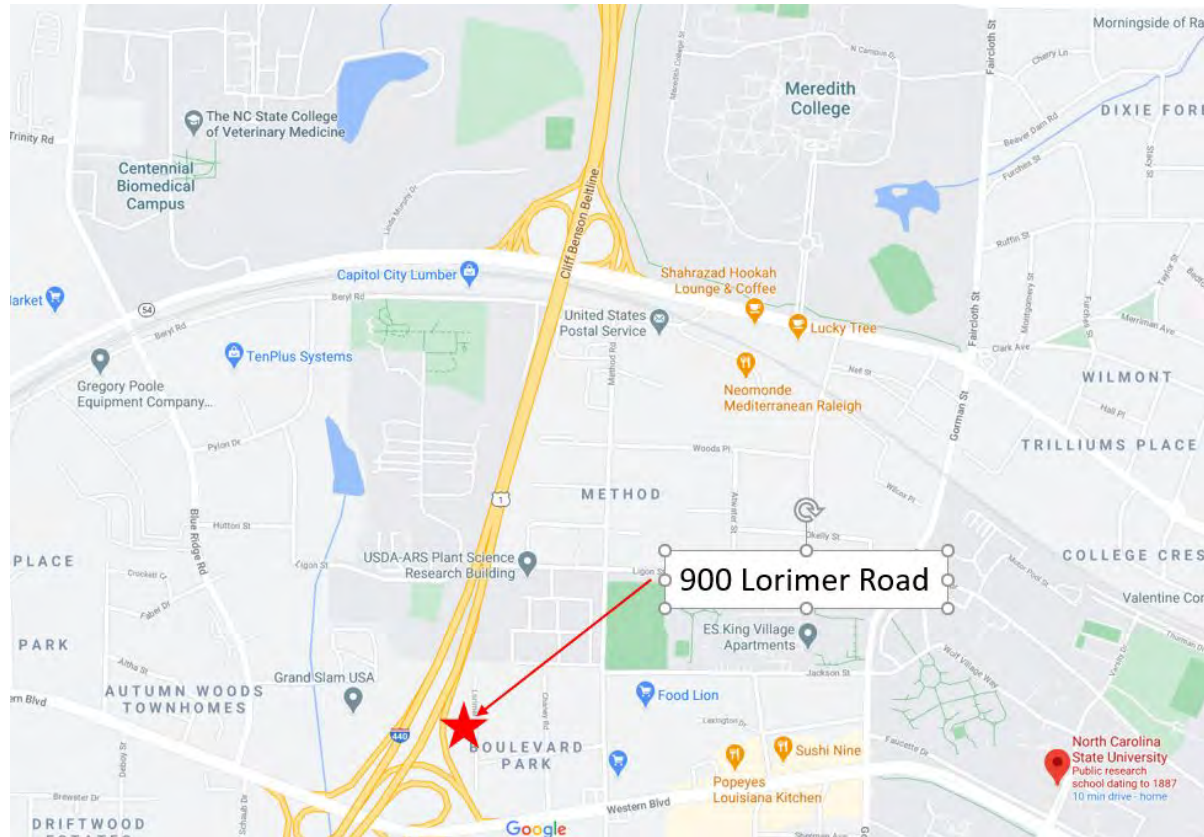
This property is State-owned land allocated to NC State and ground leased to the NC State Partnership Corporation. This property is highly visible and is considered a prime property for potential future development.

The NC State Partnership Corporation and the Department of Transportation have preliminarily agreed to compensation of \$3,075,000 for the value of the lost property.

Proceeds (net of Partnership Corporation expenses associated with the negotiation) will be used by NC State to fund projects that remedy impacts of the I-440 Expansion Project.

*This transaction is being presented to the Building & Property Committee for consideration at today's meeting.*

## 900 Lorimer Road



## 900 Lorimer Road



NC DOT has identified a significant portion of the property at 900 Lorimer Road as being necessary for the expansion of I-440. The parcel is a land-locked parcel not currently being utilized by the university.

DOT initially approached the university requesting to purchase the impacted areas leaving a small residual portion of the parcel for use by the university. After review, the university determined that the remaining portions of this property are not able to be effectively utilized and would create an unnecessary maintenance burden without material benefit to campus. On this premise, the university negotiated for the NC DOT to acquire the entire parcel.

The university and the Department of Transportation have preliminarily agreed to compensation of \$350,000 for the value of the property.

Proceeds will be used to fund projects that remedy impacts of the I-440 Expansion Project.

*This transaction is being presented to the Building & Property Committee for consideration at today's meeting.*

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

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

**Date:** February 26, 2021

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

Assent to reallocation

**This disposition is recommended for the following reasons:**

The subject property is being acquired by the Department of Transportation as part of the I-440 Expansion Project (STIP Project No. U-2719).

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

The subject property, identified as the 11 acre tract ground leased to the NC State University Partnership Corporation and located at the intersection of Hillsborough Street and I-440. The final quantity, description and exact location of the reallocated property will be determined by survey and is expected to include +/- 2.78 acres of Permanent Right of Way, +/- 0.031 acres of Permanent Easements, and +/- 0.233 acres of Temporary Easements.

**Estimated value:** \$3,075,000.00

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

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

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

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

Pursuant to Section 34.4, S.B. 99, 2017 Reg. Sess. (NC 2017), compensation for any impact from the I-440 Expansion Project to lands allocated to North Carolina State University shall be deposited in the university's account and shall be used to remedy the impact from the I-440 Expansion Project.

**Action recommending this transaction was taken by the Board of Trustees at its meeting held on February 26, 2021.**

**Signature** \_\_\_\_\_  
**Chancellor**

**DISPOSITION  
OF REAL PROPERTY**

**ASSENT TO REALLOCATION**

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

**GRANTEE** State of North Carolina

**LOCATION** Hillsborough Street and I-440 (Property Leased to the NC State University Partnership Corporation)

**SIZE** +/- 2.780 acres of Permanent Right of Way  
+/- 0.031 acres of Permanent Easements  
+/- 0.233 acres of Temporary Easements

**RATE** \$3,075,000.00

**TERM** Permanent

**USE** The subject property is being acquired by the Department of Transportation as part of the I-440 Expansion Project (STIP Project No. U-2719).

## TRANSMITTAL OF REQUEST FOR ACQUISITION/DISPOSITION OF REAL PROPERTY

Form

Number: PO-2

Preparation

Date: 2/26/2021

**Request:** Assent to reallocation of property located at the intersection of Hillsborough Street and I-440 and ground leased to the NC State University Partnership Corporation being acquired by the Department of Transportation as part of the I-440 Expansion Project (STIP Project No. U-2719).

**Institution** NORTH CAROLINA STATE UNIVERSITY

.....

RECOMMENDED BY CHANCELLOR, NCSU

\_\_\_\_\_  
(Chancellor's Signature)

.....

RECOMMENDED BY COMMITTEE ON  
BUILDINGS AND PROPERTY

\_\_\_\_\_  
(Chairman's Signature)

.....

RECOMMENDED BY BOARD OF TRUSTEES,  
NCSU

\_\_\_\_\_  
(Chairman's Signature)

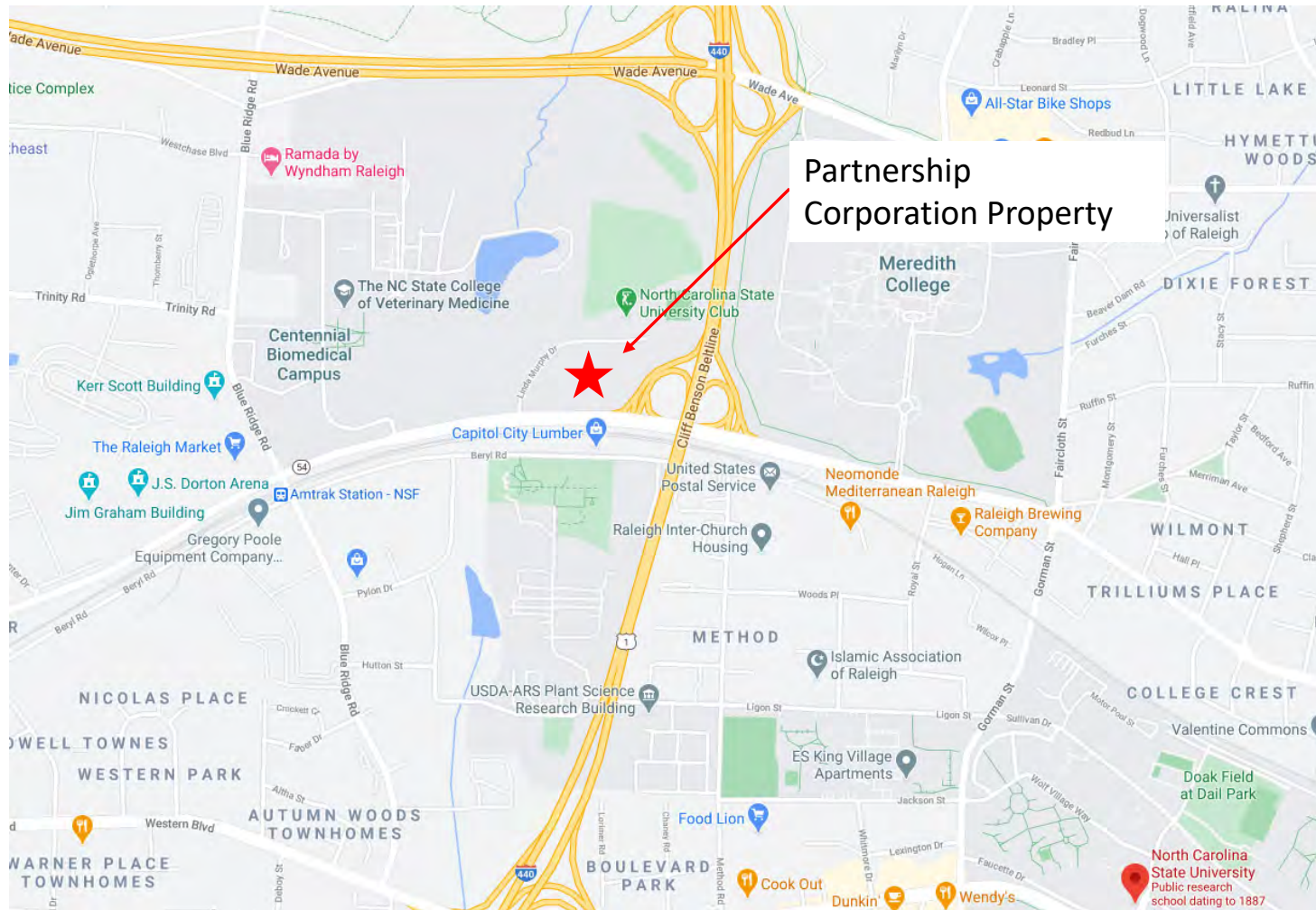
.....

RECOMMENDED BY BOARD OF GOVERNORS

\_\_\_\_\_  
(Secretary's Signature)

.....

PO2 for Partnership Corp Property at Hillsborough Street and I-440  
Vicinity Map



## PO2 for Partnership Corp Property at Hillsborough Street and I-440



**Green:** 2.78 acres of Permanent Right of Way

**Red:** 0.031 acres of Permanent Easements

**Yellow:** 0.233 acres of Temporary Easements



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

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

**Date:** February 26, 2021

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

Assent to reallocation

**This disposition is recommended for the following reasons:**

The subject property is being acquired by the Department of Transportation as part of the I-440 Expansion Project (STIP Project No. U-2719).

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

The subject property, identified as the 7.24 acre tract ground leased to the NC State University Partnership Corporation and located at the intersection of Hillsborough Street and Blue Ridge Road. The final quantity, description and exact location of the reallocated property will be determined by survey and is expected to include +/- 2.507 acres of Permanent Right of Way, and +/- 0.691 acres of Permanent Easements.

**Estimated value:** \$3,075,000.00

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

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

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

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

Pursuant to Section 34.4, S.B. 99, 2017 Reg. Sess. (NC 2017), compensation for any impact from the I-440 Expansion Project to lands allocated to North Carolina State University shall be deposited in the university's account and shall be used to remedy the impact from the I-440 Expansion Project.

**Action recommending this transaction was taken by the Board of Trustees at its meeting held on February 26, 2021.**

**Signature** \_\_\_\_\_  
**Chancellor**

**DISPOSITION  
OF REAL PROPERTY**

**ASSENT TO REALLOCATION**

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

**GRANTEE** State of North Carolina

**LOCATION** Hillsborough Street and Blue Ridge Road (Property Leased to the NC State University Partnership Corporation)

**SIZE** +/- 2.507 acres of Permanent Right of Way  
+/- 0.691 acres of Permanent Easements

**RATE** \$3,075,000.00

**TERM** Permanent

**USE** The subject property is being acquired by the Department of Transportation as part of the I-440 Expansion Project (STIP Project No. U-2719).

TRANSMITTAL OF REQUEST FOR ACQUISITION/DISPOSITION OF REAL PROPERTY

Form

Number: PO-2

Preparation

Date: 2/26/2021

**Request:** Assent to reallocation of property located at the intersection of Hillsborough Street and Blue Ridge Road and ground leased to the NC State University Partnership Corporation being acquired by the Department of Transportation as part of the I-440 Expansion Project (STIP Project No. U-2719).

**Institution** NORTH CAROLINA STATE UNIVERSITY

.....

RECOMMENDED BY CHANCELLOR, NCSU

\_\_\_\_\_  
(Chancellor's Signature)

.....

RECOMMENDED BY COMMITTEE ON  
BUILDINGS AND PROPERTY

\_\_\_\_\_  
(Chairman's Signature)

.....

RECOMMENDED BY BOARD OF TRUSTEES,  
NCSU

\_\_\_\_\_  
(Chairman's Signature)

.....

RECOMMENDED BY BOARD OF GOVERNORS

\_\_\_\_\_  
(Secretary's Signature)

.....

PO2 for Partnership Corp Property at Hillsborough Street and Blue Ridge Road  
Vicinity Map



PO2 for Partnership Corp Property at Hillsborough Street and Blue Ridge Road



**Green:** 2.507 acres of Permanent Right of Way  
**Red:** 0.691 acres of Permanent Easements

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

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

**Date:** February 26, 2021

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

Assent to reallocation

**This disposition is recommended for the following reasons:**

The subject property is being acquired by the Department of Transportation as part of the I-440 Expansion Project (STIP Project No. U-2719).

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

The subject property, identified as 900 Lorimer Road, is a 2.519 acre tract.

**Estimated value:** \$350,000.00

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

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

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

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

Pursuant to Section 34.4, S.B. 99, 2017 Reg. Sess. (NC 2017), compensation for any impact from the I-440 Expansion Project to lands allocated to North Carolina State University shall be deposited in the university's account and shall be used to remedy the impact from the I-440 Expansion Project.

**Action recommending this transaction was taken by the Board of Trustees at its meeting held on February 26, 2021.**

**Signature** \_\_\_\_\_  
**Chancellor**

**DISPOSITION  
OF REAL PROPERTY**

**ASSENT TO REALLOCATION**

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

**GRANTEE** State of North Carolina

**LOCATION** 900 Lorimer Road

**SIZE** +/- 2.519 acres

**RATE** \$350,000.00

**TERM** Permanent

**USE** The subject property is being acquired by the Department of Transportation as part of the I-440 Expansion Project (STIP Project No. U-2719).

## TRANSMITTAL OF REQUEST FOR ACQUISITION/DISPOSITION OF REAL PROPERTY

Form

Number: PO-2

Preparation

Date: 2/26/2021

**Request:** Assent to reallocation of property located at 900 Lorimer Road being acquired by the Department of Transportation as part of the I-440 Expansion Project (STIP Project No. U-2719).

**Institution** NORTH CAROLINA STATE UNIVERSITY

.....

RECOMMENDED BY CHANCELLOR, NCSU

\_\_\_\_\_  
(Chancellor's Signature)

.....

RECOMMENDED BY COMMITTEE ON  
BUILDINGS AND PROPERTY

\_\_\_\_\_  
(Chairman's Signature)

.....

RECOMMENDED BY BOARD OF TRUSTEES,  
NCSU

\_\_\_\_\_  
(Chairman's Signature)

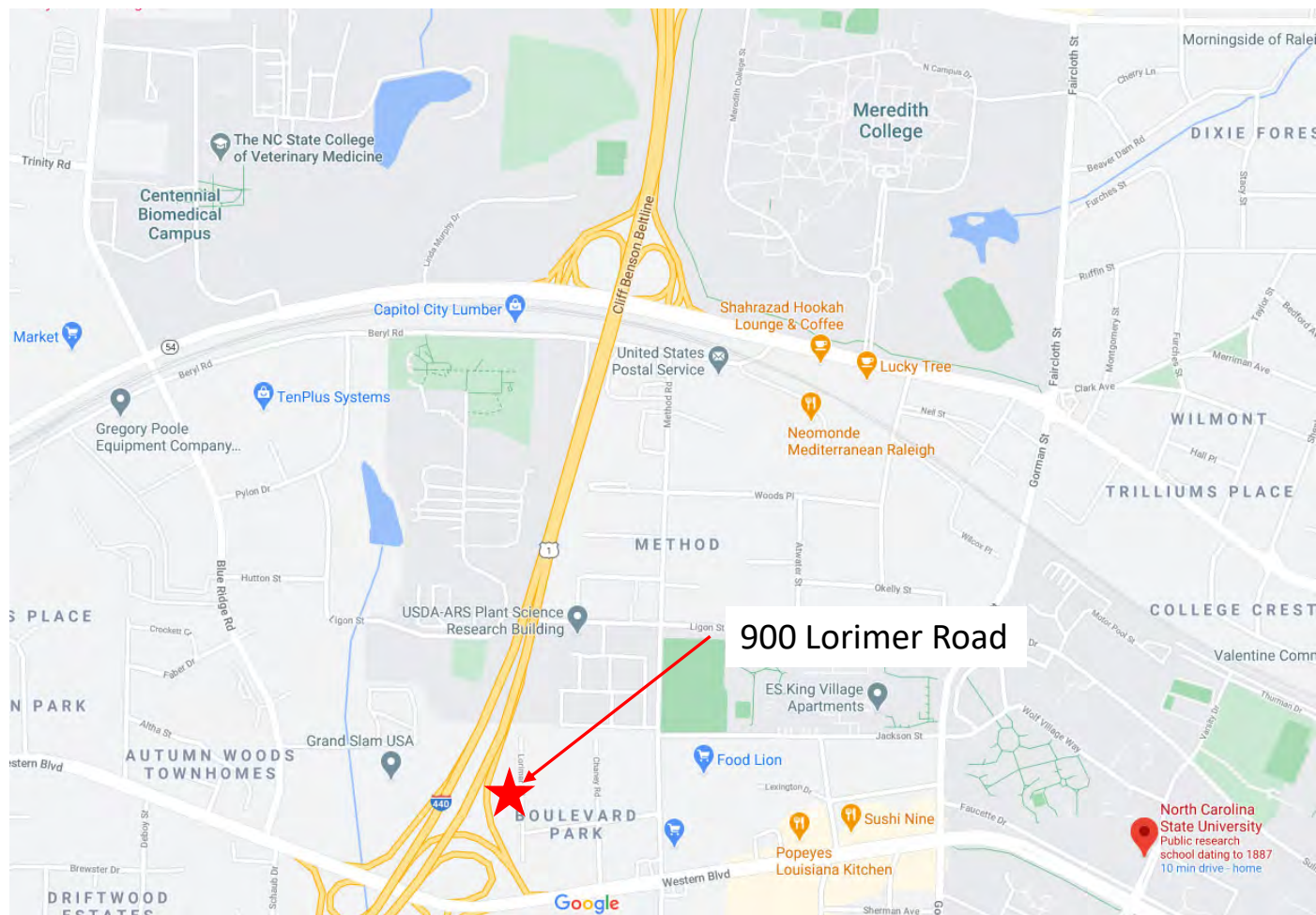
.....

RECOMMENDED BY BOARD OF GOVERNORS

\_\_\_\_\_  
(Secretary's Signature)

.....

## PO2 for 900 Lorimer Road



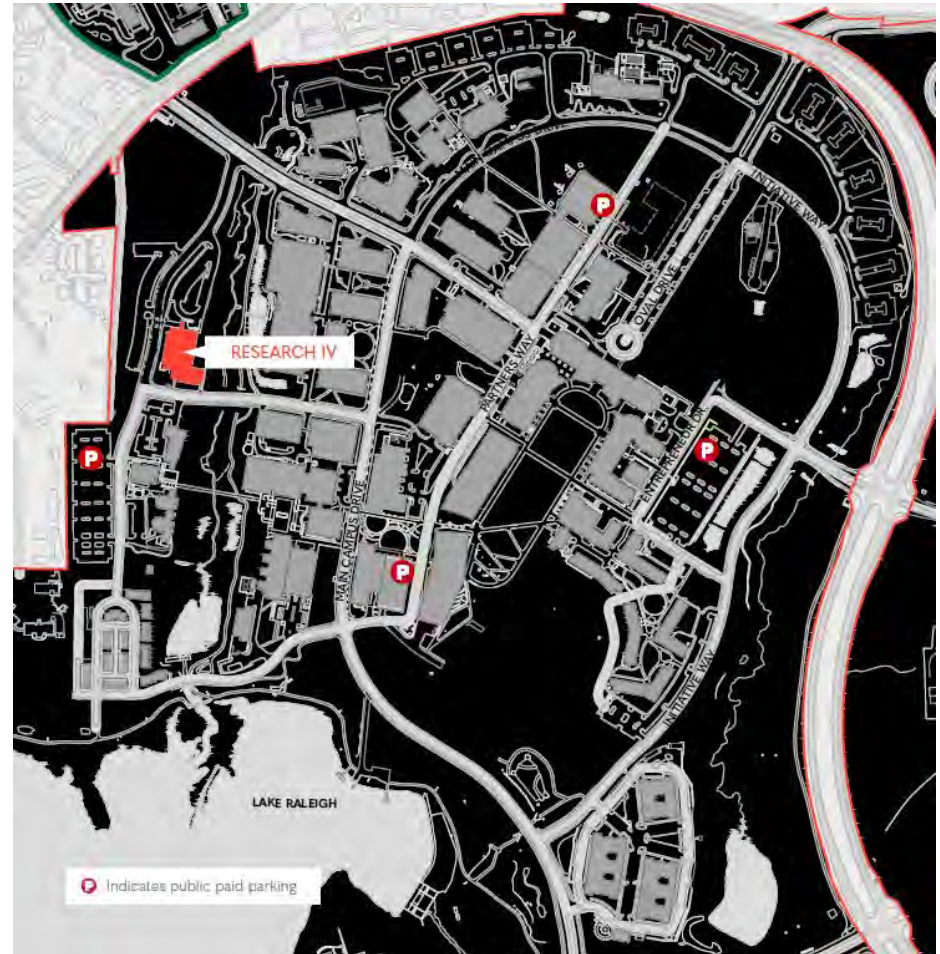
## PO2 for 900 Lorimer Road

5.3.D



# Disposition by Lease

Research IV – 909 Capability Drive  
Centennial Campus



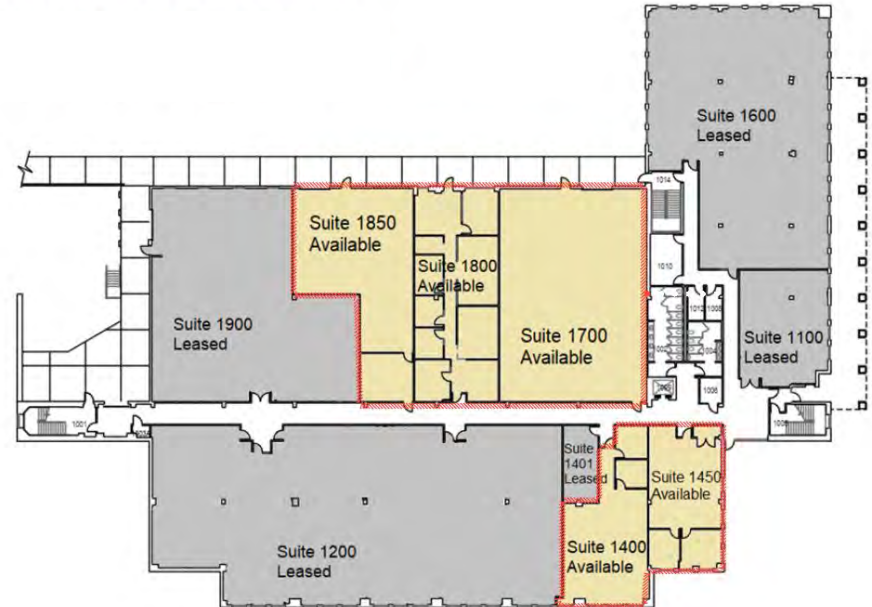
## Disposition by Lease

Disposition of +/- 12,000 rentable square feet of lab/office. Disposition is recommended to facilitate a new industry-academic partnership and provide for public-private collaboration in alignment with the vision for Centennial Campus. Terms of lease to be at market-rate terms. Key terms are subject to further negotiation, as outlined below.

### Key Lease Terms:

- **Term:** 5-10 years (including renewal options, if any) commencing Q3 2021 or upon completion of space improvements
- **Rate:** \$35 per rentable SF per year, escalating annually by not less than 2.0%
- **Tenant Improvement Allowance:** \$50 per rentable SF for 5 year term; \$80 per rentable SF for 10 year term

**Seeking delegated authority for Vice Chancellor for Finance & Administration to finalize negotiation of key terms within 10% range of values noted above**



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

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

Date: February 25, 2021

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

This disposition is recommended for the following reasons:

**Disposition by Lease of +/- 12,000 rentable square feet of lab/office space at Research Building IV on Centennial Campus. Disposition is recommended to facilitate an industry-academic partnership in alignment with the Centennial Campus vision. Lease terms to be at market-rate.**

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

**+/- 12,000 RSF of lab/office space at 909 Capability Drive, Raleigh, NC**

Estimated value: **Initial year's total annual rent is +/- \$420,000.00 (escalating annually by not less than 2.0%)**

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

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

**N/A**

Rental income, if applicable, and suggested terms:

- **Five-to-ten year term (including renewal options, if any) beginning in Q3 2021 or upon completion of space improvements.**
- **\$35.00/RSF/Year, escalating annually by not less than 2.0%**
- **Tenant Improvements to be reflective of lease term - \$50/rsf for 5-year term; \$80/rsf for 10-year term.**

***NOTE: Requesting delegated authority to Vice Chancellor for Finance & Administration to finalize the negotiated terms within 10% of the terms outlined above.***

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

**Net proceeds to be deposited in the university's Centennial Campus Trust Fund for reinvestment on Centennial Campus**

*(Complete if Agency has a Governing Board.)*

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

Signature: \_\_\_\_\_

Title: **Chancellor**

**DISPOSITION  
OF REAL PROPERTY**

**DISPOSITION OF REAL PROPERTY BY LEASE**

**LESSOR**      The State of North Carolina, North Carolina State University

**LESSEE**      Not Specified

**LOCATION**    Research Building IV, 909 Capability Drive, Raleigh, Wake County, NC

**SIZE**          +/- 12,000 RSF of lab/office space

**RATE**          +/- \$35.00/RSF/Year, full service, escalating annually by not less than 2.0%  
Tenant Improvement Allowance Based Term - \$50/RSF for 5-year lease;  
\$80/RSF for 10-year lease

***NOTE: Requesting delegated authority to Vice Chancellor for Finance & Administration to finalize the negotiated terms within 10% of the terms outlined above.***

**TERM**          5 to 10 years (including renewals, if any)

**USE**            This disposition furthers programmatic connectivity between private firms locating on Centennial Campus and the university at large, in alignment with the vision of Centennial Campus.

## TRANSMITTAL OF REQUEST FOR ACQUISITION/DISPOSITION OF REAL PROPERTY

Form

Number: PO-2

Preparation

Date: February 25, 2021

**Request:** Disposition by Lease of +/- 12,000 rentable square feet of lab/office space at Research Building IV on Centennial Campus. Disposition is recommended to facilitate an industry-academic partnership. Lease to be at market-rate terms.

**Institution** NORTH CAROLINA STATE UNIVERSITY

.....

RECOMMENDED BY CHANCELLOR, NCSU

\_\_\_\_\_  
(Chancellor's Signature)

.....

RECOMMENDED BY COMMITTEE ON  
BUILDINGS AND PROPERTY

\_\_\_\_\_  
(Chairman's Signature)

.....

RECOMMENDED BY BOARD OF TRUSTEES,  
NCSU

\_\_\_\_\_  
(Chairman's Signature)

.....

RECOMMENDED BY BOARD OF GOVERNORS

\_\_\_\_\_  
(Secretary's Signature)

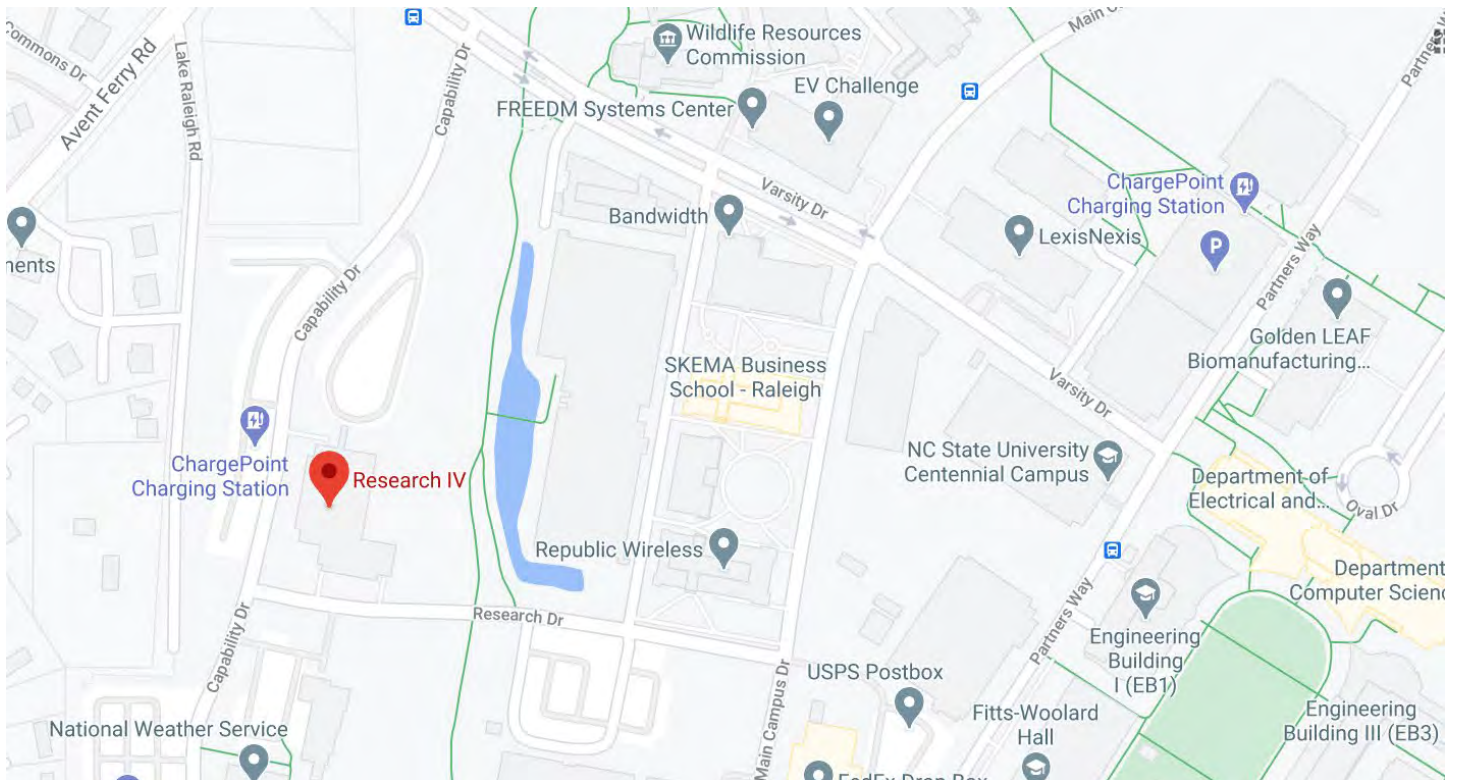
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## Centennial Campus

5.3.E

### Research Building IV

909 Capability Drive, Raleigh, NC



**Integrative Sciences Building – Designer Selection****Project # 202020005**

Total Project Scope – \$160M (State Capital Infrastructure Fund and University Funds)

Currently: \$7M - State Capital Infrastructure Fund to initiate design

- 08/04/20      Advertised in NC Purchase Directory
- 09/10/20      Closing date for submittals  
(35 proposals received)
- 10/29/20-      Selection Committee review via teleconference:  
12/01/20      Ed Stack, Trustee  
Chip Andrews, Trustee  
Duane Larick, Senior Vice Provost for Academic Strategy & Resource Management  
Doug Morton, Associate Vice-Chancellor for Facilities  
Lisa Johnson, University Architect, Office of the University Architect  
Bob Cwikla, Project Manager, Capital Project Management  
Cameron Smith, Director Capital Project Management
- Others who assisted in review and short listing process  
                 Claire Stevens, Assistant Plant Engineer, Energy Systems  
                 Bill Davis, Associate Director Design, Capital Project Management  
                 Jim Rains, Associate Director Construction  
                 Danelle Gambrell, Construction Project Manager  
                 Allen Boyette, Senior Director, Energy Systems  
                 Sumayya Jones-Humienny, Associate University Architect  
                 Thomas Skolnicki, University Landscape Architect
- 10/29/20      Short list recommendation by Selection Committee:  
                 1. Lord Aeck Sargent – Chapel Hill  
                 2. LS3P / SmithGroup – Raleigh, NC / Washington, DC  
                 3. Moseley / ZGF – Raleigh, NC / Washington, DC
- 10/30/20      Short list approved by Trustee Name
- 11/10/20      Pre-interview briefing of Designers
- 12/01/20      Designers interviewed. Recommendation in priority order:  
                 1. Moseley / ZGF – Raleigh, NC / Washington, DC  
                 2. Lord Aeck Sargent – Chapel Hill  
                 3. LS3P / SmithGroup – Raleigh, NC / Washington, DC



**Physical Master Plan Study – Designer Selection****Project # 201914022**Total Project Scope – \$1M (Carry Forward)

10/01/20	<u>Advertised in NC Purchase Directory</u>
10/19/20	<u>Closing date for submittals</u> (13 proposals received)
12/16/20- 02/03/21	<u>Selection Committee review via teleconference:</u> Ann Goodnight, Trustee Charlie Maimone, Vice Chancellor for Finance and Administration Doug Morton, Associate Vice-Chancellor for Facilities Lisa Johnson, University Architect Alicia Knight, Associate Vice Chancellor, Real Estate & Development Donna McGalliard, Associate Vice Chancellor, University Housing David Hill, Associate Professor of Architecture Aaron Hipp, Associate Professor of Community Health and Sustainability Than Austin, Director, Transportation Thomas Skolnicki, University Landscape Architect  <u>Others who assisted in review and short listing process</u> Allen Boyette, Senior Director, Energy Systems Cameron Smith, Director Capital Project Management Sumayya Jones-Humienny, Associate University Architect Bill Davis, Associate Director Design, Capital Project Management Weston Hockaday, Engineering/Architectural Supervisor, Energy Systems
12/16/20	<u>Short list recommendation by Selection Committee:</u>
12/16/20	<u>Short list approved by Trustee Name</u> 1. Ayers Saint Gross - Baltimore, MD 2. Sasaki – Watertown, MA 3. Smith Group – Ann Arbor, MI
04/14/21	<u>Pre-interview briefing of Designers</u>
02/03/21	<u>Designers interviewed. Recommendation in priority order:</u> 1. Smith Group – Ann Arbor, MI 2. Ayers Saint Gross – Baltimore, MD 3. Sasaki – Watertown, MA

### 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 November 12, 2020.

<b><u>Project:</u></b>	<b><u>Fee:</u></b>
<b>Lab 2300 &amp; 2350 Renovations- Partners II</b> Designer: BHDP Architecture Source: F&A	\$26,400
<b>Setting &amp; Standardization of 230/24 KV Substation Circuit Breaker Relays</b> Designer: Utility Technology Engineer Consultants Source: U&E Power Systems Appropriated Funds	\$14,480
<b>Monitor Hydrology- Burlington Reactor Bay</b> Designer: Soil & Environmental Consultants Source: Engineering Trust Funds	\$25,500
<b>Building Enclosure Investigation- Terry Center</b> Designer: REI Engineers Source: Energy Management Receipts	\$5,225
<b>Chemical Storage Area Epoxy Floors EHS</b> Designer: Oakley Collier Architects Source: EH&PS Receipts	\$11,400
<b>Carmichael Gym Perimeter Roof Replacement</b> Designer: Raymond Engineering Source: Repair and Renovations	\$27,350
<b>COE Relocation to 111 Lampe Drive</b> Designer: Heery International, PC Source: Departmental Funds	\$40,180
<b>Campus Map and GIS Support</b> Designer: Timmons Group Source: F&A	\$5,000

### 5.6.A

Code/Item	Project#	Location	Title	Cost of Work	University Acceptance
NA	201935127	Williams Hall	Lab Renovation - Williams 4302	\$154,989	10/9/2020
41624/302	201620011	Carmichael Gym	Carmichael Addition & Renovation	\$37,701,898	10/15/2020
NA	202024097	Wendell H. Murphy Football Center	Tunnel Graphics - Wendell H. Murphy Football Center	\$224,511	10/16/2020
41524/314	201620013	Centennial Campus	Centennial Campus Utility Infrastructure - Thermal Energy Storage Tank	\$5,971,000	11/20/2020
41724/303	201924155	Dabney Hall	Telecom Upgrade - Dabney Hall	\$249,889	9/4/2020
41924/306	201935072	Lake Wheeler	Equipment Storage Facility at Lake Wheeler	\$282,155	12/3/2020
41624/329	201935073	Cates Avenue	Cates Avenue Water, Steam & Condensate Replacement	\$826,188	7/31/2020
41824/316	201820137	Varsity Research Building	Power to Varsity Research Building	\$752,930	10/29/2020
41224/352	201320005	Centennial Substation	Centennial Campus Substation Expansion Phase II	\$2,200,000	12/2/2020
NA	202024117	College of Veterinary Medicine	COVID-19 Sample Testing LaB - CVM Main Building	\$154,046	1/7/2021
41724/323	201720051	DH Hill East Wing	Traction Elevator #3 Modernization	\$247,954	1/7/2021
NA	202024068	ES King Village	AP Box Installation-ES King Village Buildings	\$111,691	1/11/2021
			<b>TOTAL</b>	<b>\$48,877,251</b>	























# **Non-Appropriated Capital Projects Update**

There are no contents for this agenda item.

**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 November 12, 2020 meeting.

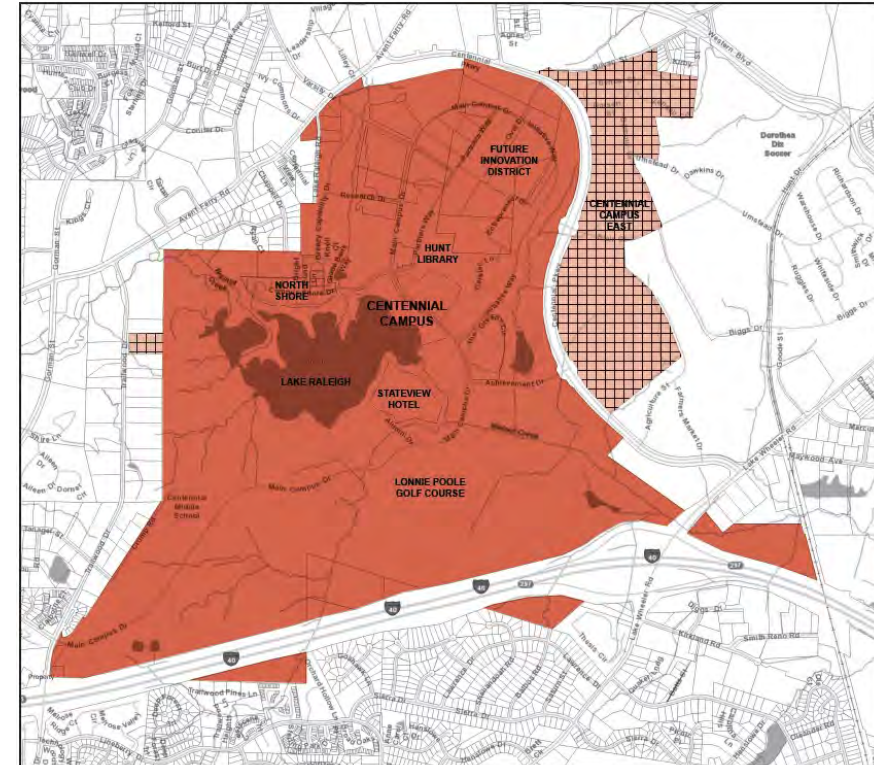
<b><u>Project</u></b>	<b><u>Construction Estimate</u></b>
<b>Carmichael Gym</b> Project #202024111 Perimeter Roof Replacement Designer: Raymond Engineering –Georgia Inc. Raleigh, NC Fund Source: Repair and Renovations	<b>\$ 288,700</b>
<b>Poe Hall</b> Project #202035037 Suite 517/520 Renovations Designer: Oakley Collier Architects, PA Rocky Mount, NC Fund Source: Appropriated Funds	<b>\$ 252,782</b>
<b>College of Veterinary Medicine</b> Project #202035096 Repairs to Power Plant Roof and Foundation Designer: Atlas Engineering Raleigh, NC Fund Source: Repair and Renovations	<b>\$ 187,286</b>
<b>Monteith Engineering Research Center</b> Project #202035086 Renovations to DELTA Control Room and Office Space Designer: Skinner, Farlow, Kirwan Architecture PA Raleigh, NC Fund Source: Appropriated Funds	<b>\$ 172,500</b>

# Centennial Campus Zoning Project Status Update



## Overview

- NC State University and the Endowment Fund have filed a joint application for the rezoning of much of Centennial Campus to the Campus Master Plan (CMP) zoning district
- Process is underway and currently focused on City staff review and stakeholder outreach
- Continue to expect public hearing process in spring/summer 2021

**KEY**

- Land Included in Zoning Application
- Land Not Included in Zoning Application

*Note: Map depicts land ownership after execution of the previously approved land swap between the Endowment Fund and the State.*

# Recap of Zoning Goals



- 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.
- 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
- Align the zoning structure with the City of Raleigh's **updated zoning ordinances** and the university's 21<sup>st</sup> century vision of Centennial Campus as a **mixed-use urban learn/live/work/play innovation environment**
- Create **predictability and certainty** as to campus development rights and associated requirements

## Recap of Scope of Zoning Framework

The CMP zoning will set a framework that outlines....

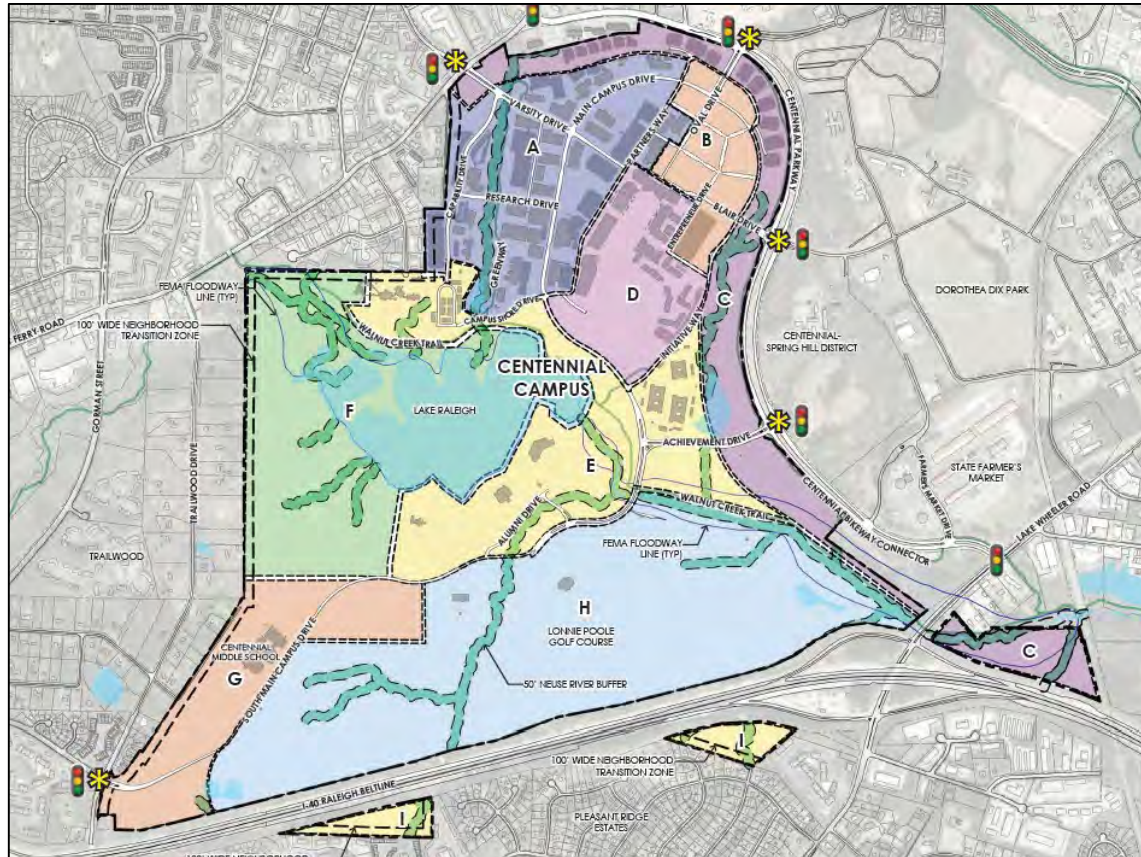
- Total **square footage permitted**
- Building **height maximums**
- **General use categories**
- Areas to be maintained for **open space**
- Required **infrastructure improvements (roads, utilities, etc.)**

The CMP zoning will not outline...

- *Actual building locations or heights*
- *Where specific programmatic uses will be located*

***Zoning reflects the maximum development rights - and the associated requirements - outlined by the City of Raleigh. Following receipt of zoning approval, the land owner retains the flexibility to develop specific plans for future buildings, so long as the development is within the approved zoning parameters.***

# Campus Master Plan Districts – Primary Zoning Framework



## MASTER PLAN LEGEND:

- EXISTING SIGNALIZED INTERSECTION
- CAMPUS ACCESS POINT
- CAMPUS ZONING BOUNDARY
- PROPERTY LINE
- EXISTING GREENWAY
- EXISTING BUILDING
- A - NORTHWEST DISTRICT
- B - NORTH OVAL DISTRICT
- C - PARKWAY DISTRICT
- D - THE OVAL DISTRICT
- E - LAKEFRONT DISTRICT
- F - LAKE RALEIGH RECREATIONAL DISTRICT
- G - SOUTHWESTERN DISTRICT
- H - GOLFCOURSE DISTRICT
- I - SOUTHERN RESIDENTIAL DISTRICT

TABLE 1: DISTRICT SUMMARY

DISTRICT	APPROXIMATE ACREAGE	HEIGHT/STORIES (BY DISTRICT)
A	112 AC	12
B	37 AC	28
C	96 AC	7
D	58 AC	7
E	129 AC	7
F*	181 AC	3
G	85 AC	5
H	261 AC	3
I	17 AC	3
<b>TOTAL</b>	<b>975.77 ACRES</b>	

DEVELOPMENT IS ANTICIPATED TO BE LIMITED TO MINIMAL AUXILIARY STRUCTURES SUPPORTING THE PRIMARY ACTIVITIES WITHIN THE DISTRICTS/ZONE.

TABLE 2: OVERALL DENSITY SUMMARY

DENSITY ALLOWED UNDER 2-5-87	11,800,000 GSF
EXISTING/PLANNED BUILDING AREA (GSF)	~4,892,374 GSF
PROPOSED NEW GSF	1,920,000 GSF
PROPOSED OVERALL DENSITY	13,800,000 GSF

## City Review – Comments and Progress

- City of Raleigh agency comments are iterative and the planning team is in close coordination with the city regarding their comments and suggestions regarding the plan
- Key areas of review/discussion include:
  - Consistency with the City's master plans
  - Planning framework and applicability of zoning code to Campus Master Plan districts
  - Greenway network within the campus
  - Utility infrastructure framework and associated fee structure
  - Stormwater reviews needed
  - Transportation Impacts
  - Tree Conservation
- These discussions will continue as the review process progresses through the spring/summer timeframe

# Project Milestones

## Q3/Q4 2020

Campus & External Stakeholder Engagement

Board Presentation - Endowment Fund & University (Nov 2/12)

1<sup>st</sup> Community Meeting (November 17/18)

Zoning Application Filed (November 20)

Staff and Public Review Period Begins

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## Q1 2021

**Campus & External Stakeholder Engagement (Ongoing)**

**Continued Staff & Public Review Period**

**Board Presentation - Endowment Fund & University**

**2<sup>nd</sup> Community Meeting**

## Q2 2021

Campus & External Stakeholder Engagement (Ongoing)

Planning Commission Meeting (s)

Board Presentation - Endowment Fund & University

City Council Public Hearing(s)





Capital Projects at a Glance  
as of January 31, 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 319	Greek Village Phase 4 Infrastructure, Townhomes, Apts	Design	1/6/21	6/20/23	\$47.5M	CD Site / DD Buildings Underway
41824 333	Lab & Building Systems Modifications VRB	Design	2/17/21	9/11/21	\$1.5M	Bid Advertisement Underway
41724 316	Steam Phase VIII C	Design	3/2/21	10/13/21	\$1.7M	CD 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
41824 318	Dairy Facility at CVM	Design	5/18/21	4/19/22	\$5.5M	Beginning CD Phase
41924 303	Electrical Distribution Upgrade	Design	5/24/21	3/19/25	\$58.8M	Predesign Underway
41824 317	Structural Repairs Mann Hall	Design	7/26/21	3/15/22	\$5M	CD Scope Direction Underway
42024 303	Lake Wheeler MDF	Design	10/27/21	3/8/02	\$800K	Designer Selection Underway
41924 301	Renovations to Data Center II	Design	12/8/21	9/15/22	\$6.5M	ON HOLD
41924 326	Page Hall Mechanical & Electrical Upgrade	Design	12/12/21	10/29/22	\$5.7M	SD/DD Production Underway
41524 338	Dabney Upgrade Ph 3 8th Floor HVAC	Design	TBD	TBD	\$1M	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	Designer Selection Underway
42024 324	Scott Hall HVAC Upgrades - Phase 2	Design	1/23/22	7/23/22	\$763	Designer Selection 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	7/12/23	8/11/26	\$160M	CMR Selection Underway
41624 312	Bureau of Mines Renovation	Construction		2/5/21	\$6M	92% Construction Complete
41724 313	Restoration of Memorial Belltower	Construction		2/19/21	\$6.5M	99% Construction Complete
41924 304	Parking Lot Replacment 512 Brickhaven	Construction		3/2/21	\$800K	66% Construction Complete
41824 331	Fire Alarm Replacement Brooks & Bostian	Construction		4/8/21	\$640K	78% Construction Complete
41824 330	Central Campus Electrical Upgrade Phase 2 - Distribution	Construction		4/23/21	\$6.2M	71% Construction Complete
41924 312	Chiller Replacement Lee Hall	Construction		4/30/21	\$600K	0% 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	8% Construction Complete
41524 314	Plant Sciences Building	Construction		2/4/22	\$150.6M	63% Construction Complete
41624 329	Cates Ave Water, Steam & Condensate Replacement	Complete			\$966K	Accepted on 12/18
41824 316	Power to VRB	Complete			\$1.5M	Accepted on 12/23
41224 352	CC Substation Expansion-Phase 1 & 2	Complete			\$7.3M	Accepted on 12/23
41824 311	Elevator Additions- Tucker & Owen Residence Halls	Complete			\$2.4M	Accepted on 1/11/21



































# STATUS OF PROJECTS IN PLANNING

5.10.B

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
	<b>Upcoming Projects</b>											
	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
	Mann Hall Sturctural Repairs (window replacement)	\$5,500,000	SKA Engineers	April-19								
	USDA-ARS Building at Lake Wheeler Field Labs (Land lease - federally funded)	\$30,600,000	Clark Nexsen									
	Integrative Sciences Building	\$160,000,000	Moseley Architects / ZGF	Dec. 2020								
	<b>Approved Projects</b>											
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	9/23/19	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	November, 2020

# Spring Semester Preparation

[Internal Air Quality and COVID-19  
Preparations Video \(4 minutes\)](#)

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BOARD OF TRUSTEES  
NORTH CAROLINA STATE UNIVERSITY  
AGENDA

University Advancement and External Affairs Committee  
1:15 p.m. – 3:00 p.m., February 25, 2021  
Zoom Meeting

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

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- **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 November 12, 2020 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*
  
  - Major Gifts, Annual Giving, Gift Planning, and Day of Giving Discussion 6.2C  
*Jim Broschart, Associate Vice Chancellor, University Development*
  
  - Wolfpack Women in Philanthropy Presentation 6.2D  
*Elin Gabriel and Gayle Lanier, Chair and Vice Chair, Wolfpack Women in Philanthropy*
  
- **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 November 12, 2020 Minutes**

## **OPEN SESSION MINUTES**

### **University Advancement and External Relations Committee** Board of Trustees North Carolina State University November 12, 2020

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The University Advancement and External Relations Committee of the Board of Trustees of North Carolina State University met November 12, 2020 on Zoom.

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

Chair Andrews called the meeting to order at 1:15 pm. The roll was called and a quorum was present.

Chair Andrews 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.

### **Approval of Minutes**

Trustee Weisiger made the motion, seconded by Trustee Goodnight, to approve the open session minutes of the September 10, 2020 meeting. Chair Andrews called for a vote by roll call.

Chip Andrews	VOTE
Ann Goodnight	VOTE
Ed Stack	VOTE
Wendell Murphy	VOTE
Ron Prestage	VOTE
Ed Weisiger Jr.	VOTE

The motion passed.

### **Informational Reports**

#### **University Advancement Update**

Vice Chancellor Sischo presented a University Advancement update, sharing an overview of Red & White Week events, reporting on results from a recent Washburn & McGoldrick survey, and providing an update on the University Advancement Roadmap projects. Most importantly, he provided the committee with a high-level overview of the success of Day of Giving, reporting that over \$23.2 million was raised to support critical areas of the University.

#### **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 is \$1.82 billion. He then shared a comprehensive overview of Day of Giving – stating that gifts were made in all 50 states, in addition to 13 countries.

#### University Communication Update

Associate Vice Chancellor Brad Bohlander then shared a University Communications update with the committee where he highlighted several areas of success over the past year which included promoting awareness of NC State's brand and reputation, continuing to lead campaign communications, and finally the strategic response and support related to COVID-19

#### **Committee Discussion**

##### Naming Opportunity Proposals

The Committee reviewed and approved a total of three naming opportunity proposals, which include one in the College of Design and two in the College of Education.

#### **Closed Session**

With no further business in open session, Chair Andrews made the motion, seconded by Trustee Goodnight, at 2:16 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 2:43 pm.

#### **Adjournment**

With no further business, Chair Andrews announced the meeting adjourned at 2:44 pm.

Submitted by Maggie Musick, Secretary

Approved by

\_\_\_\_\_  
Chip Andrews, Chair



# **INFORMATIONAL REPORTS**

**University Advancement Update**

**Fundraising and Campaign Report**

**University Development Update**

**Wolfpack Women in Philanthropy  
Presentation**

NC STATE

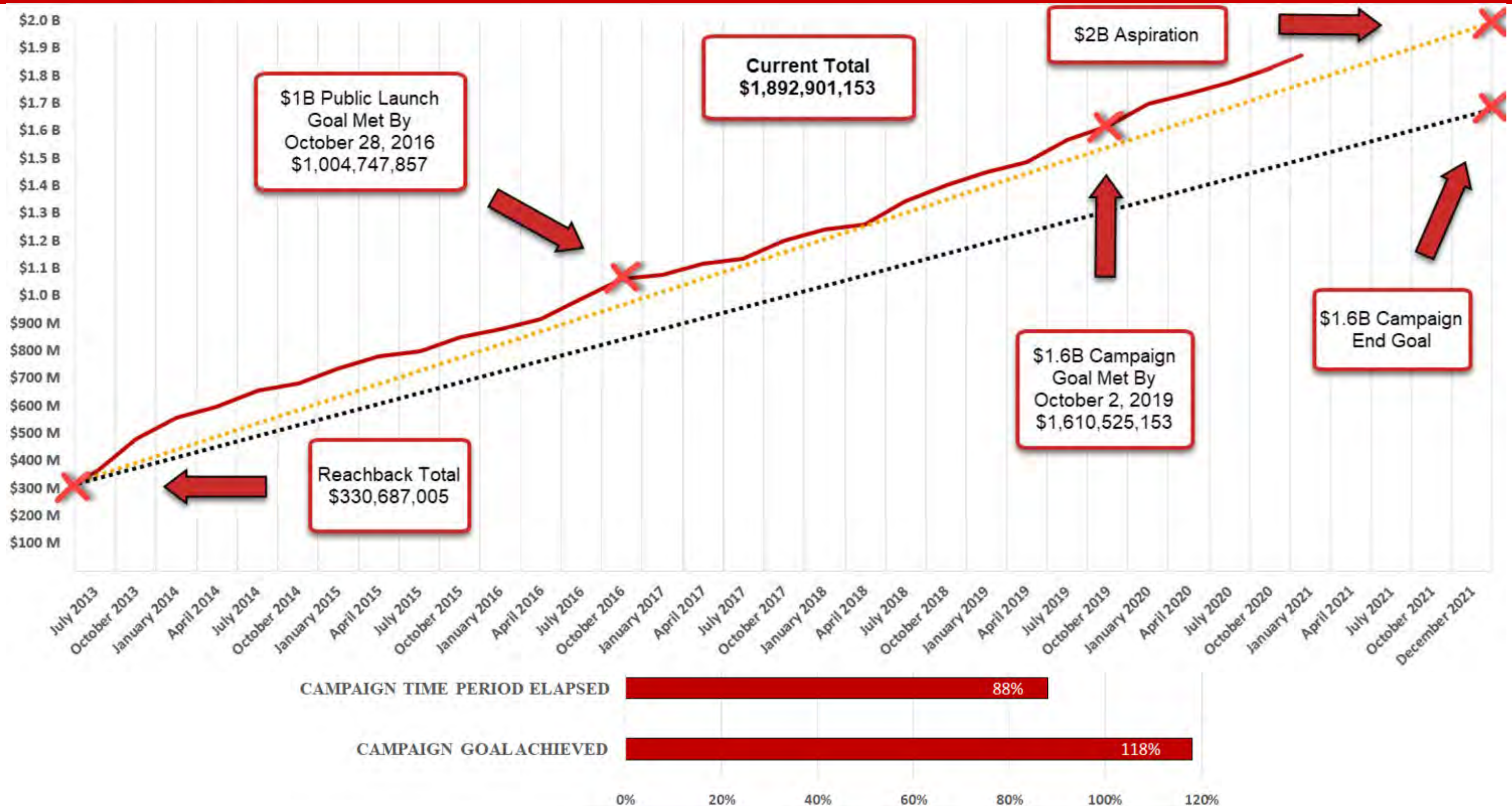
THINK AND DO  
THE  
**EXTRAORDINARY**



The Campaign for NC State

# University Advancement Update

Brian Sischo  
Vice Chancellor  
University Advancement



Increase NC State's Endowment

Endowment Growth FY 2011 - FY 2021 (To Date)

FY of Giving	Outright Gifts	Outright Pledges	Deferred Pledges	TOTAL	Pledge Payments
2011	\$35,585,124	\$14,640,397	\$6,647,364	\$56,872,886	\$9,835,615
2012	\$27,858,799	\$8,580,691	\$14,783,591	\$51,223,081	\$11,448,437
2013	\$53,482,810	\$52,787,367	\$25,610,371	\$131,880,548	\$19,099,688
2014	\$50,613,314	\$18,415,962	\$47,284,380	\$116,313,656	\$10,404,168
2015	\$30,789,177	\$42,623,146	\$46,197,913	\$119,610,236	\$19,775,623
2016	\$30,157,718	\$27,929,015	\$35,856,737	\$93,943,471	\$23,383,439
2017	\$48,352,932	\$63,732,790	\$30,978,190	\$143,063,913	\$24,818,087
2018	\$40,137,153	\$33,646,481	\$28,358,173	\$102,141,808	\$47,230,168
2019	\$28,199,852	\$37,670,451	\$51,141,085	\$117,011,388	\$39,613,282
2020	\$28,824,561	\$6,556,025	\$70,332,889	\$105,713,475	\$40,076,772
2021 (To Date)	\$21,168,489	\$11,535,950	\$34,702,928	\$67,407,367	\$11,453,742
TOTAL	\$395,169,930	\$318,118,277	\$391,893,621	\$1,105,181,828	\$257,139,022

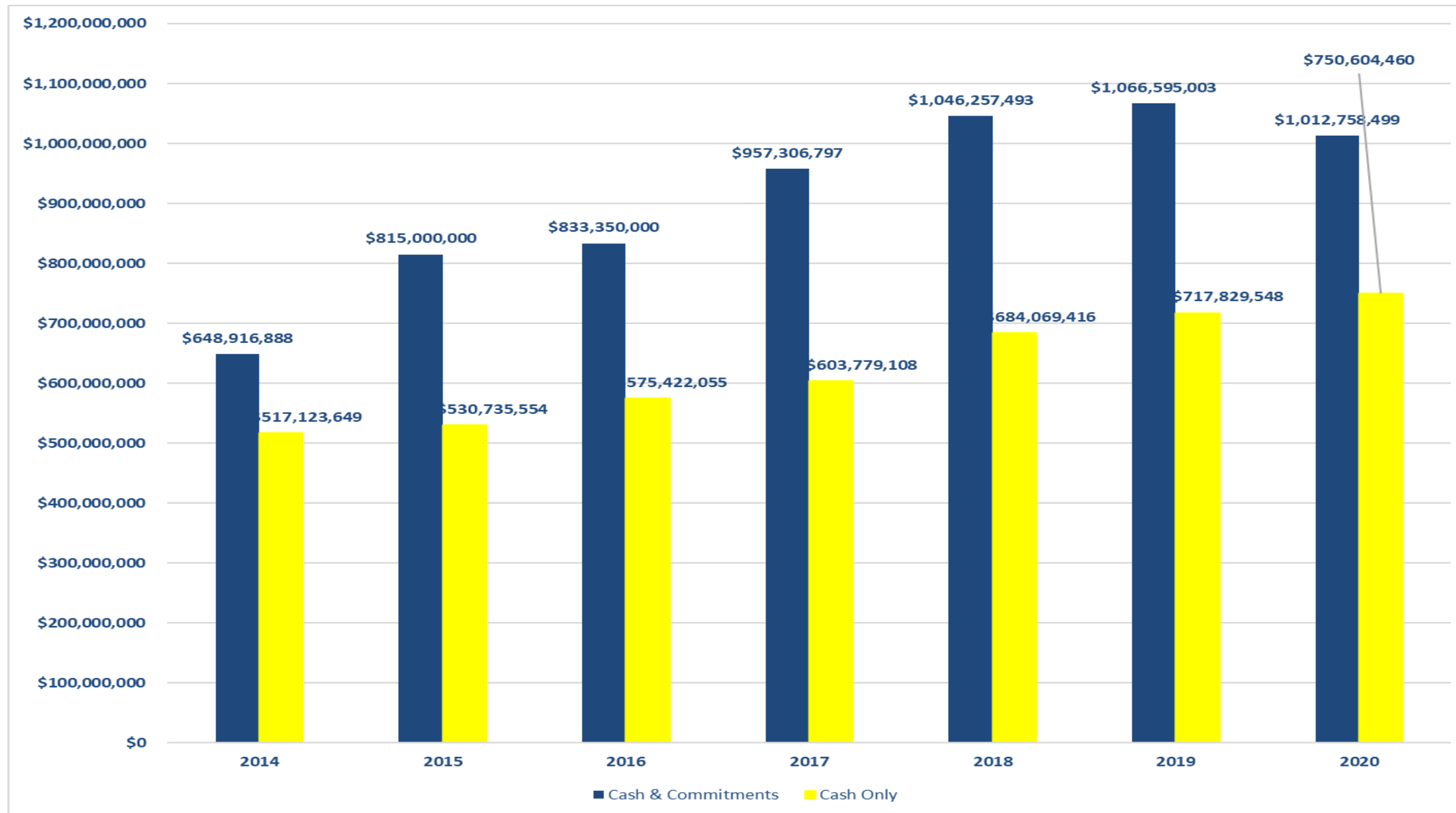
As of 1/11/2021

Note: These totals do not include Student Aid Association (Wolfpack Club)

\*This includes all pledge payments received FY11-FY21, which may include payments of pledges previous to FY11.

# UNC System-Wide Fundraising

FY 2014-15 through FY 2019-20 Development Activity



\*98.1 of gifts were restricted in FY2019-20

# UNC System-Wide Fundraising

## FY 2019-20 Development Activity

UNC System Institution	Audited Statements					
	Gifts and New Commitments	Cash Total Giving	Restricted Giving (Cash)	%	Unrestricted Giving (Cash)	%
Appalachian State University	\$26,554,193	\$21,758,718	\$21,104,371	97.0%	\$654,347	3.0%
East Carolina University	\$43,314,023	\$23,134,594	\$21,820,218	94.3%	\$1,314,376	5.7%
Elizabeth City State University	\$1,699,083	\$1,699,083	\$1,374,974	80.9%	\$324,109	19.1%
Fayetteville State University	\$2,300,000	\$2,524,283	\$2,180,635	86.4%	\$343,648	13.6%
North Carolina A&T State University	\$18,177,487	\$14,211,983	\$12,828,607	90.3%	\$1,383,376	9.7%
North Carolina Central University	\$5,136,129	\$4,400,439	\$4,027,258	91.5%	\$373,181	8.5%
<b>NC State University</b>	<b>\$235,356,981</b>	<b>\$167,363,602</b>	<b>\$166,498,303</b>	<b>99.5%</b>	<b>\$865,299</b>	<b>0.5%</b>
University of North Carolina at Asheville	\$10,593,285	\$5,690,131	\$5,438,471	95.6%	\$251,660	4.4%
University of North Carolina at Chapel Hill	\$564,611,539	\$422,247,771	\$419,485,050	99.3%	\$2,762,721	0.7%
University of North Carolina at Charlotte	\$23,202,739	\$23,004,927	\$20,166,008	87.7%	\$2,838,919	12.3%
University of North Carolina at Greensboro	\$18,224,794	\$14,363,364	\$14,253,313	99.2%	\$110,051	0.8%
University of North Carolina at Pembroke	\$9,920,366	\$6,321,599	\$6,291,160	99.5%	\$30,439	0.5%
University of North Carolina School of the Arts	\$13,334,775	\$11,309,147	\$10,552,496	93.3%	\$756,651	6.7%
University of North Carolina at Wilmington	\$15,962,263	\$10,936,683	\$10,480,557	95.8%	\$456,126	4.2%
Western Carolina University	\$11,470,842	\$8,906,279	\$8,215,738	92.2%	\$690,541	7.8%
Winston-Salem State University	\$4,000,000	\$5,680,174	\$5,441,806	95.8%	\$238,368	4.2%
North Carolina School of Science and Mathematics	\$8,900,000	\$7,051,683	\$5,923,365	84.0%	\$1,128,318	16.0%
<b>Total</b>	<b>\$1,012,758,499</b>	<b>\$750,604,460</b>	<b>\$736,082,330</b>	<b>98.1%</b>	<b>\$14,522,130</b>	<b>1.9%</b>

**\*98.1% of gifts were restricted in FY2019-20**

# UNC System-Wide Fundraising

## FY 2019-20 Development Return on Investment

Institution	Total Cash Received	ROI Total Cash Received (per Dev. \$1 invested)	Total Gifts, Commitments and Pledges	ROI Total Gifts, Commitments and Pledges (per Dev. \$1 invested)
ASU	\$21,758,718	\$3.77	\$26,554,193	\$4.61
ECU	\$23,134,594	\$3.38	\$43,314,023	\$6.33
ECSU	\$1,699,083	\$2.15	\$1,699,083	\$2.15
FSU	\$2,524,283	\$1.94	\$2,300,000	\$1.77
NCA&T	\$14,211,983	\$3.48	\$18,177,487	\$4.45
NCCU	\$4,400,439	\$1.73	\$5,136,129	\$2.02
<b>NC STATE</b>	<b>\$167,363,602</b>	<b>\$12.44</b>	<b>\$235,356,981</b>	<b>\$17.50</b>
UNCA	\$5,690,131	\$3.81	\$10,593,285	\$7.10
UNC-CH	\$422,247,771	\$8.06	\$564,611,539	\$10.78
UNCC	\$23,004,927	\$1.46	\$23,202,739	\$1.48
UNCG	\$14,363,364	\$1.84	\$18,224,794	\$2.33
UNCP	\$6,321,599	\$4.54	\$9,920,366	\$7.13
UNCSA	\$11,309,147	\$6.53	\$13,334,775	\$7.70
UNCW	\$10,936,683	\$3.99	\$15,962,263	\$5.82
WCU	\$8,906,279	\$2.78	\$11,470,842	\$3.59
WSSU	\$5,680,174	\$3.28	\$4,000,000	\$2.31
NCSSM	\$7,051,683	\$9.87	\$8,900,000	\$12.46
<b>UNC Avg.</b>	<b>\$750,604,460</b>	<b>\$6.07</b>	<b>\$1,012,758,499</b>	<b>\$8.19</b>

# UNC System-Wide Fundraising

## FY 2015-20 Development VSE Cash Support Percentile to Peers Comparison

Institution	FY15	FY16	FY17	FY18	FY19	FY20
ASU	94.1%	93.7%	64.7%	70.5%	82.3%	81.2%
ECU	28.5%	23.0%	40.0%	43.7%	53.3%	16.6%
ECSU	57.1%	25.0%	25.0%	55.5%	25.0%	50.0%
FSU	0.0%	22.2%	22.2%	30.0%	20.0%	33.3%
NCAT	7.6%	18.1%	7.6%	15.3%	16.6%	36.3%
NCCU	81.8%	54.5%	45.4%	54.5%	81.8%	30.0%
NCSU	66.6%	66.6%	66.6%	77.7%	88.8%	88.8%
UNCA	40.0%	72.7%	80.0%	81.8%	81.8%	70.0%
UNC-CH	33.3%	33.3%	41.6%	41.6%	41.6%	41.6%
UNCC	8.3%	39.3%	30.7%	15.3%	7.6%	33.3%
UNCG	7.1%	23.0%	28.5%	6.6%	7.1%	16.6%
UNCP	0.0%	0.0%	11.1%	11.1%	0.0%	87.5%
UNCSA	14.2%	14.2%	14.2%	14.2%	14.2%	14.2%
UNCW	35.2%	29.4%	41.1%	35.2%	31.2%	31.2%
WCU	50.0%	42.8%	73.3%	86.6%	42.8%	78.5%
WSSU	66.6%	100.0%	83.3%	62.5%	100.0%	85.7%

\*BOG academic peers except for UNC-CH and NCSU

# Final Year of the Campaign

- Campus Celebrations
- Donor Recognition/ Communications & Stewardship
- Marketing Plans
- Final Celebration Event
- Advancement Services – Campaign Reporting





**NC STATE**

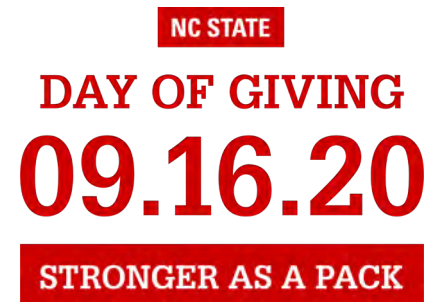
**DAY OF GIVING**

**03.24.21**

**#GivingPack**

## September 2020 NC State Day of Giving Recap

- 8,320 gifts.
- \$23,223,425 raised — an increase of nearly \$10 million from 2019.
- Donors from all 50 states.
- Special emphasis on increasing need-based scholarships, meeting emergency needs related to COVID-19 and promoting efforts to create a more equitable and inclusive university experience.





## March 2021 NC State Day of Giving Strategy

- Key theme — not “now more than ever”, but “now because always.”
- Investing in NC State will always have a positive impact and donor support ensures the university will do what it has always done, but better and bolder.
- Will demonstrate the lead role NC State can and will play in addressing the simultaneous challenges presented in 2020.

# University Advancement Roadmap Update

- Planning started in August 2018, with a goal of creating a “constituent centered culture and organization”
- Five-year roadmap will position University Advancement to *leapfrog* to its vision of a top 10 Advancement organization
- Year Two top projects are underway - very productive!



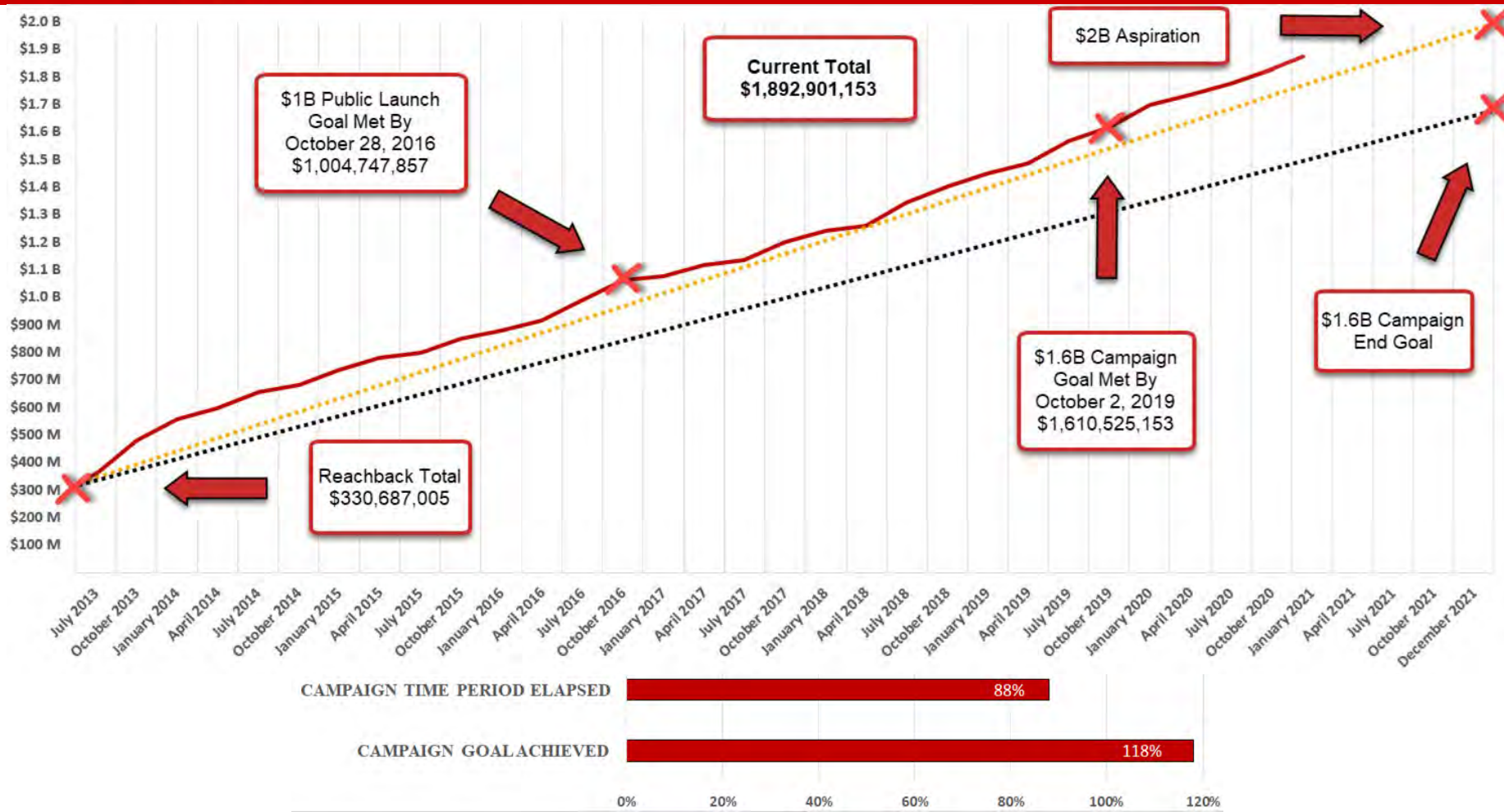
# Questions?





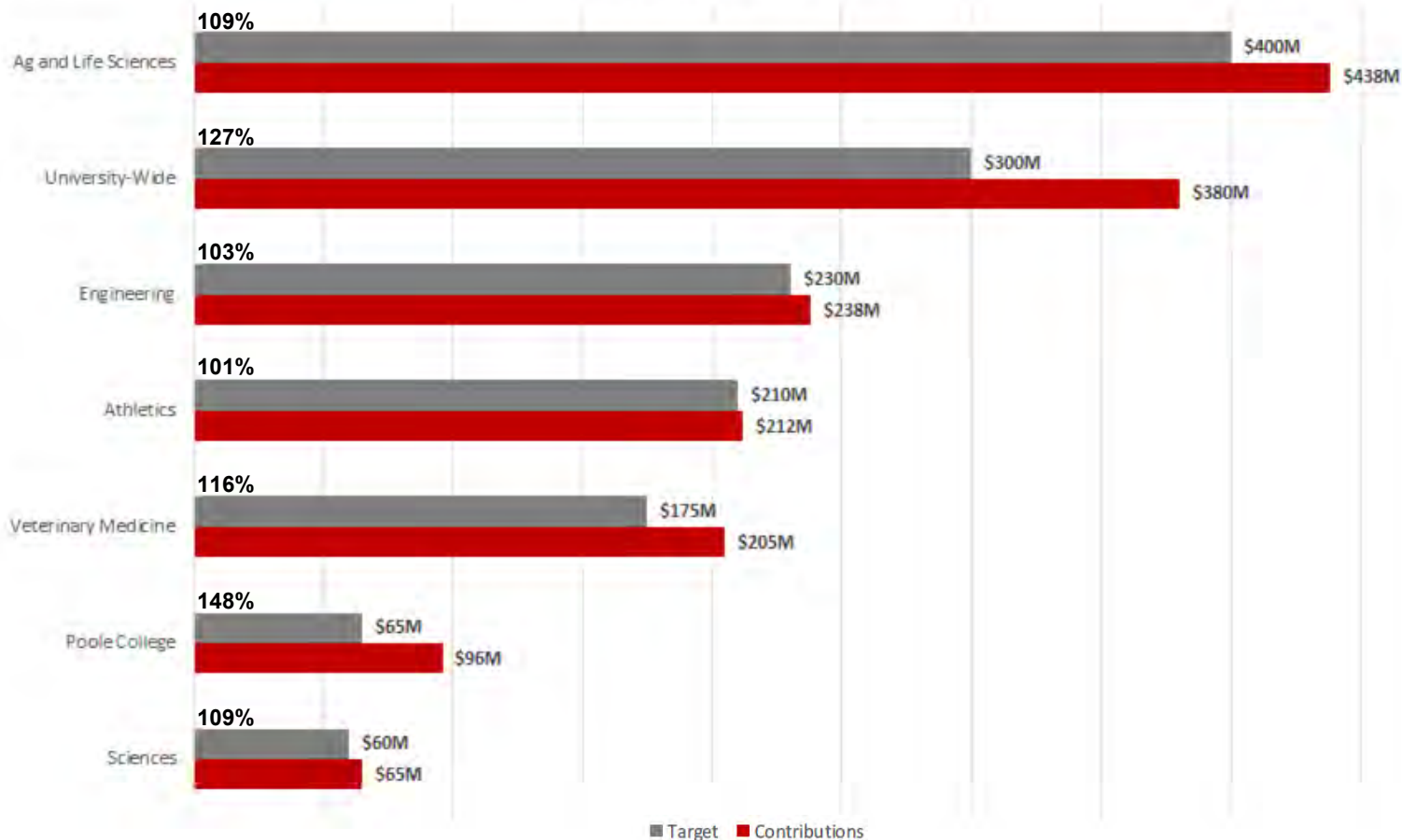
# Think and Do The Extraordinary Campaign Update

Jim Broschart  
Associate Vice Chancellor  
University Development



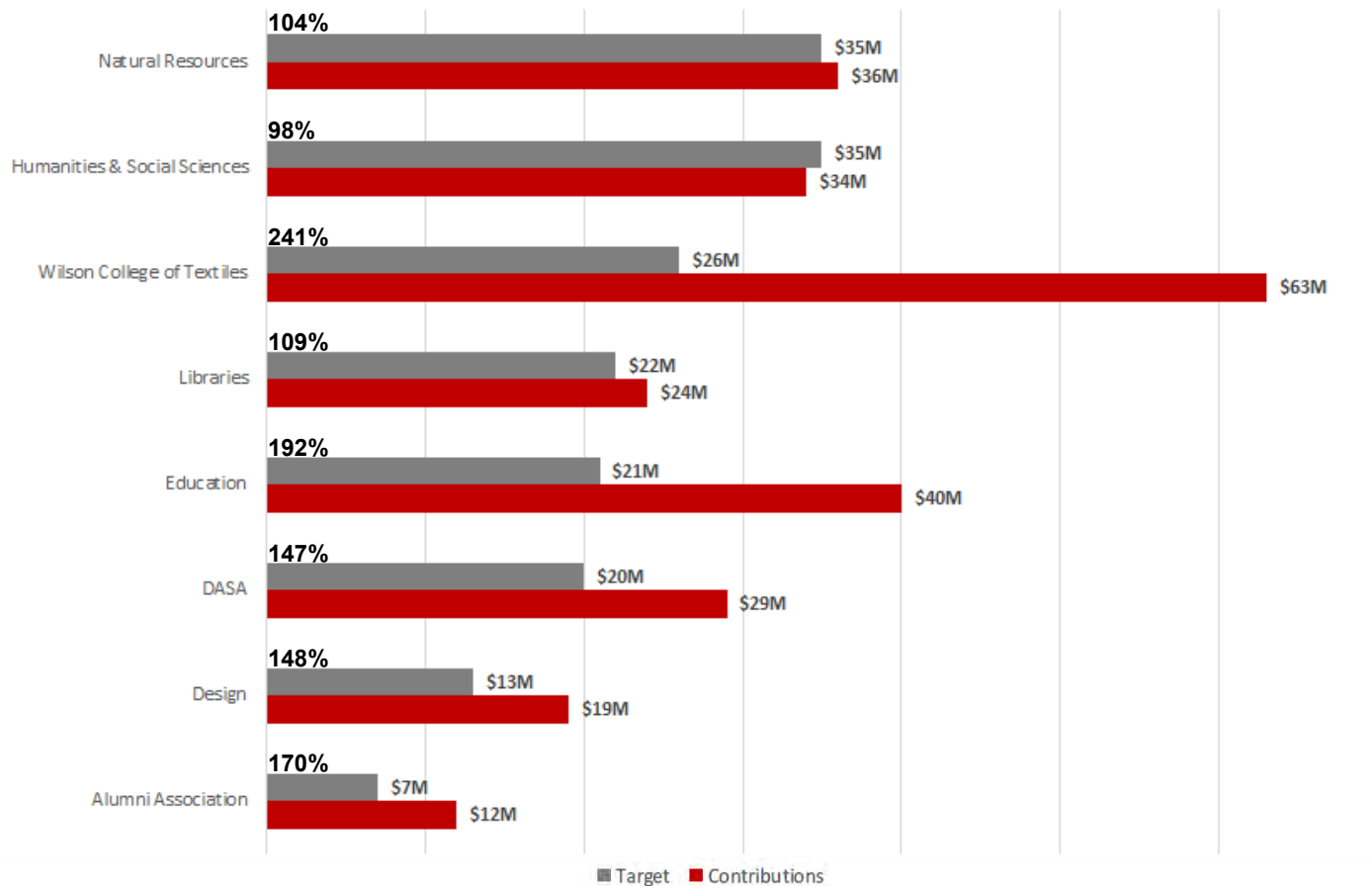


## TARGET \$50M - \$400M

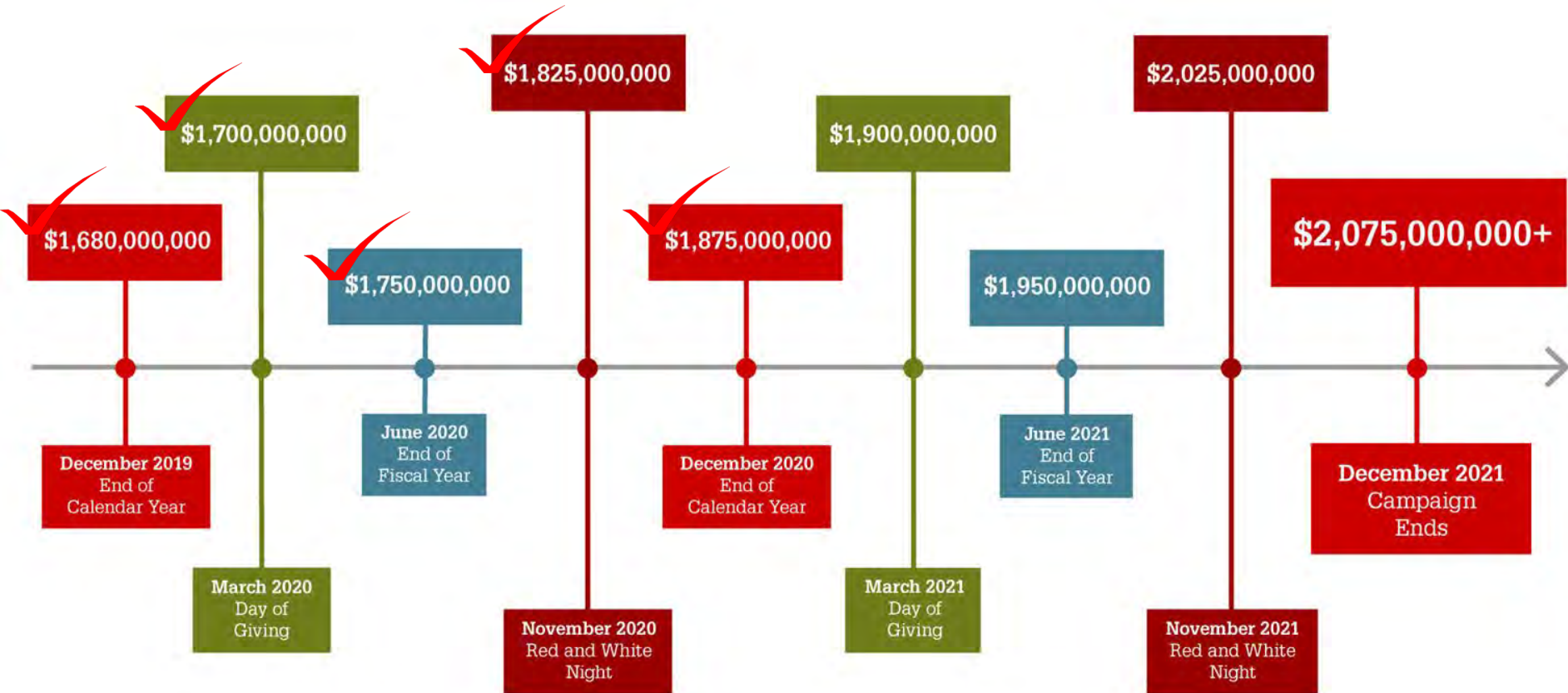




### TARGET \$5M - \$50M



# Campaign Milestones





# YTD Gifts and New Commitments: December 31, 2020



**NC STATE**THINK AND DO  
THE EXTRAORDINARY**NC STATE** THINK AND DO  
THE EXTRAORDINARY

## Extraordinary Opportunity Scholarship Initiative

as of December 31, 2020



### Matching Pool

Total \$ Committed:	\$5,320,000
Total \$ Received:	\$1,054,779
Total \$ to Match:	\$583,545



### Individual Funds

Total \$ Committed:	\$1,557,000
Total \$ Received:	\$1,167,089
Established Funds:	14

**Total Giving: \$7,224,063**

Includes matching pool, individual funds and university-wide funds



## Updates from University Development:

- Welcome Jim Miller, Executive Director of Central Major Giving.
- Partnership with colleges: Search underway for four (4) Leadership Annual Giving Officers. (Goals: Build early pipeline. Attract flexible funding. Qualify.)
- Re-thinking Charlotte regional strategy.

## Campaign Strategy, $\cong$ \$100M Remaining:

- Continued contests/incentives for frontlines to maintain activity levels.
- Pursue and close planned giving survey leads.
- Evaluate additional campaign giving milestones to inspire donors.
- EOSI and other student-related giving.

## Challenges:

- Staff COVID fatigue.
- "2B is a lock" mentality.

# Wolfpack Women in Philanthropy

*Impactful giving. Meaningful engagement. Influential leadership. Amazing learning.*

**NC State Board of Trustees  
University Advancement Committee Meeting**

February 25, 2021

# Why Focus on Women's Philanthropy?

- Women are the fastest growing philanthropy group, with wealth, influence and commitment to change. They now control a significant portion of U.S. and global wealth.
- Extensive research shows women are more likely to give than men and have different motivations and patterns for giving than men. One is not better than the other, simply different.
- Women in the U.S. control 85% of consumer spending and significantly influence over 70% of the major financial decisions for themselves and their families.
- NC State wants to engage women donors in ways that acknowledge their preferences to maximize commitment of women's untapped time, talent, treasure, ties (*networking & netweaving*) and testimony (*stories*) to the university.

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# What the Research Says

- Women's share of wealth has increased considerably. Women now hold 40 percent of global personal wealth or \$72 trillion, up from \$51 trillion in 2015 and \$34 trillion in 2010.
- In the U.S. 45 percent of millionaires are women and in 2020, women hold more than \$22 trillion (51% of U.S. personal wealth) ... and that number is expected to jump by 30% percent to nearly \$29 trillion over the next few decades as intergenerational wealth is transferred to women.
- Women are increasingly more highly educated and, since 2014, earn more bachelor's degrees and attend graduate school more often than men.
- 90 percent of philanthropic decisions in high-net worth households are made by women or influenced by women as an equal partner.
- With the exception of sports, women give more than men to philanthropy; the wealthiest 25 percent of women give 156 percent more compared to their male peers; 50 percent of single women give to charity compared to 40 percent of single men.

# Our Purpose and Objectives

## Vision

Inspire and engage women to transform the culture of philanthropy at NC State through influential leadership and impactful giving.

## Mission

Build a sustainable, engaged network of women committed to NC State through their leadership, philanthropy and influence.

## Key Focus Areas

**Engagement and Recognition:** Build a sustainable, engaged group of women who will help secure the future of NC State.

**KPI:** university engagement score (new)

**Philanthropic Development:** Grow the amount of financial contributions by women to the university.

**KPI:** annual % growth of \$ contributed by women donors

**Leadership and Advocacy:** Gain support for and implement plans with key university boards to increase women representation.

**KPI:** % of women holding board positions

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# Our Leadership Council

- **Chair:** Elin Gabriel '85
- **Vice Chair:** Gayle Lanier '82
- **Council Members:** Ann Goodnight '68 (Chair Leadership & Advocacy), Susan Woodson, Ghazale Johnston '96, Barbara Mulkey '77, Sherice Nivens '98, Anna Sullivan '83, Noel Lichtin (Chair of Engagement & Recognition), Carme Williams '04 (Chair of Philanthropic Development)
- **Council staff support team:** Christina Walker, Lisa Hall '90 '01, Stephanie Money '10, Latasia Priest, Lauren Welch '04, Victoria Duggan '21, Maggie Musick, Carrie Bhada

## Key attributes

- Deep affection for NC State and the success of the university's students, staff, faculty and alumni.
- Strong passion for the mission of NC State and an eagerness to take actions that will help WWIP's success.
- Desire to serve as an ambassador for the university and dedicate one's time, talent, treasure, ties (network and netweaving) and testimony (stories) to NC State.

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# Our Leadership Committees

<b>Leadership and Advocacy</b> <b>Committee Chair: Ann Goodnight</b>	<b>Engagement and Recognition</b> <b>Committee Chair: Noel Lichtin</b>	<b>Philanthropic Development</b> <b>Committee Chair: Carme Williams</b>
<p><b>Committee Members:</b>  Cres Calabrese  Allison Medlin, Staff  Barbara Mulkey*, Staff  Adama Washington  Nan Strader  Leah Goodnight Tyler  <i>Latasia Priest, LC Staff Representative</i></p> <p>* denotes members of the WWIP Leadership Council</p> <p><i>Impactful giving. Meaningful engagement. Influential leadership. Amazing learning.</i></p>	<p><b>Committee Members:</b>  Meredith Hamlet, staff  Anna Sullivan*  Ellen Richardson, Staff  Marjorie Flink  Jeanne Stallings  Melissa Shampine, Staff  <i>Stephanie Money, LC Staff Representative</i></p>	<p><b>Committee Members:</b>  Katherine Miller, Staff  Sherice Nivens*  Ghazale Johnston*  Cathy Sigal  Eva Feucht, Staff  <i>Lauren Welch, LC Staff Representative</i></p>

# Role of WWIP Leadership and Committees

Role	WWIP
Identify ways to influence and engage more women for philanthropy	Yes
Use personal networks to cultivate and influence more women for engagement and philanthropy	Yes
Understand ways to appeal to women's preferences and motivations with philanthropy, engagement, leadership and recognition.	Yes
Provide insight to University Advancement and university boards on opportunities to improve women's philanthropy, engagement, leadership and recognition.	Yes
Partner with Boards to identify pipeline of women leaders for roles on Boards	Yes
Provide networking, netweaving and learning opportunities for women	Yes
Change fund-raising practices & processes	No
Fund-raise	No

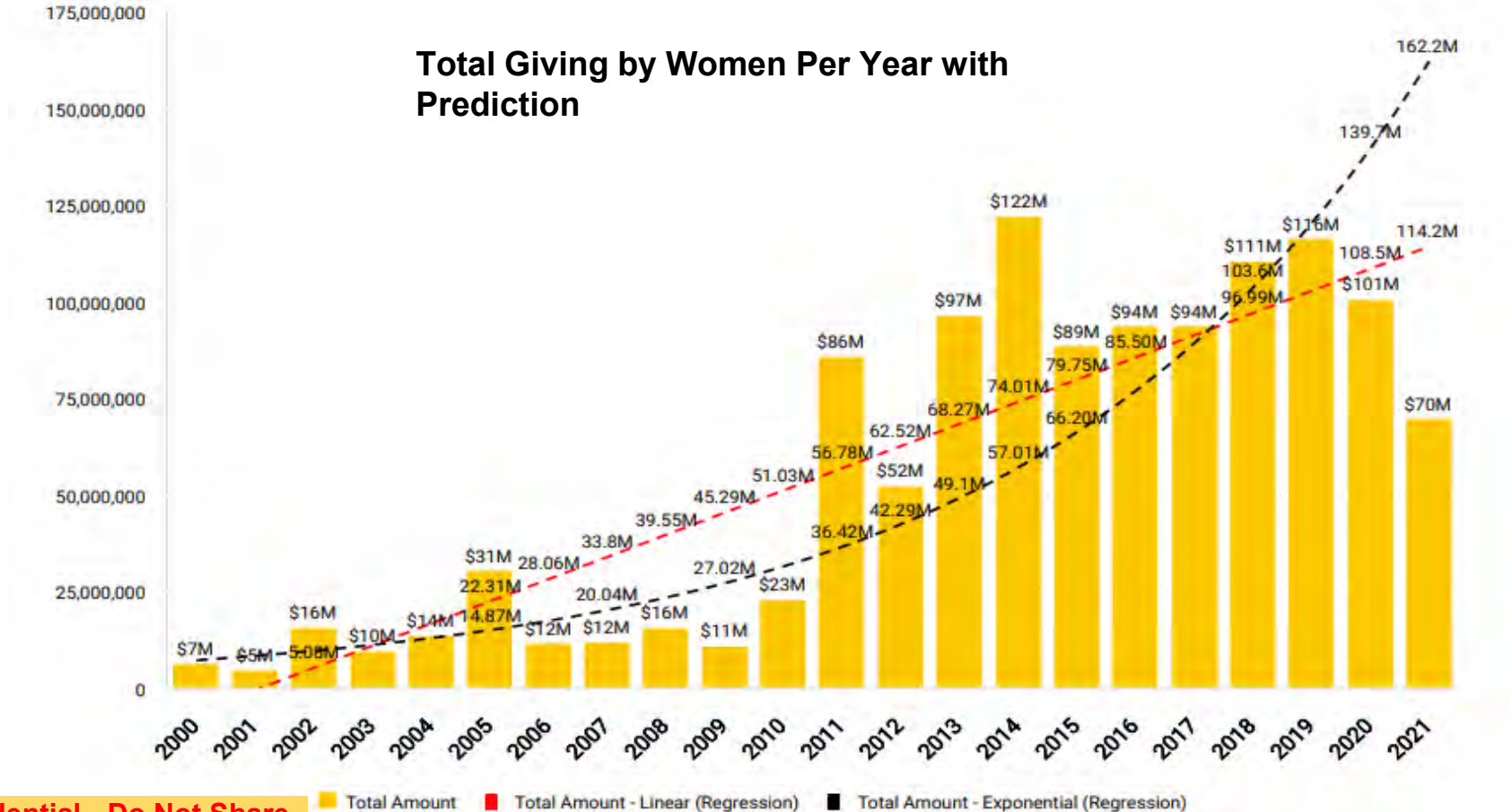
# Engagement and Recognition Actions & Plan

- Partnered with Annual Giving for 2020 Giving Tuesday, highlighting the Women's Center Fund, 20th anniversary.
- Membership criteria defined
- Q1 '21 outreach to enroll members
- Webpage highlights NC State Women stories and philanthropy
- March: celebration of Women's History month
- March 8th: Women's Philanthropy virtual event
- March 24th: Day of Giving 2021
- Red and White Week 2021: WWiP Engagement and Educational Event



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# Opportunity – Philanthropy by Women



# Day of Giving: 2019 and 2020 Trends

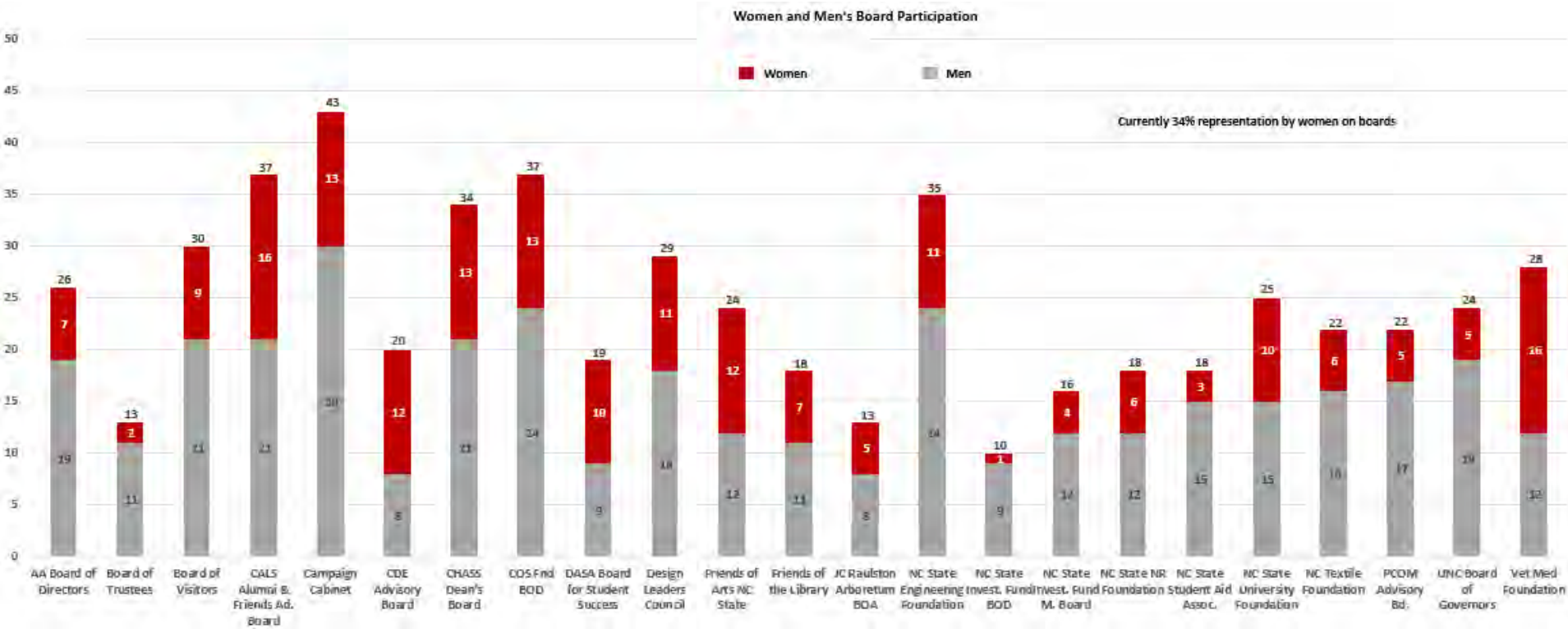
The below data represents all women's giving during the 2019 and 2020 Days of Giving. This data is for individuals (not organizations) and reflects gifts and pledges.

	Dollars	Percentage	Donors	Percentage	Average \$ per donor
2019	\$ 9,324,368	50.79	4,958	52.63	\$1881
2020	\$14,884,945	43.61	3,458	49.73	\$4305

- YOY total \$ from women increased 60%
- YOY average \$ donated per woman increased 129%

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# Opportunity – Board Representation



Confidential - Do Not Share

# Why is Board Diversity Important?

- Women bring different experiences and perspectives to the table
- Women are more likely to focus on the effects of decisions and policies on key stakeholders. These are not just people issues; they affect the bottom line.
- Women trustees remind boards about the diversity implications of various issues and decisions and have significant impact on increasing diversity.

# Barriers Women Face

- Financial requirements
- Who-You-Know recruitment style
- Board size
- Not being heard

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# Research-Based Board Strategies for Achieving Diversity and Inclusion

1. Involve the whole board in an intentional process
2. Make sure candidate lists are diverse
3. Examine and improve recruitment processes
4. Construct systems for identifying needs and refreshing membership
5. Seek “appropriate challengers” to avoid the “people who think like us” mindset
6. Create pipelines
7. Pay attention to on-boarding and ongoing board processes
8. Rethink financial requirements and take socioeconomic diversity into account
9. Establish a separate fundraising board and reduce the size of the governing board

# How can WWIP and NCSU Boards partner now?

- Make sure NCSU UA has correct demographic info from Boards
- Adopt suggestions from the research into Board DEI strategies
- Each Board sets term limits and diversity goals into their nominations process
- Work together to identify and cultivate a pipeline of strong female candidates
- Educate and encourage women of all generations to engage with NCSU
- Identify and share specific practices to connect, engage and amplify women's propensity for giving to NC State University
- Collaborate on engagement, recognition and fundraising efforts

# Roadmap and looking ahead

- **Q1 2021**

- Jan - Communication to thank and invite to join WWIP 2020 donors / key campaign contributors
- Feb - All World communication incl. WWIP
- Mar 1 - Women's History celebration all month
- Mar 8 - WWIP virtual event
- Mar 24 - Day of Giving
- Partnership with Boards on pipeline of potential women candidates

- **Q2 2021**

- FY 2021-2022 planning

- **Q3-4 2021**

- WWiP Educational & Engagement event
- Red and White Week Celebration and Events
- Campaign Celebration



***Impactful giving. Meaningful engagement. Influential leadership. Amazing learning.***

# Questions, Ideas, Thoughts?

*Impactful giving. Meaningful engagement. Influential leadership. Amazing learning.*

## Contact information:

Elin Gabriel: [eeqwwip@gmail.com](mailto:eeqwwip@gmail.com)

Gayle Lanier: [gslanier@gmail.com](mailto:gslanier@gmail.com)

WWIP Email: [WolfpackWomeninPhilanthropy@ncsu.edu](mailto:WolfpackWomeninPhilanthropy@ncsu.edu)

Webpage: <https://campaign.ncsu.edu/connect/wwip/>

**Thank you!**

# APPENDIX

# Research on Gender and Philanthropy

- Formal research on gender and philanthropy began in the early '90s at the Univ of Wisconsin Madison and this evolved into the non-profit Women's Philanthropy Institute in 1997. In 2004, the WPI became part of Indiana University's Lilly Family School of Philanthropy. Today, this is the only institution 100% dedicated to understanding gender and other diversity with respect to philanthropy.
- McKinsey, PwC and many other organizations have done extensive research into diversity and the impact on Board performance

# Reference Articles on Women and Boards

- <https://agb.org/trusteeship-article/increasing-diversity-on-the-boards-of-colleges-and-universities/>
- <https://www.wnli.org/studies>
  - <https://www.nonprofitissues.com/system/files/ready-reference/RRPPDFNo.139.pdf>
  - <https://www.nonprofitissues.com/sites/default/files/IGDFFinal-ExecSummary3-4-20.pdf>
  - <https://www.nonprofitissues.com/sites/default/files/IGDFFinal3-4-20.pdf>
- <https://www.mckinsey.com/featured-insights/diversity-and-inclusion#>

# Why is Board Diversity Important?

- Women make contributions related to their wide-ranging expertise, as do men, but they also bring different experiences and perspectives to the table with particular contributions related to issues involving consumers, culture change, improved governance, and the way decisions are made.
- Women are more likely than their male counterparts to focus on the effects of decisions and policies on key stakeholders (students, faculty, and other employees.) This is particularly important in an era when the campus experience ranks highly among the criteria that prospective students and their families consider in the search process. They are not just people issues; they affect the bottom line.
- Women trustees take responsibility for reminding boards about the diversity implications of various issues and decisions and have significant impact on increasing diversity on boards and more broadly within the institutions

# Barriers Women Face

- Financial requirements: nonprofits generally expect board members to make financial contributions to the institutions, sometimes sizeable. That can work to exclude or reduce the numbers of women who are considered.
- Who-You-Know recruitment style: non-profits rely on the current board members to identify and recruit new members (instead of using search firms.) This Who-You-Know recruitment style and use of social networks are often limited to the largely white male social and business circle of white male trustees.
- Board size: Critical mass needed for women to succeed in contributing is 30%. On large boards sometimes even higher is needed.
- Not being heard: on large boards women may be excluded from power positions or committees like the executive committee, which may make most or all key decisions, or women may be appointed to committees in such small numbers that their voices are muted.

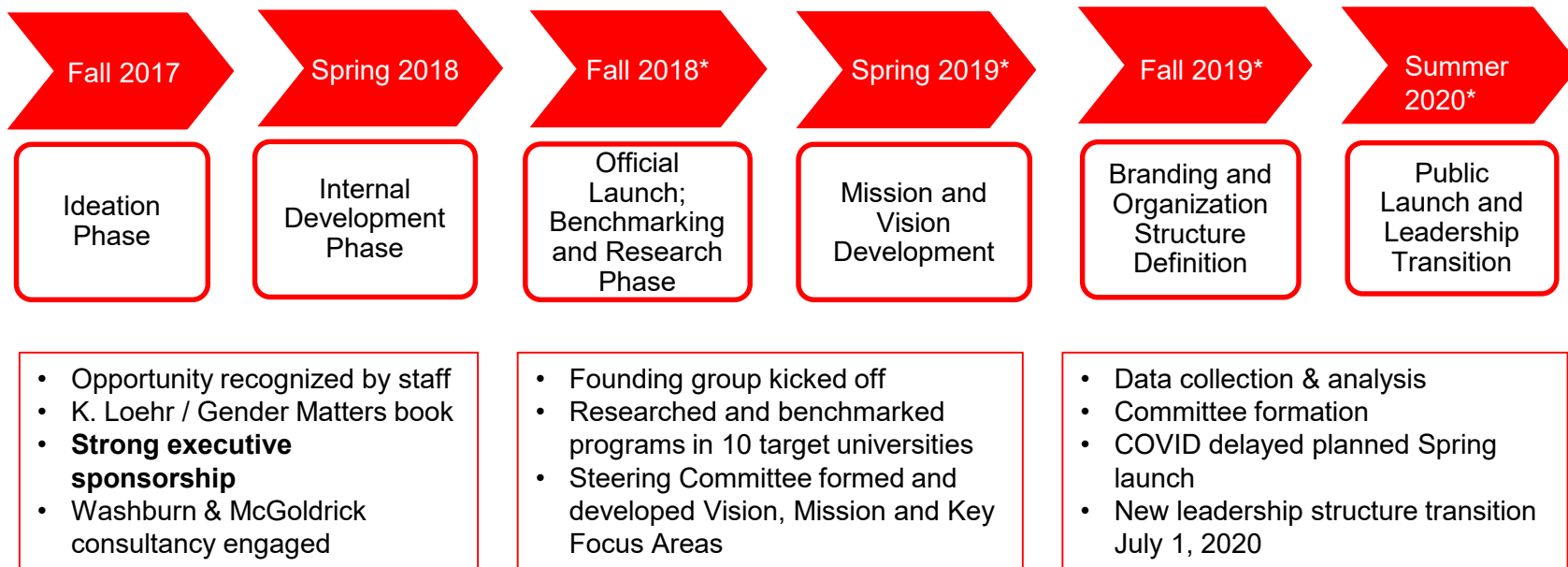
*Impactful giving. Meaningful engagement. Influential leadership. Amazing learning.*

# Research-Based Board Strategies for Achieving Diversity and Inclusion

1. Involve the whole board in an intentional process (not just to the nominating committee)
2. Make sure candidate lists are diverse
3. Examine and improve recruitment processes/move out of your comfort zone
4. Construct systems for identifying board needs and refreshing board membership (use a matrix of skills & demographics)
5. Seek “appropriate challengers” to avoid the “people who think like us” mindset and ensure spirited discussions
6. Create pipelines
7. Pay attention to on-boarding and ongoing board processes
8. Rethink financial requirements for board membership and take socioeconomic diversity into account
9. Establish a separate fundraising board and reduce the size of the governing board

***Impactful giving. Meaningful engagement. Influential leadership. Amazing learning.***

# Our History



***Impactful giving. Meaningful engagement. Influential leadership. Amazing learning.***

\*Denotes dates WWIP Leadership Committee held meetings.



# **COMMITTEE DISCUSSION**

## **Naming Opportunity Proposal**



January 26, 2021

**MEMORANDUM**

TO: Board of Trustees

FROM: W. Randolph Woodson, Chancellor

SUBJECT: Naming Opportunities Proposals

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

**College of Natural Resources**

**Biltmore-Robertson Wing, Paper Science and Engineering**

The College of Natural Resources proposes the opportunities to name four spaces in Biltmore-Robertson Wing.

**Pulp and Paper Laboratories, Paper Science and Engineering**

The College of Natural Resources proposes the opportunities to name five spaces in the Pulp and Paper Laboratories building.

**NC State Athletics and the Wolfpack Club**

**Football Team Locker Room**

NC State Athletics and the Wolfpack Club propose the opportunity to name the football team locker room (Room 110) in the Wendell H. Murphy Football Center.



January 26, 2021

**MEMORANDUM**

TO: W. Randolph Woodson, Chancellor

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

SUBJECT: Naming Opportunities Proposals

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

**College of Natural Resources**

**Biltmore-Robertson Wing, Paper Science and Engineering**

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**NC State Athletics and the Wolfpack Club**

**Football Team Locker Room**

NC State Athletics and the Wolfpack Club propose the opportunity to name the football team locker room (Room 110) in the Wendell H. Murphy Football Center.

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

February 25, 2021

### **Background**

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

### **Recommended Action**

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

### **Overview**

- **Total Naming Opportunities Proposals:** 3
- **Total Facility Proposals:** 3
- **Total Program Proposals:** 0
- **Total Naming Opportunities:** 10
- **Total Gift Amount:** \$1,900,000
- **Colleges/Units Represented:**
  - College of Natural Resources
  - NC State Athletics and the Wolfpack Club

### **College of Natural Resources**

#### **Biltmore-Robertson Wing, Paper Science and Engineering**

*Biltmore Hall and Robertson Wing, known as Biltmore-Robertson, was completed in 1970 and extensively renovated in 2016. The four proposed spaces are used by the Paper Science and Engineering program, including labs and a meeting room.*

- **Naming Type:** Existing spaces
- **Total Naming Opportunities:** 4
- **Total Gift Amount of Naming Opportunities:** \$525,000
- **Purpose of Funds:** Gifts will support facility improvements for Paper Science and Engineering.

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

February 25, 2021

**Pulp and Paper Laboratories, Paper Science and Engineering**

*The Pulp and Paper Laboratories building was constructed in 1991, adjacent to Biltmore-Robertson. The five proposed spaces are used by the Paper Science and Engineering program, including labs and a classroom.*

- **Naming Type:** Existing spaces
- **Total Naming Opportunities:** 5
- **Total Gift Amount of Naming Opportunities:** \$875,000
- **Purpose of Funds:** Gifts will support facility improvements for Paper Science and Engineering.

**NC State Athletics and the Wolfpack Club**

**Football Team Locker Room, Murphy Football Center**

*The football team locker room (Room 110) is located in the Wendell H. Murphy Football Center at Carter-Finley Stadium. The room had a major renovation in 2016. The Murphy Football Center, constructed in 2003, is the home of NC State football operations including sports medicine, training, meeting and broadcast facilities.*

- **Naming Type:** Existing space
- **Total Naming Opportunities:** 1
- **Total Gift Amount of Naming Opportunities:** \$500,000
- **Purpose of Funds:** The gift will support scholarships for the football program.

---

**Policy References**

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

# Proposals for Naming Opportunity Approval

Board of Trustees' Meeting  
*February 25, 2021*





## College of Natural Resources

# Biltmore-Robertson Wing Paper Science and Engineering

- **Naming Type:** Existing spaces
- **Total Naming Opportunities:** 4
- **Total Gift Amount of Naming Opportunities:** \$525,000
- **Fund Purpose:** Gifts will support facility improvements for Paper Science and Engineering.



## College of Natural Resources

# Pulp & Paper Laboratories Paper Science and Engineering

- **Naming Type:** Existing spaces
- **Total Naming Opportunities:** 5
- **Total Gift Amount of Naming Opportunities:** \$875,000
- **Fund Purpose:** Gifts will support facility improvements for Paper Science and Engineering.





**NC State Athletics and the Wolfpack Club**

## **Football Team Locker Room in Wendell H. Murphy Football Center at Carter-Finley Stadium**

- **Naming Type:** Existing space
- **Total Naming Opportunities:** 1
- **Total Gift Amount of Naming Opportunities:** \$500,000
- **Fund Purpose:** The gift will support scholarships in the football program.



---

**BOARD OF TRUSTEES  
NORTH CAROLINA STATE UNIVERSITY  
UNIVERSITY AFFAIRS COMMITTEE  
FEBRUARY 25, 2021 1:15-3:00 p.m.  
VIA ZOOM**

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

---

- **CALL TO ORDER, READING OF ETHICS STATEMENT AND PUBLIC MEETING NOTICE**  
Dewayne N. Washington, Chair
- **ROLL CALL**
- **CONSENT AGENDA ITEMS** **TAB 7.1**
  - **Committee Action**: November 12, 2020 meeting minutes 7.1A
  - **Committee Action**: Continuation of the Comparative Medicine Institute 7.1B
  - **Committee Action**: Continuation of the Institute for Transportation and Education Research 7.1C
  - **Committee Action**: Designation of Time Limited Option for Distinguished Professorships 7.1D
  - **Committee Action**: Conferral of Tenure Requests 7.3A
- **REPORTS** **TAB 7.2**
  - Annual Report on Intercollegiate Athletics 7.2A  
*Katie Graham, Assistant Dean and Director, Academic Support for Student Athletes*
  - Annual HR Compliance Report (FY 2019-20) 7.2B  
*Marie Williams, Associate Vice Chancellor for Human Resources*
  - Graduation Report 7.2C  
*Louis Hunt, Senior Vice Provost, Enrollment Management and Services*
  - Student Body President Report 7.2D  
*Melanie Flowers, Student Body President*
  - Provost Update 7.2E  
*Warwick Arden, Executive Vice Chancellor and Provost*
    - Academic Programs
    - Leadership Position Searches
    - Reappointment, Promotion and Tenure Process
    - Strategic Planning
- **CLOSED SESSION \*** **TAB 7.3**
- **RECONVENE IN OPEN SESSION**
- **ADJOURN**

\* Requires Full Board Approval

# **CONSENT AGENDA ITEMS**

## **OPEN SESSION MINUTES**

University Affairs Committee  
Board of Trustees  
North Carolina State University  
November 12, 2020

---

The University Affairs Committee of the Board of Trustees of North Carolina State University held a meeting via Zoom teleconferencing on November 12, 2020.

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

Chair Washington called the meeting to order at 1:17 p.m. He called the roll and certified that 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.

### **Approval of Minutes**

The minutes from the September 10, 2020 meeting were presented for approval, and with no changes, they were approved by consent.

### **Consent Agenda**

Chair Washington reviewed the list of items on the consent agenda and asked Provost Arden to provide brief remarks on the Request to Disestablish the Institute for Nonprofit Research, Education and Engagement (INPREE). Provost Arden explained the Institute was established in 2009 and is administered by the College of Humanities and Social Sciences. An unsuccessful national search for a new Director coupled with fiscal uncertainties caused by the pandemic, have caused reconsideration of the Institute's status as an independent unit. After careful consideration, the College has requested disestablishment of the Institute and will transfer of some of the Institute's programs within other areas of the College. There will be no job losses on state-funded sources; however, a few temporary employees and two part-time graduate student positions will not be renewed.

A motion was made by Mr. Safran, and seconded by Mr. Kelly, to approve the consent agenda items which included approval of the September 10, 2020 open and closed session minutes; approval to disestablish the Institute for Nonprofit Research, Education and Engagement and designation that two distinguished professorships be awarded on a time-limited basis. Chair Washington called for a vote by roll call.

Flowers	AYE
Harrell	AYE
Kelly	AYE
Safran	AYE
Washington	AYE

The motion passed.

University Affairs Committee  
North Carolina State University  
Board of Trustees  
November 12, 2020  
Page 2

### **Requested Action**

#### **Tuition and Fees**

Chancellor Woodson began the discussion on tuition and fees by presenting recommendations from the Tuition Review Advisory Committee for the 2021-2022 year. The recommendations are in keeping with the instructions provided from the UNC System Office which stated no tuition increases are allowed for resident students, and market driven tuition increases are allowed for nonresident students.

The Tuition Review Advisory Committee was co-chaired by Provost Warwick Arden and Student Body President Melanie Flowers. Chancellor Woodson stated his support for the recommendations which included the following:

#### **2021-2022**

- 0% Undergraduate Residents
- 2.5 % (\$666) Undergraduate Nonresidents
- 0% Graduate Residents
- 2.5% (\$661) Graduate Nonresidents

The Tuition Review Advisory Committee recommended that 30.6% of the tuition increase revenue contribute to need-based Financial Aid, that 28.1% provide funding to the Graduate Student Support Plan, that 27.2% be used to improve the quality and accessibility of the NC State educational experience, and that 14.2% provide funding for faculty promotional increases.

Chancellor Woodson continued by reviewing recommendations of the Fee Review Committee, which was co-chaired by Interim Vice Chancellor Lisa Zapata and Student Senate President Coleman Simpson.

According to the UNC-System Office 2021-22 Fee Adjustment instructions, the Student Health Service Fee is the only fee allowed to be submitted for a proposed increase without an offsetting reduction to another fee. All other fee changes, excluding the Student Health Service Fee, are required to net to zero increase in total.

The Fee Review Committee recommended zero net increase in fees, consisting of an increase of +\$38.00 in the Student Health Service Fee combined with a decrease of -\$38.00 in the Thompson Hall Indebtedness Fee, which is set to expire at the end of current fiscal year. Total fees for undergraduates would remain at \$2,565.60 under this proposed fee schedule.

A question was asked whether there would have been an increase proposed to the Student Health Service fee if there had not been a decrease in the Thompson Hall Indebtedness Fee. The Chancellor explained that yes, a fee increase within the range of \$34.00 - \$38.00 was being considered before realizing the retiring debt. When the \$38 fee decrease was realized, the decision to move forward on the higher side for the proposed increase was made given the increasing demand for student health services.

Student Body President Melanie Flowers was asked to comment on the process and recommendations. She explained there is wide support among students for these recommendations given that need-based financial aid and the Graduate Student Support Plan would be held harmless on the tuition side and the resources that are needed to support student health on the fee side.

University Affairs Committee  
North Carolina State University  
Board of Trustees  
November 12, 2020  
Page 3

After discussion, Chair Washington called for a motion to recommend to the full board approval of the 2021-2022 campus initiated tuition increases and student fee recommendations as outlined in Chancellor Woodson's recommendation under Tab 7.2A. Mr. Kelly made the motion to approve, seconded by Ms. Flowers. Chair Washington called for a vote by roll call.

Flowers	AYE
Harrell	AYE
Kelly	AYE
Safran	AYE
Washington	AYE

The motion passed.

### **Reports**

#### **Faculty Senate Report**

Chair of the Faculty Hans Kellner shared highlights from his written report. The Faculty Senate has focused on topics ranging from campus policing to budget realities. The Fall General Faculty meeting was held on October 13 with "What Have We Learned: Covid-19 Impact and Response" as the main discussion topic. The standing committees of the Senate have dealt with various issues of concern, from the final exam policy to regulations that govern promotion and tenure matters in light of the current pandemic situation. The Faculty Assembly of leaders and elected representatives from the faculties of the 17 institutions of the System has been active, as well. Chair Kellner concluded his report by stressing the importance of keeping our eyes and plan for the future, after the era of remote teaching.

#### **Staff Senate Report**

Chair Pat Gaddy reported that the Staff Senate continues to forge ahead with its goals and priorities even in the midst of COVID-19 and budget constraints. The Staff Senate's annual retreat titled "Staff Senate Leading During this Time of Change" was held virtually on August 26, 2020, with more than 70 senators present. The retreat was kicked off with remarks from past chairs as the Staff Senate proudly celebrates its 25th year anniversary. During the annual retreat, administrative updates were given by Chancellor Woodson and Associate Vice Chancellor Marie Williams. The Staff Senate's upcoming service initiatives will include Feed the Pack-Food Pantry, Coat/Clothes Drive and Toys for Tots. Chair Gaddy concluded by noting while COVID-19 has made this year particularly challenging, Staff Senate continues to enhance, enrich and encourage a sense of community among all university staff employees.

#### **Commencement Update**

Chancellor Woodson reported that NC State is finalizing plans for a Virtual Commencement Ceremony that will honor all of the university's 2020 graduates – those who graduated in May and those who will graduate in December. It will be streamed on Friday, December 4<sup>th</sup> at 6:00 p.m. Footage from students, their parents and loved ones, and NC State faculty and staff will be incorporated into the ceremony. He also shared information, which is still being finalized, regarding the commencement speaker. Chancellor Woodson thanked the Enrollment Management and Services division under the leadership of Senior Vice Provost Louis Hunt for the incredible job they have done organizing this first ever-virtual commencement ceremony.

#### **Provost's Update**

In his report, Provost Arden shared information about three new academic program certificates: a graduate and undergraduate certificate in Regulatory Science in Agriculture and a new undergraduate certificate in Professional Writing. He also shared that pending final approval by the Board, Dr. Doneka Scott, currently vice provost for undergraduate education and student success at the University of Oregon, will become the next vice chancellor and dean for the Division of Academic and Student Affairs on February 15, 2021. Provost Arden thanked Dr. Lisa Zapata and Dr. Bret Smith for serving as interim vice chancellor and interim dean, respectively, since August 2019 and for agreeing to continue in these

University Affairs Committee  
North Carolina State University  
Board of Trustees  
November 12, 2020  
Page 4

roles until February 15, 2021. He also shared that the search for the next dean of the College of Humanities and Social Sciences has just commenced; Dean Mark Hoversten will chair the committee and Trustee Perry Safran will serve as the Board of Trustees representative. A search for the next Senior Vice Provost for Enrollment Management and Services will be announced soon following the announcement from Dr. Louis Hunt that he plans to retire at the end of the 20-21 academic year. Provost Arden thanked Dr. Hunt for his extraordinary service to the university over many years. The Provost also noted that the Strategic Planning Executive Steering Committee is working to bring content from the task force reports together to create the new strategic plan with the hope of providing another update to campus before Thanksgiving. Finally, Provost Arden provided an update on faculty retentions for which the number of requests has decreased in recent years. Over the past eight years, NC State has made 130 counteroffers and 229 pre-emptive retention offers. Sixty-three percent (63%) of counteroffers were successful and 93% of the pre-emptive retentions were successful. The overall success rate of counter offers and pre-emptive retentions was 82% over this nine year period.

#### **Topic of Interest**

The Executive Director of the Counseling Center and Prevention Services, Dr. Monica Osburn, provided an overview of the strategic priorities of the Counseling Center and Prevention Services with an emphasis on the mental health needs and challenges of our students. The Counseling center serves approximately 6,000 students clinically, with more than 40,000 total visits per year. Additionally, the Counseling Center and Prevention Services have provided over 40,000 outreach education contacts.

#### **Closed Session**

At 2:31 p.m. a motion was made by Mr. Safran, and seconded by Mr. Kelly, to go into closed session to establish the materials terms of employment contracts and to consider the qualifications, competence, performance, character, fitness, conditions of appointment or conditions of initial employment of an employee or prospective employee. Chair Washington called for a vote by roll call.

Flowers	AYE
Harrell	AYE
Kelly	AYE
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.

Mr. Safran made a motion to approve the head baseball coach employment agreement. Mr. Kelly seconded the motion. Chair Washington called for a vote by roll call.

Flowers	AYE
Harrell	AYE
Kelly	AYE
Safran	AYE
Washington	AYE

The motion passed.

University Affairs Committee  
North Carolina State University  
Board of Trustees  
November 12, 2020  
Page 5

Mr. Safran made a motion to approve the appointment and initial salary of a Vice Chancellor and Dean. Mr. Kelly seconded the motion. Chair Washington called for a vote by roll call.

Flowers	AYE
Harrell	AYE
Kelly	AYE
Safran	AYE
Washington	AYE

The motion passed.

With no further business, Chair Washington announced the meeting adjourned at 2:46 p.m.

Submitted by \_\_\_\_\_

Secretary to the Committee

Approved by \_\_\_\_\_

Chair of the Committee




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

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

## MEMORANDUM

TO: W. Randolph Woodson  
Chancellor  
NC State University

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

SUBJECT: Recommendation to continue the Comparative Medicine Institute under Regulation 10.10.04

DATE: December 2, 2020

---

The Center for Comparative Medicine and Translational Research (CCMTR) was reorganized as a University-wide unit in 2015, and a name change to the Comparative Medicine Institute (CMI) was approved by NC State's Chancellor on October 28, 2015. The mission of the CMI is to enhance collaborative, translational, and interdisciplinary approaches for the comparative study of animal/human diseases.

In accordance with NC State Reg. 10.10.04, a Periodic Review of Institute activities in fiscal years 2015–2020 was completed by an external Review Team on September 23–24, 2020. Following the receipt of the Review Team's report and a detailed response from the Institute, this memo requests your approval of continuance.

The Report delivered by the Review Team strongly supports the mission and direction of the CMI. Indeed, the Report applauds the "unselfish CMI leadership from the director to the associate directors" and states that the "CMI has made significant advances in enhancing collaborative research and in creating and enhancing educational opportunities". The Review Report provides several recommendations, including (1) better attribution of deliverables (e.g., grants, manuscripts, student training) by CMI faculty; (2) enhanced links to external groups (e.g., industry, universities and governmental agencies); and (3) development of a new strategic plan with defined milestones and specific goals.


The Office of Research and Innovation and the Provost recommend that the CMI should continue as a University Institute as sanctioned by the Board of Trustees, and request your approval of this recommendation.

MAV/mh

cc: D. Paul Lunn, Dean, College of Veterinary Medicine  
Kathryn Meurs, Associate Dean for Research  
Jorge Piedrahita, Co-Director, CMI  
Joshua Pierce, Co-Director, CMI  
Jonathan Horowitz, Associate Vice Chancellor for Research  
Larisa Slark, Centers and Institutes Specialist

MEMORANDUM

TO: Mladen Vouk  
Vice Chancellor for Research and Innovation

FROM: W. Randolph Woodson   
Chancellor

SUBJECT: Recommendation to continue the Comparative Medicine Institute (CMI) under Regulation 10.10.04

DATE: December 3, 2020

In response to your Memorandum dated December 2, 2020, authorization is hereby granted to forward the request to continue the Comparative Medicine Institute (CMI) to the Board of Trustees for approval.

WRW/mh

cc: D. Paul Lunn, Dean, College of Veterinary Medicine  
Kathryn Meurs, Associate Dean for Research  
Jorge Piedrahita, Co-Director, CMI  
Joshua Pierce, Co-Director, CMI  
Jonathan Horowitz, Associate Vice Chancellor for Research  
Larisa Slark, Centers and Institutes Specialist

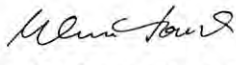


Office of Research and Innovation  
Office of the Vice Chancellor  
<http://research.ncsu.edu>

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

## MEMORANDUM

TO: W. Randolph Woodson  
Chancellor  
NC State University

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

SUBJECT: Recommendation to continue the Institute for Transportation Research and Education (ITRE) under Regulation 10.10.04

DATE: January 6, 2021

---

The Institute for Transportation Research and Education (ITRE) was established by the UNC System Board of Governors in February 1978. ITRE's mission is to address the nation's critical transportation issues by carrying out research, training and technical support activities in the areas of surface and air transportation for national, state, and local clients.

In accordance with NC State Reg. 10.10.04, a Periodic Review of Institute activities in fiscal years 2014–2019 was completed by an external Review Team on September 15-16, 2020. Following the receipt of the Review Team's report and a detailed response from the Institute, this memo requests your approval of continuance.

The Report delivered by the Review Team strongly supports the mission and direction of the Institute. Indeed, the Report states "ITRE provides an outstanding service to North Carolina and provides significant opportunity to NC State faculty and students. In addition, ITRE provides an excellent foundation to build a more impactful transportation research program at NC State and to help the University provide a higher level of service to the State."

The Review Report provides a number of recommendations, including (1) the development of revenue and expenditure models for the next five and ten years that will enable the Institute to function more nimbly; (2) strengthening of student-based research and training activities; and (3) expansion of faculty involvement in research and education programs.


The Office of Research and Innovation and the Provost recommend that ITRE should continue as a University Institute as sanctioned by the NC State Board of Trustees, and request your approval of this recommendation.

MAV/mh

cc: Billy Williams, Director, ITRE  
Jonathan Horowitz, Associate Vice Chancellor for Research  
Larisa Slark, Centers and Institutes Specialist

MEMORANDUM

TO: Mladen Vouk  
Vice Chancellor for Research and Innovation

FROM: W. Randolph Woodson   
Chancellor

SUBJECT: Recommendation to continue the Institute for Transportation Research and Education (ITRE) under Regulation 10.10.04

DATE: January 7, 2021

In response to your Memorandum dated January 6, 2021, authorization is hereby granted to forward the request to continue the Institute for Transportation Research and Education (ITRE) to the Board of Trustees for approval.

WRW/mh

cc: Billy Williams, Director, ITRE  
Jonathan Horowitz, Associate Vice Chancellor for Research  
Larisa Slark, Centers and Institutes Specialist

### **Designation of Time Limited Option for Distinguished Professorships**

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

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

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

**Recommended Action:** We request designation of the following distinguished professorships which may be time limited:

1. Andy Quattlebaum Distinguished Chair in Infectious Disease Research, College of Veterinary Medicine, \$2.67M endowment

**Policy References:**

UNC Policy 600.2.3 - Distinguished Professors Endowment Trust Fund

NCSU Policy 01.05.01 – Board of Trustees Bylaws

NCSU Regulation 05.20.17 – Professorships of Distinction

### Conferral of Academic Tenure:

The information regarding conferral of academic tenure is included in the Closed Session Materials - Tab 7.3A.

# REPORTS

NC STATE  
Academic and  
Student Affairs

## Intercollegiate Athletics Annual Report

2019 - 2020

**Dr. Doneka R. Scott**  
Vice Chancellor and Dean  
Division of Academic and Student Affairs

**Katie Graham**  
Assistant Dean and Associate Athletic Director  
Academic Support Program for Student-Athletes  
Division of Academic and Student Affairs

NC STATE  
Academic and  
Student Affairs

### Annual Reporting Requirement

UNC System Office Policy 1100.1, related to intercollegiate athletics, "requires that chancellors submit an annual report to the Board of Trustees of the constituent institutions with a copy to the president, who will report to the Board of Governors."

NC STATE  
Academic and  
Student Affairs

## Reporting Requirements

- Undergraduate Student-Athlete Admission Profiles
- Graduate Student-Athlete Enrollment
- Undergraduate Student-Athlete Enrollment
- NCAA Academic Progress Rate
- NCAA Graduation Success Rate

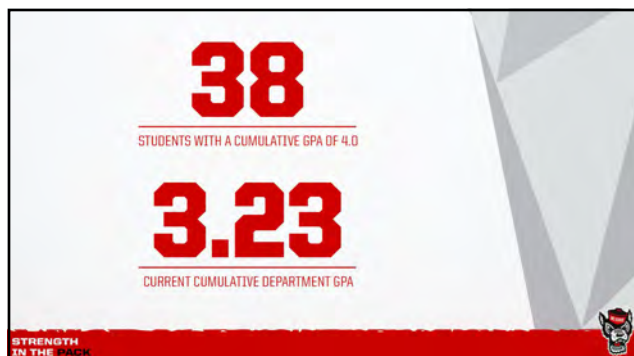
NC STATE  
Academic and  
Student Affairs

**77**  
STUDENT-ATHLETES WITH A FALL TERM GPA OF 4.0

**22 OF 23**  
PROGRAMS WITH A FALL GPA OF 3.0 OR HIGHER

**3.31**  
FALL 2020 GPA | HIGHEST EVER  
FOURTH STRAIGHT SEMESTER OF 3.0 OR BETTER

**STRENGTH IN THE PACK**



Recruited Freshmen Student-Athletes  
2019 - 2020

NC STATE  
Academic and Student Affairs

	Total Enrolled	Avg. Core HS GPA	Avg. SAT	Avg. ACT
Student-Athletes	144	3.82	1164	26
Men's Basketball	3	*	*	-
Women's Basketball	5	*	*	*
Football	31	3.67	1129	26

NC STATE  
Academic and Student Affairs

**Minimum Course and Admission Requirements**

- Minimum Course Requirements (MCR)
  - Completion of specific courses at high school level prior to enrollment
- Minimum Admission Requirements (MAR)
  - Minimum high school GPA and test scores

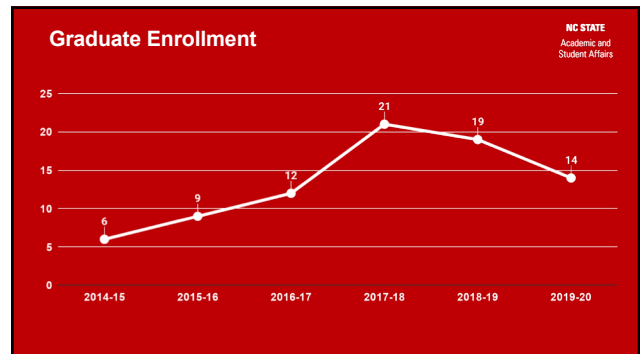
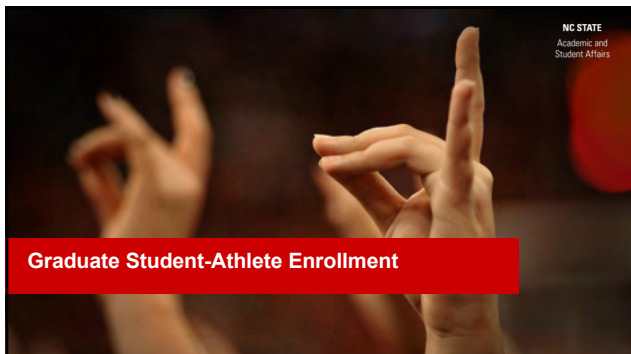
NC STATE  
Academic and  
Student Affairs

### MCR and MAR Exceptions

2019 - 2020

	Enrolled	MCR Exceptions	MAR Exceptions
First-Time Freshmen	5,114	1	5
Recruited Freshmen Student-Athletes	144	1	5

- NC STATE  
Academic and  
Student Affairs
- ### MAR Exceptions - How are they progressing?
- Average cumulative GPA of 2.684
  - Passed an average of 12.5 hours per full time term
  - Enrolled in the following majors:
    - Sport Management
    - Exploratory Studies



## Graduate Enrollment by Sport

NC STATE  
Academic and  
Student Affairs

Sport	2015-16	2016-17	2017-18	2018-19	2019-20	5-Year Total
Men's Football	2	4	6	5	4	21
Men's Track & CC	2	1	4	5	2	14
Men's Basketball	1		2	3	2	8
Women's Track & CC	1	2	2	1	1	7
Women's Basketball			1	3	2	6
Men's Wrestling		1	2	1		4
Women's Volleyball		1	2	1		4

## Graduate Programs

NC STATE  
Academic and  
Student Affairs

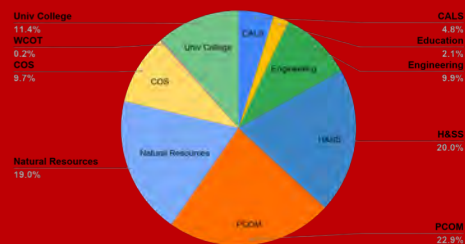
- Applied Statistics and Data Management
- Biomufacturing
- Computer Engineering
- Liberal Studies
- Materials Science and Engineering
- Nonprofit Management
- Physiology
- Sports Management
- Sport and Entertainment Venue Management
- Youth Development and Leadership

## Undergraduate Student-Athlete Majors and Progress

NC STATE  
Academic and  
Student Affairs


## Student-Athlete Enrollment by College

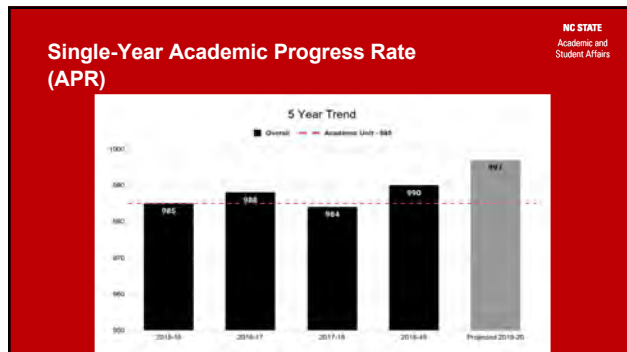
NC STATE  
Academic and  
Student Affairs



Top 10 Undergraduate Majors	
NC STATE Academic and Student Affairs	
<ol style="list-style-type: none"> <li>1. Sport Management</li> <li>2. Business Administration</li> <li>3. Communication</li> <li>4. Psychology</li> <li>5. Political Science</li> <li>6. Criminology</li> <li>7. Mechanical Engineering</li> <li>8. Accounting</li> <li>9. Industrial Engineering</li> <li>10. Nutrition Science</li> <li>11. Animal Science</li> <li>12. History</li> </ol>	

Undergraduate Top Majors	Student-Athlete Top Majors
NC STATE Academic and Student Affairs	
<ol style="list-style-type: none"> <li>1. Business Administration</li> <li>2. Mechanical Engineering</li> <li>3. Psychology</li> <li>4. Computer Science</li> <li>5. Biological Sciences</li> <li>6. Animal Science</li> <li>7. Animal Science</li> <li>8. Communication</li> <li>9. Forestry</li> <li>10. Civil Engineering</li> </ol>	<ol style="list-style-type: none"> <li>1. Sport Management</li> <li>2. Business Administration</li> <li>3. Communication</li> <li>4. Psychology</li> <li>5. Political Science</li> <li>6. Criminology</li> <li>7. Mechanical Engineering</li> <li>8. Accounting</li> <li>9. Industrial Engineering</li> <li>10. Nutrition Science</li> <li>11. Animal Science</li> <li>12. History</li> </ol>

Academic Progress Rate	
NC STATE Academic and Student Affairs	
	
<ul style="list-style-type: none"> <li>Team-based metric that tracks the <b>eligibility</b> and <b>retention</b> of student-athletes each term.</li> <li>How APR is calculated: <ul style="list-style-type: none"> <li>Each student-athlete receiving athletically related financial aid earns one point for being academically eligible and one point for returning the next term or graduating.</li> <li>A team's total points are divided by points possible and then multiplied by 1,000 to equal the team's Academic Progress Rate.</li> <li>The rolling four-year APR is used to determine accountability.</li> </ul> </li> </ul>	



## Multi-Year APR

NC STATE  
Academic and  
Student Affairs

Men's Sports			Women's Sports		
	NC State	National Average		NC State	National Average
Baseball	985	977	Basketball	986	983
Basketball	954	966	Cross Country	1000	989
Cross Country	993	982	Golf	1000	992
Football	962	964	Gymnastics	1000	994
Golf	994	987	Soccer	997	990
Soccer	978	978	Softball	983	986
Swimming	990	983	Swimming	1000	993
Tennis	990	983	Tennis	985	991
Track & Field	993	974	Track & Field	1000	984
Wrestling	987	975	Volleyball	1000	988
			Mixed Rifle	993	985

- Metric created by the NCAA to measure graduation progress of student-athletes
- Includes:
  - First-time, full-time freshmen
  - Students who enter midyear
  - Transfers into institution
- Excludes:
  - Students who leave institution in good standing prior to graduation with athletics eligibility remaining
- Reported as a 4-class average



## Graduation Success Rate 2010 - 2013

NC STATE  
Academic and  
Student Affairs

Men's Sports			Women's Sports		
	NC State	National Average		NC State	National Average
Baseball	100	85	Basketball	85	92
Basketball	50	84	CC/Track	100	91
CC/Track	90	83	Golf	100	96
Football	76	80	Gymnastics	100	95
Golf	90	90	Soccer	100	94
Soccer	95	86	Softball	94	92
Swimming	96	90	Swimming	92	96
Tennis	100	92	Tennis	100	96
Wrestling	87	81	Volleyball	82	94
			Mixed Rifle	100	90

NC State  
89%  
National  
Average  
88%



**NC State University**  
**Annual Human Resources Compliance Report – FY 2019-20**

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

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

The Annual Human Resources Compliance Report is prepared for review and approval by the Chancellor and then shared with the institution's Board of Trustees as an information item prior to submission to the UNC System Office.

NC State's Annual Human Resources Compliance Report for Fiscal Year 2019-20 is divided into the following seven (7) parts with parts 1 – 4 specifically covered by NC State's management flexibility agreement:

- Part 1: SAAO Tier I Non-Salary Compensation, SAAO Tier II Salary Ranges and Methodology, EHRA IRIT Salary Ranges and Methodology, and Faculty Salary Ranges and Methodology
- Part 2: Conferral of Tenure
- Part 3: Institutional Policies (supplemental pay, interim appointments, and/or secondary appointments)
- Part 4: EHRA IRIT Position Actions
- Part 5: Harassment Complaints
- Part 6: Report of Hiring Activity (section expanded for FY 2019-20)
- Part 7: Training & Professional Development (new section added for FY 2019-20)
- Part 8: Certification of Approval

The university's FY 2019 - 2020 report should be submitted to the UNC System Office by no later than **March 31, 2021**.

Annual Human Resources Compliance Report  
PART 1: SAAO Tier I Non-Salary Compensation FY 2019-2020

Employee Name	CUPA Classification Code and Title	Senior Academic and Administrative (SAAO) Tier I Title	Was this position created or substantially modified this fiscal year? Y/N	Non-Salary Compensation (in dollars)							
				Athletic Tickets	Club Membership	Clinical Fac Benefits	Moving Expenses	Temporary Housing	Personal Vehicle Allowance*	Personal Vehicle Annual Allowance**	University Vehicle Total Allowance***
Arden,Warwick	102000: Executive Vice Chancellor	Executive Vice Chancellor and Provost	N								
Braden,Jeffery	153220: Dean Humanities	Dean - Humanities and Social Sciences	N								
Buckless,Frank	153060: Dean Business	Dean - Poole College of Management	N								
Danowitz,Mary Ann	153120: Dean Education	Dean - Education	N								
Floyd, Myron	153170: Dean Forestry & Environ Studies	Dean - Natural Resources	N								
Harries,Peter	153190: Dean Graduate School	Dean - Graduate School	N								
Hinks,David	999999: No CUPA Match	Dean - Wilson College of Textiles	N								
Hoit,Marc	129000: Chief Information/IT Officer	Vice Chancellor for Information Technology	N								
Hoversten,Mark	153020: Dean Architecture/Design	Dean - Design	N								
Howell,Kevin	119000: Chief External Affairs Officer	Vice Chancellor - External Affairs, Partnerships and Economic Development	N								
Linton,Richard	153010: Dean Agriculture	Dean - Agriculture and Life Sciences	N								
Lunn,David Paul	153410: Dean Veterinary Medicine	Dean - Veterinary Medicine	N								
Maimone,Charles	107000: Chief Business Officer	Vice Chancellor for Finance and Administration	N				\$ 25,000				
Martin,Louis	153130: Dean Engineering	Dean - Engineering	N								
McGahan,Mary	153360: Dean Sciences	Dean - Sciences	N								
Newhart,Allison	137000: Chief Legal Affairs Officer	Vice Chancellor and General Counsel	N								
Sischo,Brian	113000: Chief Development/Adv Officer	Vice Chancellor for University Advancement	N								\$ 6,945
Vouk,Mladen	143000: Chief Research Officer	Vice Chancellor for Research and Innovation	N								
Woodson,William Randolph	101000: Chief Executive Officer, Single Inst	Chancellor	N								\$ 5,587
Zapata, Lisa	145000:Chief Student Affairs/Stud Life Officer	Interim Vice Chancellor for Division of Academic and Student Affairs	N								

INSTRUCTIONS:

List all Senior Academic and Administrative Officer (SAAO) Tier I employees (including chancellor) as of June 30, 2020.  
For the non-salary compensation columns, enter the total dollar value of the amount received in FY 19-20 in each category.  
Leave cells blank if no compensation was provided to the employee during FY 19-20 in that category.  
Include vacant SAAO-I roles as of June 30, 2020.  
\*If there's a Personal Vehicle allowance, monthly car allowance goes here, though be sure to annualize amount  
\*\*If there's a Personal Vehicle allowance, total annual amount of car allowance goes here  
\*\*\* If there's a University Vehicle allowance, total amount is included as imputed income

Total Number of SAAO Tier 1 Employees	Total Amount of Non-Salary Compensation for SAAO Tier 1
20	\$ 37,532.00

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

<input type="checkbox"/>	Our institution used the UNC System Office published Senior Academic and Administrative Officer (SAAO) Tier II salary ranges in FY 19-20.
<input checked="" type="checkbox"/>	Our institution's SAAO Tier II salary ranges and methodology for FY 19-20 are attached.

**EHRA IRIT Salary Ranges (*check one*)**

<input type="checkbox"/>	Our institution used the UNC System Office published, recommended Institutional, Research and Information Technology (IRIT) salary ranges in FY 19-20.
<input checked="" type="checkbox"/>	In lieu of providing IRIT salary ranges, a disclosure on how individual ranges are derived is attached.

**Faculty Salary Ranges (*check one*)**

<input checked="" type="checkbox"/>	Our institution's faculty salary ranges and methodology for FY 19-20 are attached.
<input type="checkbox"/>	In lieu of providing faculty salary ranges, a disclosure on how individual ranges are derived is attached.

**Attach your institution's faculty salary ranges and methodology or your institution's disclosure on how individual ranges are derived below (Cell B23). Please pay particular attention to the quality of your submission. We expect to see clear details on your methodology (including target market rate, and the size of the range spread) and primary/secondary data sources.**

**PART 2: Conferral of Tenure**

57	Number of faculty reviewed for tenure
55	Number of faculty granted tenure
7	Number of new faculty hired with tenure

**PART 3: Institution Policies**

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

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

<input checked="" type="checkbox"/>	<b>YES</b>	Our institution's supplemental pay, interim appointments, and/or secondary appointments policy and/or procedures is attached.
		Date last reviewed: 12/8/2020 (current); 02/28/2017 (FY 2019-20)
<input type="checkbox"/>	<b>NO</b>	Our institution does not have a supplemental pay, interim appointments, and/or secondary appointments policy or procedures. Attached is the methodology used at our institution to review supplemental pay, interim appointments, and/or secondary appointments. Please be aware that an answer of "NO" should also be accompanied by an action plan for permanently establishing procedures over the coming fiscal year.

Attach your institution's policy or procedures on supplemental pay, interim appointments, and/or secondary appointments OR attach your institution's methodology for reviewing supplemental pay, interim appointment and/or secondary appointments (Cell B41).

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

<input checked="" type="checkbox"/>	<b>YES</b>	<input type="checkbox"/>	<b>NO</b>
-------------------------------------	------------	--------------------------	-----------

If "NO", please briefly explain how you do distinguish between base pay and supplemental pay. Please be aware that an answer of "NO" should also be accompanied by an action plan for permanently establishing those procedures over the coming fiscal year.

#### PART 4: EHRA IRIT Position Actions

##### Does your institution have delegated authority for IRIT position actions?

<input checked="" type="checkbox"/>	YES	My institution has independent IRIT authority to create and reclassify IRIT positions (excepting those that may require special review under periodic legislation), with the exception of RADA/CADA position actions which are submitted to UNC System Office for review and approval. Our institution's Annual IRIT Report for FY 19-20 is completed in the Tab Titled "IRIT Annual Report"
<input type="checkbox"/>	NO	My institution does not have delegated authority to create and revise IRIT positions. We submit all requests for new or reclassified IRIT positions to UNC System Office for review and approval.

#### PART 5: Harassment Complaints

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

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

<input checked="" type="checkbox"/>	YES	My institution tracks harassment complaints and, if requested by the System Office, can provide the above listed data in a report form.
<input type="checkbox"/>	NO	My institution does NOT track harassment complaints or does not collect all of the above listed data. Please be prepared to send a separate email to System Office HR, to the attention of Keith Dupuis, about this issue.

#### PART 6: Report of Hiring Activity

Report of Hiring Activity for Fiscal Year 2019-2020. Hiring activity should include competitive events and waivers of recruitment for **permanent positions only** (exclude temporary employees/appointments). **Please note that waivers are considered hires as well.**

Employee Category	External Hire Count from Outside the UNC System	External Hire Count from Within the UNC System	Internal Hire Count
EHRA Faculty	166	5	263
EHRA Senior Academic and Administrative Officer Tier I	2	1	1
EHRA Senior Academic and Administrative Officer Tier II	36	8	12
EHRA IRIT	256	58	45
All Other EHRA Non-Faculty Not Otherwise Categorized	71	3	17
SHRA Staff	439	80	105
<b>Grand Totals</b>	<b>970</b>	<b>155</b>	<b>443</b>

**NOTE:** Starting with fiscal year 2020-2021, this chart will have five columns: External Hires from Outside State Employment (non-higher ed); External Hires from Higher Education Institutions (outside UNC System); External Hires from within UNC System; External Hires from NC state agencies; and Internal Hires.

#### PART 7: Training & Professional Development

Compliance Training		Do you offer mandatory supervisor training program(s)? If Yes, include # of supervisors who completed that training in FY19-20.	
Total # of Supervisors (Faculty and Staff)	1869		
# of Supervisors who have completed EEO/DF Training	35	YES - Number who completed training this year	367
# of Supervisors who have started EEO/DF Training	53	NO	

Use course completion information as of June 30, 2020

Central Staff Professional Development Expenditures	
Total FTE in Work Unit	4.08
Total Personnel Expenditures in Work Unit	474,938.79
Total Non-Personnel Expenditures in Work Unit	34,847
Total Expenditures Per Capita ( <i>Perm Staff Only</i> )	355,577.71
Total Expenditures as % of Payroll ( <i>Perm Staff Only</i> )	9.80%

***Report information only for development programs offered through Human Resources (or through other institution-wide organization if not housed within Human Resources)***  
***Under Non-Personnel Expenditures, include any institution-wide contracts with content providers (eg, Skillsoft, LinkedIn Learning, Covey, etc.) even if not paid by HR***

## PART 8: Certification of Approval

*During the Pandemic, we understand there may be logistical issues in obtaining a physical signature. Electronic signature communicated by secure email accounts are acceptable.*

INSTITUTIONS WITH MANAGEMENT FLEXIBILITY	
I certify that I reviewed and approved <b>NC State University's</b> Annual Human Resources Compliance Report for the Fiscal Year ending June 30, 2020 and this report was approved by the Board of Trustees on <b>25-Feb-21</b> .	
Name:	
Chancellor	Date

INSTITUTIONS WITHOUT MANAGEMENT FLEXIBILITY	
I certify that I reviewed and approved <b>[INSTITUTION NAME]'s</b> Annual Human Resources Compliance Report for the Fiscal Year ending June 30, 2020.	
Name:	
Chancellor	Date

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

Those campuses with special IRIT authority should use this template to report all new or modified positions that happened during FY2019-2020.

Institution	EHRA Title	EHRA Position Number	Previous Designation	Previous SHRA Position (if applicable)		IRIT Code	Effective Date
			(SHRA, EHRA or New Position)	Classification (Plus Competency)	Position Number		
NC State	Director of Career and	00100701	EHRA			IRPS-01	2/1/2020
NC State	Study Abroad Advisor	00107701	New			IRPS-01	7/25/2019
NC State	Study Abroad Advisor	00107702	New			IRPS-01	7/25/2019
NC State	Academic Advisor	00107783	New			IRPS-01	9/25/2019
NC State	Assistant Director, Offi	00062044	EHRA			IRPS-03	10/1/2019
NC State	Associate Head Coach	00007647	EHRA			IRPS-05	7/1/2019
NC State	Assistant Athletic Direc	00105416	SHRA	University Program Sp	00105416	IRPS-05	11/1/2019
NC State	Assistant Athletic Train	00107836	New			IRPS-05	10/28/2019
NC State	Director of Sport Scier	00107867	New			IRPS-05	11/22/2019
NC State	Assistant Director of P	00107913	New			IRPS-05	1/7/2020
NC State	Assistant Director of P	00107914	New			IRPS-05	1/7/2020
NC State	Director for Data Analy	00001620	EHRA			IRPS-10	2/13/2020
NC State	Director, Academic an	00103309	EHRA			IRPS-10	1/1/2020
NC State	Mountain Outreach As	00107762	New			IRPS-11	9/11/2019
NC State	Director of Cybersecur	00107911	New			IRPS-11	1/1/2020
NC State	Director of Instructiona	00108059	New			IRPS-12	5/28/2020
NC State	Instructional Design Co	00044218	SHRA	Technology Support T	00044218	IRPS-12	7/1/2019
NC State	Associate Director, Dis	00100377	EHRA			IRPS-12	12/1/2019
NC State	Research Assistant - D	00102410	EHRA			IRPS-12	3/1/2020
NC State	Assistant Director, Cov	00103248	EHRA			IRPS-12	2/1/2020
NC State	Director of Instructiona	00104884	EHRA			IRPS-12	4/1/2020
NC State	Senior Instructional De	00107884	New			IRPS-12	1/1/2020
NC State	Biomanufacturing Train	00106796	EHRA			IRPS-13	12/1/2019
NC State	Biomanufacturing Train	00107691	New			IRPS-13	7/18/2019
NC State	Lab Manager, Zakas L	00107697	New			IRPS-13	7/23/2019
NC State	Lab Manager, Tumor M	00107819	New			IRPS-13	10/18/2019
NC State	Service Center Lab Ma	00107825	New			IRPS-13	10/23/2019
NC State	Assistant Director of N	00001990	EHRA			IRPS-15	4/1/2020
NC State	Extension Associate -	00108020	New			IRPS-15	3/23/2020
NC State	Extension Associate	00108035	New			IRPS-15	4/28/2020
NC State	Director of A.I. Acader	00108060	New			IRPS-15	5/28/2020
NC State	Director of Food Syste	00060639	EHRA			IRPS-15	5/5/2020
NC State	Director and Extensior	00062479	EHRA			IRPS-15	11/1/2019
NC State	New Ventures Program	00065170	EHRA			IRPS-15	1/15/2020
NC State	Executive Director, Bid	00065608	EHRA			IRPS-15	9/1/2019
NC State	Research Technician	00100286	SHRA	Research Specialist-N	00100286	IRPS-15	3/19/2020
NC State	Associate Director of Z	00101947	EHRA			IRPS-15	8/16/2019
NC State	Assistant Director of C	00103275	SHRA	University Program Sp	00103275	IRPS-15	7/1/2019
NC State	Director of Internationa	00103374	EHRA			IRPS-15	7/1/2019
NC State	Evaluation and Talent	00103983	SHRA	University Program Sp	00103983	IRPS-15	1/1/2020
NC State	Associate Director, Re	00105194	EHRA			IRPS-15	9/1/2019
NC State	Assistant Director of Ir	00106415	EHRA			IRPS-15	7/1/2019
NC State	Extension Associate -	00106964	EHRA			IRPS-15	11/1/2019
NC State	Program Specialist for	00107246	SHRA	University Program Sp	00107246	IRPS-15	10/29/2019
NC State	Biomanufacturing Train	00107690	New			IRPS-15	7/18/2019
NC State	Program Coordinator,	00107730	New			IRPS-15	8/14/2019
NC State	Pesticide Safety Exter	00107778	New			IRPS-15	9/23/2019
NC State	Extension Associate	00107802	New			IRPS-15	10/9/2019
NC State	Extension Farmworker	00107820	New			IRPS-15	10/18/2019
NC State	Program Manager, Acc	00107838	New			IRPS-15	1/1/2020
NC State	Senior Scientist I - Acc	00107842	New			IRPS-15	1/1/2020
NC State	Senior Scientist I - Acc	00107843	New			IRPS-15	1/1/2020
NC State	Technology and Social	00107874	New			IRPS-15	11/25/2019
NC State	Extension Assistant - C	00107943	New			IRPS-15	1/21/2020
NC State	Extension Farmworker	00107968	New			IRPS-15	2/13/2020
NC State	Extension Specialist -	00108001	New			IRPS-15	3/5/2020
NC State	Validation of Equity an	00108005	New			IRPS-15	3/10/2020
NC State	Associate Director of F	00062894	EHRA			IRPS-16	9/10/2019
NC State	Contract Negotiator, S	00103819	EHRA			IRPS-16	7/18/2019
NC State	Executive Director, Po	00104978	EHRA			IRPS-16	7/1/2019
NC State	Technical Program Ma	00105618	EHRA			IRPS-16	4/1/2020
NC State	Research Scholar	00105632	EHRA			IRPS-16	9/1/2019
NC State	Industry Senior Contra	00106134	EHRA			IRPS-16	1/1/2020
NC State	Visiting Scholar, Crop	00107991	New			IRPS-17	2/26/2020
NC State	Visiting Scholar, Plants	00107993	New			IRPS-17	2/27/2020
NC State	Visiting Scholar, Crop	00108004	New			IRPS-17	3/10/2020
NC State	Director- Dairy Enterpr	00007489	EHRA			IRPS-17	4/1/2020

NC State	Biostatistician	00008187	EHRA			IRPS-17	7/29/2019
NC State	Research Assistant - H	00108013	New			IRPS-17	3/16/2020
NC State	Research Associate in	00108019	New			IRPS-17	3/20/2020
NC State	Research Scholar - Ce	00108040	New			IRPS-17	5/6/2020
NC State	Research Associate, C	00108043	New			IRPS-17	5/11/2020
NC State	Research Associate, C	00108044	New			IRPS-17	5/11/2020
NC State	Research Scholar, AP	00108074	New			IRPS-17	6/15/2020
NC State	Research Associate, S	00108117	New			IRPS-17	6/22/2020
NC State	E. Carroll Joyner Beef	00041739	SHRA	Research Operation M	00041739	IRPS-17	1/1/2020
NC State	Senior Research Schd	00061094	EHRA			IRPS-17	1/15/2020
NC State	Research Associate, F	00100283	EHRA			IRPS-17	3/1/2020
NC State	National Quality Assur	00100337	EHRA			IRPS-17	6/1/2020
NC State	Design Research Assc	00102196	EHRA			IRPS-17	2/1/2020
NC State	Clinical Veterinarian In	00102661	EHRA			IRPS-17	7/22/2019
NC State	Research Assistant, F	00102994	EHRA			IRPS-17	2/1/2020
NC State	Research Scholar, Elf	00104317	EHRA			IRPS-17	12/14/2019
NC State	Research Associate, F	00104382	EHRA			IRPS-17	11/20/2019
NC State	ServiceNow Develop	00104770	EHRA			IRPS-17	12/10/2019
NC State	Research Scholar, Pro	00105808	EHRA			IRPS-17	3/1/2020
NC State	Research Assistant, S	00105862	SHRA	Research Specialist-N	00105862	IRPS-17	11/1/2019
NC State	Wireless Engineer	00105884	EHRA			IRPS-17	11/15/2019
NC State	Design Research Assc	00106018	EHRA			IRPS-17	2/1/2020
NC State	Research Associate, F	00106776	EHRA			IRPS-17	4/1/2020
NC State	Research Assistant, H	00106839	SHRA	Specialty Trades Tech	00106839	IRPS-17	3/1/2020
NC State	Research Scholar, Ce	00106840	EHRA			IRPS-17	2/1/2020
NC State	Research Associate, F	00107129	EHRA			IRPS-17	3/1/2020
NC State	Research Associate, C	00107283	EHRA			IRPS-17	12/6/2019
NC State	Research Assistant, H	00107345	SHRA	Specialty Trades Tech	00107345	IRPS-17	3/1/2020
NC State	Research Scholar, Ce	00107359	EHRA			IRPS-17	1/1/2020
NC State	Research Associate, H	00107654	New			IRPS-17	7/1/2019
NC State	Research Assistant, G	00107678	New			IRPS-17	8/1/2019
NC State	Research Software En	00107679	New			IRPS-17	7/15/2019
NC State	Research Associate, H	00107685	New			IRPS-17	7/15/2019
NC State	Research Assistant, M	00107686	New			IRPS-17	7/1/2019
NC State	Research Scholar, CP	00107706	New			IRPS-17	7/29/2019
NC State	Research Scholar, Ge	00107707	New			IRPS-17	7/29/2019
NC State	Research Analyst, Nor	00107710	New			IRPS-17	7/30/2019
NC State	Research Associate (C	00107723	New			IRPS-17	8/8/2019
NC State	Research Associate (C	00107737	New			IRPS-17	8/16/2019
NC State	Research Associate, H	00107742	New			IRPS-17	8/22/2019
NC State	Research Associate, S	00107743	New			IRPS-17	8/22/2019
NC State	Research Associate, E	00107745	New			IRPS-17	8/26/2019
NC State	Research Associate-S	00107747	New			IRPS-17	8/27/2019
NC State	Research Assistant, M	00107748	New			IRPS-17	8/27/2019
NC State	Research Assistant, M	00107750	New			IRPS-17	8/27/2019
NC State	Research Associate, U	00107764	New			IRPS-17	9/12/2019
NC State	Research Associate, L	00107768	New			IRPS-17	9/17/2019
NC State	Research Associate, N	00107773	New			IRPS-17	9/18/2019
NC State	CPHST Beltsville Labo	00107775	New			IRPS-17	9/19/2019
NC State	Visiting Scholar, Ento	00107777	New			IRPS-17	9/19/2019
NC State	Research Scholar, Ana	00107784	New			IRPS-17	9/27/2019
NC State	Senior Research Schd	00107786	New			IRPS-17	9/30/2019
NC State	Climate Data Analyst	00107799	New			IRPS-17	10/8/2019
NC State	Research Associate, I	00107804	New			IRPS-17	10/10/2019
NC State	Research Scholar- GIS	00107805	New			IRPS-17	10/10/2019
NC State	Research Assistant - D	00107807	New			IRPS-17	10/15/2019
NC State	Research Associate, E	00107816	New			IRPS-17	10/15/2019
NC State	Research Associate, C	00107821	New			IRPS-17	10/21/2019
NC State	GIS Developer / Analy	00107833	New			IRPS-17	10/29/2019
NC State	Research Scholar - F	00107839	New			IRPS-17	10/30/2019
NC State	Research Assistant - F	00107857	New			IRPS-17	11/11/2019
NC State	Research Assistant - F	00107858	New			IRPS-17	11/11/2019
NC State	Research Associate-U	00107863	New			IRPS-17	11/19/2019
NC State	Interpersonal Violence	00107878	New			IRPS-17	11/26/2019
NC State	Senior Archaeologist	00107882	New			IRPS-17	12/3/2019
NC State	Research Assistant, M	00107887	New			IRPS-17	12/5/2019
NC State	Research Associate, E	00107891	New			IRPS-17	1/1/2020
NC State	Research Associate, N	00107893	New			IRPS-17	12/13/2019
NC State	Research Assistant, B	00107894	New			IRPS-17	12/13/2019
NC State	Research Assistant, B	00107895	New			IRPS-17	12/13/2019
NC State	Research Associate, F	00107897	New			IRPS-17	12/16/2019
NC State	Research Associate, F	00107898	New			IRPS-17	12/16/2019
NC State	Research Associate, C	00107899	New			IRPS-17	12/18/2019
NC State	Research Associate, C	00107908	New			IRPS-17	12/30/2019
NC State	Research Associate, F	00107917	New			IRPS-17	1/6/2020

NC State	Visiting Scholar, Entom	00107919	New			IRPS-17	1/8/2020
NC State	Research Associate in	00107923	New			IRPS-17	1/10/2020
NC State	Research Associate, C	00107946	New			IRPS-17	1/22/2020
NC State	Research Assistant, H	00107947	New			IRPS-17	1/24/2020
NC State	Research Associate, C	00107954	New			IRPS-17	1/29/2020
NC State	Research Assistant, L	00107961	New			IRPS-17	2/5/2020
NC State	Research Assistant, D	00107970	New			IRPS-17	2/14/2020
NC State	Research Assistant, B	00107972	New			IRPS-17	2/14/2020
NC State	Research Associate, A	00107973	New			IRPS-17	2/14/2020
NC State	CALS Director of Care	00000271	EHRA			IRPS-18	8/1/2019
NC State	Associate Director, Le	00007638	EHRA			IRPS-18	10/1/2019
NC State	Program Coordinator,	00108032	New			IRPS-18	5/11/2020
NC State	Admissions Counselor	00061727	SHRA	Student Services Spec	00061727	IRPS-18	2/14/2020
NC State	Assistant Director, DA	00061991	EHRA			IRPS-18	1/1/2020
NC State	Assistant Director, Wo	00062433	EHRA			IRPS-18	10/1/2019
NC State	Associate Director, St	00105034	EHRA			IRPS-18	4/1/2020
NC State	Associate Director, O	00105368	EHRA			IRPS-18	2/1/2020
NC State	Program Specialist - S	00106057	SHRA	University Program Sp	00106057	IRPS-18	10/2/2019
NC State	Assistant Director for S	00106484	EHRA			IRPS-18	7/1/2019
NC State	Assistant Director, Pre	00106973	EHRA			IRPS-18	3/1/2020
NC State	Admissions Recruiter,	00107671	New			IRPS-18	7/10/2019
NC State	Assistant Director of A	00107672	New			IRPS-18	7/10/2019
NC State	Assistant Sports Nutrit	00107869	New			IRPS-18	11/26/2019
NC State	Assistant Director, Em	00107904	New			IRPS-18	12/20/2019
NC State	CARES Coordinator	00107933	New			IRPS-18	1/16/2020
NC State	House Director, Sigma	00107934	New			IRPS-18	1/16/2020
NC State	House Director	00107935	New			IRPS-18	1/16/2020
NC State	House Director, Kappa	00107936	New			IRPS-18	1/16/2020
NC State	Program Coordinator-	00107950	New			IRPS-18	1/27/2020
NC State	New Ventures Program	00108012	New			IRPS-19	3/16/2020
NC State	Director for Systems P	00061936	EHRA			IRPS-22	2/2/2020
NC State	Service Desk Manager	00104626	SHRA	Technology Support S	00104626	IRPS-22	8/1/2019
NC State	Implementation Profes	00107047	EHRA			IRPS-22	1/1/2020
NC State	Assistant Director- Sof	00003897	EHRA			IRPS-22	2/1/2020
NC State	IT Manager I	00008044	SHRA	IT Manager - Networki	00008044	IRPS-22	10/1/2019
NC State	Information Technolog	00040138	SHRA	Information Technolog	00040138	IRPS-22	9/1/2019
NC State	IT Manager III	00040143	SHRA	Information Technolog	00040143	IRPS-22	10/1/2019
NC State	IT System Administrat	00040181	SHRA	Systems Programmer,	00040181	IRPS-22	3/13/2020
NC State	Database Administrati	00040187	SHRA	Systems Programmer,	00040187	IRPS-22	1/9/2020
NC State	Director, Business Sys	00040737	SHRA	Business Systems Ma	00040737	IRPS-22	10/1/2019
NC State	IT Manager - Access a	00041138	SHRA	Information Technolog	00041138	IRPS-22	1/1/2020
NC State	IT Implementation Prof	00041140	SHRA	Systems Programmer,	00041140	IRPS-22	4/27/2020
NC State	Business and Technol	00041212	SHRA	Technology Support A	00041212	IRPS-22	8/1/2019
NC State	IT Implementation Prof	00041281	SHRA	Technology Support S	00041281	IRPS-22	10/1/2019
NC State	IT Analyst/Programme	00041686	SHRA	Bus & Tech App Analy	00041686	IRPS-22	10/1/2019
NC State	Assistant Director for T	00043228	SHRA	Systems Programmer,	00043228	IRPS-22	10/1/2019
NC State	Desktop Support Spec	00043495	SHRA	Technology Support S	00043495	IRPS-22	10/1/2019
NC State	Business & Technolog	00043805	SHRA	Bus & Tech App Analy	00043805	IRPS-22	10/1/2019
NC State	Software Testing and I	00044319	SHRA	Networking Specialist	00044319	IRPS-22	3/1/2020
NC State	IT Manager II	00044431	SHRA	IT Manager - Tech Sup	00044431	IRPS-22	10/1/2019
NC State	Infrastructure Engineer	00044454	SHRA	Systems Programmer,	00044454	IRPS-22	4/29/2020
NC State	IT Manager I	00044466	SHRA	Bus & Tech App Analy	00044466	IRPS-22	10/1/2019
NC State	Systems Administrator	00044736	SHRA	Systems Programmer,	00044736	IRPS-22	9/9/2019
NC State	Business & Technolog	00046012	SHRA	Bus & Tech App Analy	00046012	IRPS-22	10/1/2019
NC State	Director of Engineering	00046384	SHRA	Information Technolog	00046384	IRPS-22	10/1/2019
NC State	Business & Tech Appli	00046404	SHRA	Bus & Tech App Analy	00046404	IRPS-22	8/1/2019
NC State	Business & Technolog	00046457	SHRA	Bus & Tech App Analy	00046457	IRPS-22	10/1/2019
NC State	Business & Technolog	00046477	SHRA	Bus & Tech App Analy	00046477	IRPS-22	8/1/2019
NC State	UC Engineer	00046496	SHRA	Systems Programmer,	00046496	IRPS-22	10/1/2019
NC State	Construction Manager	00046502	SHRA	Networking Analyst - A	00046502	IRPS-22	10/1/2019
NC State	Network Analyst	00046576	EHRA			IRPS-22	11/1/2019
NC State	Network Analyst	00046576	SHRA	Networking Analyst - C	00046576	IRPS-22	10/1/2019
NC State	Business & Technolog	00046626	SHRA	Bus & Tech App Analy	00046626	IRPS-22	10/1/2019
NC State	IT Implementation Prof	00046666	SHRA	Technology Support S	00046666	IRPS-22	10/1/2019
NC State	IT Manager	00046736	SHRA	IT Manager - Networki	00046736	IRPS-22	10/1/2019
NC State	Information Technolog	00046784	SHRA	Information Technolog	00046784	IRPS-22	8/1/2019
NC State	Business & Tech App	00046797	SHRA	Bus & Tech App Analy	00046797	IRPS-22	10/1/2019
NC State	Business & Tech Appli	00046799	SHRA	Bus & Tech App Analy	00046799	IRPS-22	8/1/2019
NC State	IT Implementation Prof	00046822	SHRA	Technology Support S	00046822	IRPS-22	10/1/2019
NC State	IT Implementation Prof	00050066	SHRA	Systems Programmer,	00050066	IRPS-22	10/1/2019
NC State	IT Database Administr	00050132	SHRA	Systems Programmer,	00050132	IRPS-22	8/1/2019
NC State	Linux Systems Admini	00050175	SHRA	Systems Programmer,	00050175	IRPS-22	7/3/2019
NC State	Lead AV Professional	00050264	SHRA	Information Technolog	00050264	IRPS-22	9/9/2019
NC State	Director of Information	00050398	SHRA	Business Systems An	00050398	IRPS-22	10/1/2019
NC State	IT System Administrat	00050553	SHRA	Systems Programmer,	00050553	IRPS-22	10/1/2019

NC State	IT Implementation Prof	00050580	SHRA	Technology Support A	00050580	IRPS-22	10/1/2019
NC State	IT System Administrator	00050593	SHRA	Systems Programmer	00050593	IRPS-22	10/1/2019
NC State	IT Analyst/Programmer	00050654	SHRA	Systems Programmer	00050654	IRPS-22	10/1/2019
NC State	Analyst, Financials App	00060014	SHRA	Bus & Tech App Spec	00060014	IRPS-22	2/25/2020
NC State	Desktop Support Analyst	00060176	SHRA	Technology Support S	00060176	IRPS-22	10/1/2019
NC State	CVM AppDev Senior D	00060198	SHRA	IT Project Analyst/Mar	00060198	IRPS-22	4/1/2020
NC State	IT Business Intelligenc	00060217	SHRA	Bus & Tech App Analy	00060217	IRPS-22	10/1/2019
NC State	IT Manager II	00060225	SHRA	Information Technolog	00060225	IRPS-22	10/1/2019
NC State	IT Implementation Prof	00060309	SHRA	Technology Support S	00060309	IRPS-22	10/1/2019
NC State	IT Analyst/Programmer	00060467	SHRA	Bus & Tech App Analy	00060467	IRPS-22	10/1/2019
NC State	IT Architect/Engineer I	00060521	SHRA	Networking Specialist	00060521	IRPS-22	10/1/2019
NC State	IT Business Intelligenc	00060677	SHRA	Bus & Tech App Spec	00060677	IRPS-22	10/1/2019
NC State	DBA Manager	00060774	SHRA	IT Manager - Systems	00060774	IRPS-22	10/1/2019
NC State	IT Manager III	00060957	SHRA	Information Technolog	00060957	IRPS-22	10/1/2019
NC State	Assistant Manager, Fir	00061056	SHRA	Bus & Tech App Spec	00061056	IRPS-22	10/1/2019
NC State	Business and Technol	00061414	SHRA	Bus & Tech App Analy	00061414	IRPS-22	8/1/2019
NC State	Business and Technol	00061581	SHRA	Bus & Tech App Analy	00061581	IRPS-22	10/1/2019
NC State	Applications Analyst P	00061780	SHRA	Bus & Tech App Analy	00061780	IRPS-22	10/1/2019
NC State	IT Implementation Prof	00061954	SHRA	Technology Support A	00061954	IRPS-22	10/1/2019
NC State	IT Analyst/Programmer	00062043	SHRA	Bus & Tech App Analy	00062043	IRPS-22	7/9/2019
NC State	IT Business Systems A	00062093	SHRA	Technology Support A	00062093	IRPS-22	10/1/2019
NC State	IT System Administrator	00062110	SHRA	Systems Programmer	00062110	IRPS-22	10/1/2019
NC State	IT Architect/Engineer I	00062206	SHRA	Networking Specialist	00062206	IRPS-22	10/1/2019
NC State	Application Developer	00062312	SHRA	Bus & Tech App Analy	00062312	IRPS-22	10/1/2019
NC State	IT Client Support Mana	00062341	SHRA	Technology Support A	00062341	IRPS-22	10/1/2019
NC State	IT Analyst/Programmer	00062458	SHRA	Bus & Tech App Tech	00062458	IRPS-22	10/1/2019
NC State	Business & Technology	00062574	SHRA	Bus & Tech App Analy	00062574	IRPS-22	10/1/2019
NC State	Business and Technol	00062760	SHRA	Bus & Tech App Tech	00062760	IRPS-22	1/6/2020
NC State	Web Developer & Fro	00063038	SHRA	Technology Support S	00063038	IRPS-22	4/13/2020
NC State	IT System Administrator	00065014	SHRA	Technology Support A	00065014	IRPS-22	10/1/2019
NC State	IT Manager - Student F	00065140	SHRA	IT Manager - Bus & Te	00065140	IRPS-22	10/1/2019
NC State	Applications Technicia	00065435	SHRA	Technology Support A	00065435	IRPS-22	10/1/2019
NC State	IT Analyst/Programmer	00065522	SHRA	Bus & Tech App Analy	00065522	IRPS-22	10/1/2019
NC State	Systems Programmer	00065531	SHRA	Systems Programmer	00065531	IRPS-22	8/1/2019
NC State	IT Web Designer/Deve	00065562	SHRA	Bus & Tech App Analy	00065562	IRPS-22	10/1/2019
NC State	Business and Technol	00065618	SHRA	Bus & Tech App Analy	00065618	IRPS-22	8/1/2019
NC State	Director of Systems &	00065669	SHRA	IT Manager - Systems	00065669	IRPS-22	10/1/2019
NC State	Business & Technology	00100019	SHRA	Bus & Tech App Spec	00100019	IRPS-22	3/13/2020
NC State	Energy Data Systems	00100318	SHRA	Technology Support S	00100318	IRPS-22	10/1/2019
NC State	IT Implementation Prof	00100346	SHRA	Technology Support A	00100346	IRPS-22	10/1/2019
NC State	CNR Distance Educati	00100350	SHRA	Bus & Tech App Analy	00100350	IRPS-22	10/1/2019
NC State	Associate Director, Da	00100363	SHRA	Bus & Tech App Spec	00100363	IRPS-22	10/1/2019
NC State	IT Implementation Prof	00100450	SHRA	Technology Support A	00100450	IRPS-22	10/1/2019
NC State	Business and Technol	00100468	SHRA	Bus & Tech App Analy	00100468	IRPS-22	10/1/2019
NC State	IT System Administrator	00100504	SHRA	Systems Programmer	00100504	IRPS-22	10/1/2019
NC State	IT System Administrator	00100551	SHRA	Systems Programmer	00100551	IRPS-22	10/1/2019
NC State	IT Implementation Prof	00100672	SHRA	Networking Specialist	00100672	IRPS-22	7/1/2019
NC State	Desktop Support Admi	00100676	SHRA	Technology Support A	00100676	IRPS-22	10/1/2019
NC State	Assistant Director of W	00100681	SHRA	Bus & Tech App Tech	00100681	IRPS-22	10/1/2019
NC State	Asst. Director, Deskto	00100782	SHRA	Information Technolog	00100782	IRPS-22	10/1/2019
NC State	PHP Application Deve	00100796	SHRA	Bus & Tech App Analy	00100796	IRPS-22	8/1/2019
NC State	IT Instructional/Classr	00100821	SHRA	Technology Support A	00100821	IRPS-22	10/1/2019
NC State	Assistant ITSM Archite	00101379	SHRA	Bus & Tech App Spec	00101379	IRPS-22	10/1/2019
NC State	IT Analyst	00101511	SHRA	IT Operations Analyst	00101511	IRPS-22	10/1/2019
NC State	Systems Programmer	00101598	SHRA	Systems Programmer	00101598	IRPS-22	1/1/2020
NC State	IT Business Systems A	00101762	SHRA	Bus & Tech App Spec	00101762	IRPS-22	10/1/2019
NC State	PHP Web Developer	00101973	SHRA	Bus & Tech App Analy	00101973	IRPS-22	7/1/2019
NC State	EPA Administration Co	00102206	SHRA	Bus & Tech App Analy	00102206	IRPS-22	10/1/2019
NC State	IT Security Analyst/Pro	00102376	SHRA	Information Technolog	00102376	IRPS-22	8/2/2019
NC State	IT Operations Analyst	00102422	SHRA	IT Operations Analyst	00102422	IRPS-22	10/1/2019
NC State	AV Support Profession	00102470	SHRA	Technology Support S	00102470	IRPS-22	11/1/2019
NC State	IT Implementation Prof	00102630	SHRA	Technology Support A	00102630	IRPS-22	10/1/2019
NC State	Service Desk Analyst	00102664	SHRA	Technology Support A	00102664	IRPS-22	2/24/2020
NC State	Assessment Sr Web D	00102790	EHRA			IRPS-22	11/1/2019
NC State	Assessment Sr Web D	00102790	SHRA	Technology Support S	00102790	IRPS-22	10/1/2019
NC State	Help Desk Manager	00102879	SHRA	Information Technolog	00102879	IRPS-22	10/1/2019
NC State	Software Development	00102945	SHRA	Bus & Tech App Analy	00102945	IRPS-22	10/1/2019
NC State	IT Analyst/Programmer	00102971	SHRA	Bus & Tech App Analy	00102971	IRPS-22	10/1/2019
NC State	Desktop Support Admi	00103127	SHRA	Technology Support A	00103127	IRPS-22	10/1/2019
NC State	IT Analyst/Programmer	00103150	SHRA	Bus & Tech App Analy	00103150	IRPS-22	8/1/2019
NC State	IT Analyst/Programmer	00103183	SHRA	Bus & Tech App Analy	00103183	IRPS-22	10/1/2019
NC State	IT Client Support Mana	00103334	SHRA	Technology Support S	00103334	IRPS-22	10/1/2019
NC State	IT Analyst/Programmer	00103381	SHRA	Bus & Tech App Spec	00103381	IRPS-22	10/1/2019
NC State	IT Architect/Engineer I	00103423	SHRA	Networking Specialist	00103423	IRPS-22	10/1/2019
NC State	IT System Administrator	00103584	SHRA	Systems Programmer	00103584	IRPS-22	10/1/2019

NC State	IT System Administrator	00103588	SHRA	Systems Programmer	00103588	IRPS-22	8/6/2019
NC State	BTAS CA Analyst - HR	00103709	SHRA	Bus & Tech App Spec	00103709	IRPS-22	10/1/2019
NC State	Technical Director	00104025	EHRA			IRPS-22	8/16/2019
NC State	Director of Information	00104076	SHRA	Information Technology	00104076	IRPS-22	10/1/2019
NC State	Supplier Information M	00104078	SHRA	Business Systems Ana	00104078	IRPS-22	6/9/2020
NC State	IT Analyst/Programme	00104083	SHRA	Bus & Tech App Analy	00104083	IRPS-22	10/1/2019
NC State	IT Implementation Prof	00104218	SHRA	Technology Support S	00104218	IRPS-22	8/1/2019
NC State	IT Analyst/Programme	00104222	SHRA	Bus & Tech App Analy	00104222	IRPS-22	10/1/2019
NC State	Business and Technol	00104891	SHRA	Bus & Tech App Analy	00104891	IRPS-22	8/1/2019
NC State	Application Developer	00104939	SHRA	Bus & Tech App Analy	00104939	IRPS-22	10/1/2019
NC State	IT Web Designer/Deve	00104947	SHRA	Bus & Tech App Analy	00104947	IRPS-22	10/1/2019
NC State	IT Analyst/Programme	00105044	SHRA	Bus & Tech App Spec	00105044	IRPS-22	10/1/2019
NC State	Analyst, Research Adm	00105046	SHRA	Bus & Tech App Analy	00105046	IRPS-22	2/25/2020
NC State	IT Instructional/Classr	00105083	SHRA	Technology Support S	00105083	IRPS-22	10/1/2019
NC State	Systems Administrator	00105312	SHRA	Systems Programmer	00105312	IRPS-22	8/31/2019
NC State	IT Client Support Mana	00105326	SHRA	Technology Support S	00105326	IRPS-22	10/1/2019
NC State	Director - Middleware	00105353	SHRA	IT Director - Journey	00105353	IRPS-22	10/1/2019
NC State	IT Project Manager III	00105354	SHRA	IT Project Program Ma	00105354	IRPS-22	10/1/2019
NC State	IT Analyst/Programme	00105432	SHRA	Bus & Tech App Analy	00105432	IRPS-22	10/1/2019
NC State	IT Network Administrator	00105474	SHRA	Networking Specialist	00105474	IRPS-22	8/2/2019
NC State	IT System Administrator	00105515	SHRA	Systems Programmer	00105515	IRPS-22	7/1/2019
NC State	Distance Education Sp	00105541	SHRA	Technology Support S	00105541	IRPS-22	10/1/2019
NC State	Business & Technology	00105636	SHRA	Bus & Tech App Analy	00105636	IRPS-22	10/1/2019
NC State	Business Systems Ana	00105646	SHRA	Business Systems Ana	00105646	IRPS-22	10/1/2019
NC State	Full-Stack Developer (	00105867	SHRA	Bus & Tech App Analy	00105867	IRPS-22	8/1/2019
NC State	Business & Tech App	00105911	SHRA	Bus & Tech App Analy	00105911	IRPS-22	8/1/2019
NC State	Business Systems Ana	00106010	SHRA	Business Systems Ana	00106010	IRPS-22	10/1/2019
NC State	IT Web Designer/Deve	00106059	SHRA	Bus & Tech App Analy	00106059	IRPS-22	10/1/2019
NC State	IT Business Intelligenc	00106132	SHRA	Bus & Tech App Analy	00106132	IRPS-22	10/1/2019
NC State	Business System Man	00106181	SHRA	Business Systems Ana	00106181	IRPS-22	2/26/2020
NC State	IT Analyst/Programme	00106299	SHRA	Systems Programmer	00106299	IRPS-22	7/1/2019
NC State	IT Network Administrator	00106392	SHRA	Networking Analyst - J	00106392	IRPS-22	10/1/2019
NC State	Business & Technology	00106457	SHRA	Bus & Tech App Analy	00106457	IRPS-22	10/1/2019
NC State	IT Analyst	00106488	SHRA	Technology Support A	00106488	IRPS-22	8/24/2019
NC State	Director of Hospital Inf	00106547	SHRA	University Program Sp	00106547	IRPS-22	10/1/2019
NC State	Business & Technology	00106598	SHRA	Bus & Tech App Spec	00106598	IRPS-22	10/1/2019
NC State	IT Analyst/Programme	00106746	SHRA	Bus & Tech App Analy	00106746	IRPS-22	10/1/2019
NC State	IT Security Professional	00107038	SHRA	Technology Support S	00107038	IRPS-22	10/1/2019
NC State	Data Visualization Proj	00107073	SHRA	Bus & Tech App Analy	00107073	IRPS-22	10/1/2019
NC State	Multimedia Specialist -	00107646	New			IRPS-22	7/1/2019
NC State	Web Content Develop	00107665	New			IRPS-22	7/8/2019
NC State	HRIM IT Project Mana	00107687	New			IRPS-22	7/16/2019
NC State	IT Network Administrator	00107709	New			IRPS-22	7/29/2019
NC State	Geospatial Research S	00107720	New			IRPS-22	8/8/2019
NC State	Geospatial Research S	00107721	New			IRPS-22	8/8/2019
NC State	Business and Technol	00107732	New			IRPS-22	8/15/2019
NC State	IT Implementation Sup	00107740	New			IRPS-22	8/20/2019
NC State	Systems Engineer	00107756	New			IRPS-22	9/4/2019
NC State	Multimedia Specialist	00107788	New			IRPS-22	10/1/2019
NC State	Technology Support C	00107789	New			IRPS-22	10/1/2019
NC State	Developer, Research	00107811	New			IRPS-22	10/16/2019
NC State	IT Implementation and	00107818	New			IRPS-22	10/18/2019
NC State	IT Analyst Programme	00107829	New			IRPS-22	10/25/2019
NC State	Network Analyst	00107831	New			IRPS-22	10/29/2019
NC State	Instrumentation and Te	00107963	New			IRPS-22	2/7/2020
NC State	Instructional Consultan	00107997	New			IRPS-22	3/2/2020
NC State	IT Implementation Prof	00108010	New			IRPS-22	3/13/2020
NC State	IT Analyst/Programme	00108027	New			IRPS-22	4/1/2020
NC State	IT Analyst/Programme	00108051	New			IRPS-22	5/4/2020
NC State	Web Application Deve	00108091	New			IRPS-22	6/17/2020

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

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

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

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

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

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

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

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

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

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

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

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

\*The FY 2019 - 2020 SAAO Tier II salary ranges were approved by the NC State Board of Trustees at their April 18, 2019 meeting.

\*\*The minimum and maximum of each salary range is determined by calculating an 80% spread centered on the 75th percentile. Because the minimum and maximum are calculated and the 50th and 75th percentiles are actual data points, occasionally the calculated minimum will be higher than the 50th percentile.

**NC State University  
Senior Academic and Administrative Officer Tier II (SAAO II)  
Salary Range Methodology FY 2019 - 2020**

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.
- 50<sup>th</sup> 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).
- 75<sup>th</sup> 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 50<sup>th</sup> and 75<sup>th</sup> 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

## **Part 1: EHRA IRIT Salary Ranges**

### **NC State EHRA - IRIT Compensation Methodology**

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

#### **Specify Job Responsibilities**

- Deloitte Consulting developed web-based survey tool to collect information about EHRA jobs.
- Incumbents in EHRA roles self-reported job responsibilities in the survey

#### **Identify Similar Roles in the Labor Market**

- Human Resources (HR) compared EHRA self-reported job responsibilities to “benchmark” job profiles in reliable salary surveys, including:
  - College & University Professional Association for Human Resources (CUPA-HR) - comparable positions in peer institutions;
  - Culpepper – research positions in life sciences;
  - Mercer, CompData, Salary.Com – common positions in outside organizations with whom we compete for talent;
  - Deloitte – compiled from multiple survey sources.
- Made preliminary match of EHRA jobs to survey benchmark jobs.
- 75-80% match in job responsibilities considered a good match.
- Not all positions could be confidently matched to survey benchmark profiles - these are “slotted” into pay ranges based on relative value to solid benchmark matches.
- Preliminary matches to survey profiles required management validation of responsibilities and skill level for each incumbent to finalize matching process.

#### **Market-Driven Compensation Strategy**

- Strategy for developing EHRA salary “ranges” is market-driven.
- Market pricing:
  - attaches values to similar positions in the employment marketplace;
  - identifies multiple skill levels within positions;
  - attaches values to each level;
  - provides basis for developing position hierarchy;
  - provides basis for developing individual pay ranges;

## **Part 1: EHRA IRIT Salary Ranges**

### **EHRA Salary Range Design**

- Jobs that pay similarly in the labor market were grouped together based on market median pay that fell within a range of approximately 15%. This resulted in 12 EHRA IRIT salary ranges.
- A market reference point was established for each pay range by calculating the average of the lowest median pay and the highest median pay.
- The percent spread of the market median pay was calculated to identify how consistent the spread fell across ranges. The desired outcome is to apply a consistent range spread for grouping jobs paid similarly.
- Market median spread was adjusted to 17%. Desired outcome is to keep spread under 20%. Spread can be adjusted; lower spread will result in more ranges.

### **Pay Ranges**

- Median (50<sup>th</sup> percentile) salary data from salary surveys represents market pay for each job.
- Developed pay range for each position based on median pay reported in salary surveys for benchmark positions.
  - Established *Market Reference Point*, based on median pay.
  - Established *Minimum* Pay at 75% of Market Reference Point.
  - Established *Maximum* Pay at 125% of Market Reference Point for jobs with Median pay less than \$50K.
  - Established *Maximum* Pay at 150% of Market Reference Point for jobs with median pay of \$50K or greater.

Note: In FY 2019-2020, NC State utilized the UNC System EHRA Information Technology salary ranges.

College/Division	Discipline	Rank	FY 2019-20 Faculty Salary Ranges		
			Minimum	Market Reference	Maximum
College of Agriculture and Life Sciences	Agricultural & Extension Education	Professor	\$98,419	\$123,024	\$246,048
		Associate Professor	\$75,920	\$94,900	\$166,074
		Assistant Professor	\$69,974	\$87,468	\$131,202
College of Agriculture and Life Sciences	Agriculture & Resource Economics	Professor	\$113,919	\$142,399	\$284,799
		Associate Professor	\$87,004	\$108,756	\$190,322
		Assistant Professor	\$73,974	\$92,468	\$138,701
College of Agriculture and Life Sciences	Animal Sciences	Professor	\$99,658	\$124,572	\$249,144
		Associate Professor	\$75,890	\$94,862	\$166,009
		Assistant Professor	\$65,519	\$81,899	\$122,848
College of Agriculture and Life Sciences	Applied Ecology	Professor	\$121,918	\$152,397	\$304,794
		Associate Professor	\$81,154	\$101,442	\$177,524
		Assistant Professor	\$67,469	\$84,337	\$126,505
College of Agriculture and Life Sciences	Biochemistry	Professor	\$122,519	\$153,149	\$306,298
		Associate Professor	\$79,406	\$99,257	\$173,700
		Assistant Professor	\$66,630	\$83,287	\$124,931
College of Agriculture and Life Sciences	Biological & Agricultural Engineering	Professor	\$106,524	\$133,155	\$266,310
		Associate Professor	\$83,744	\$104,679	\$183,189
		Assistant Professor	\$70,653	\$88,317	\$132,475
College of Agriculture and Life Sciences	Crop Science	Professor	\$95,658	\$119,573	\$239,146
		Associate Professor	\$72,186	\$90,232	\$157,906
		Assistant Professor	\$63,634	\$79,543	\$119,314
College of Agriculture and Life Sciences	Entomology	Professor	\$98,388	\$122,985	\$245,971
		Associate Professor	\$72,971	\$91,214	\$159,625
		Assistant Professor	\$64,974	\$81,218	\$121,827
College of Agriculture and Life Sciences	Food Science	Professor	\$104,401	\$130,502	\$261,004
		Associate Professor	\$69,735	\$87,169	\$152,546
		Assistant Professor	\$64,861	\$81,076	\$121,614
College of Agriculture and Life Sciences	Horticulture Science	Professor	\$95,658	\$119,573	\$239,146
		Associate Professor	\$72,186	\$90,232	\$157,906
		Assistant Professor	\$63,634	\$79,543	\$119,314
College of Agriculture and Life Sciences	Plant Biology	Professor	\$101,588	\$126,985	\$253,970
		Associate Professor	\$74,509	\$93,136	\$162,987
		Assistant Professor	\$65,148	\$81,435	\$122,153
College of Agriculture and Life Sciences	Plant Pathology	Professor	\$95,658	\$119,573	\$239,146
		Associate Professor	\$72,186	\$90,232	\$157,906
		Assistant Professor	\$63,634	\$79,543	\$119,314
College of Agriculture and Life Sciences	Poultry Science	Professor	\$99,658	\$124,572	\$249,144
		Associate Professor	\$75,890	\$94,862	\$166,009
		Assistant Professor	\$65,519	\$81,899	\$122,848
College of Agriculture and Life Sciences	Soil Science	Professor	\$100,822	\$126,028	\$252,056
		Associate Professor	\$71,697	\$89,621	\$156,836
		Assistant Professor	\$64,834	\$81,043	\$121,564
College of Agriculture and Life Sciences	Youth, Family & Community Sciences	Professor	\$108,684	\$135,855	\$271,710
		Associate Professor	\$73,441	\$91,802	\$160,653
		Assistant Professor	\$63,552	\$79,440	\$119,161
College of Humanities and Social Sciences	Anthropology	Professor	\$102,560	\$128,200	\$256,400
		Associate Professor	\$70,900	\$88,625	\$155,094
		Assistant Professor	\$60,770	\$75,963	\$113,944
College of Humanities and Social Sciences	Communication	Professor	\$102,050	\$127,562	\$255,125
		Associate Professor	\$69,888	\$87,360	\$152,880
		Assistant Professor	\$58,585	\$73,232	\$109,847
College of Humanities and Social Sciences	English	Professor	\$95,834	\$119,792	\$239,584
		Associate Professor	\$68,132	\$85,165	\$149,039
		Assistant Professor	\$56,114	\$70,143	\$105,214
College of Humanities and Social Sciences	Foreign Languages & Literatures	Professor	\$97,072	\$121,340	\$242,681
		Associate Professor	\$66,713	\$83,391	\$145,935
		Assistant Professor	\$55,210	\$69,013	\$103,519

College/Division	Discipline	Rank	FY 2019-20 Faculty Salary Ranges		
			Minimum	Market Reference	Maximum
College of Humanities and Social Sciences	History	Professor	\$102,363	\$127,954	\$255,908
		Associate Professor	\$70,414	\$88,018	\$154,031
		Assistant Professor	\$57,607	\$72,009	\$108,014
College of Humanities and Social Sciences	Interdisciplinary Studies	Professor	\$98,074	\$122,592	\$245,185
		Associate Professor	\$71,384	\$89,230	\$156,152
		Assistant Professor	\$54,203	\$67,753	\$101,630
College of Humanities and Social Sciences	Philosophy & Religious Studies	Professor	\$103,570	\$129,462	\$258,925
		Associate Professor	\$68,766	\$85,957	\$150,425
		Assistant Professor	\$57,767	\$72,209	\$108,314
College of Humanities and Social Sciences	Political Science	Professor	\$114,156	\$142,695	\$285,390
		Associate Professor	\$77,226	\$96,532	\$168,931
		Assistant Professor	\$64,031	\$80,038	\$120,057
College of Humanities and Social Sciences	Public Administration	Professor	\$115,943	\$144,929	\$289,858
		Associate Professor	\$85,601	\$107,001	\$187,252
		Assistant Professor	\$70,457	\$88,071	\$132,107
College of Humanities and Social Sciences	Psychology	Professor	\$114,999	\$143,748	\$287,497
		Associate Professor	\$75,702	\$94,628	\$165,598
		Assistant Professor	\$65,602	\$82,003	\$123,004
College of Humanities and Social Sciences	Social Work	Professor	\$101,707	\$127,134	\$254,269
		Associate Professor	\$72,787	\$90,984	\$159,221
		Assistant Professor	\$60,695	\$75,869	\$113,803
College of Humanities and Social Sciences	Sociology	Professor	\$112,209	\$140,262	\$280,523
		Associate Professor	\$73,870	\$92,338	\$161,591
		Assistant Professor	\$63,015	\$78,768	\$118,152
College of Sciences	Applied Mathematics	Professor	\$116,459	\$145,574	\$291,148
		Associate Professor	\$77,371	\$96,714	\$169,249
		Assistant Professor	\$70,479	\$88,099	\$132,148
College of Sciences	Atmospheric Sciences	Professor	\$123,570	\$154,463	\$308,926
		Associate Professor	\$90,147	\$112,684	\$197,198
		Assistant Professor	\$72,453	\$90,566	\$135,849
College of Sciences	Mathematics	Professor	\$105,128	\$131,410	\$262,819
		Associate Professor	\$75,030	\$93,788	\$164,129
		Assistant Professor	\$65,134	\$81,418	\$122,126
College of Sciences	Biological Sciences	Professor	\$111,098	\$138,872	\$277,745
		Associate Professor	\$76,905	\$96,131	\$168,229
		Assistant Professor	\$65,886	\$82,357	\$123,536
College of Sciences	Biology	Professor	\$111,098	\$138,872	\$277,745
		Associate Professor	\$76,905	\$96,131	\$168,229
		Assistant Professor	\$65,886	\$82,357	\$123,536
College of Sciences	Chemistry	Professor	\$122,411	\$153,013	\$306,027
		Associate Professor	\$78,603	\$98,254	\$171,944
		Assistant Professor	\$67,505	\$84,381	\$126,572
College of Sciences	Genetics	Professor	\$119,776	\$149,720	\$299,441
		Associate Professor	\$87,406	\$109,257	\$191,200
		Assistant Professor	\$69,383	\$86,729	\$130,093
College of Sciences	Geology & Earth Sciences	Professor	\$108,617	\$135,771	\$271,542
		Associate Professor	\$78,444	\$98,055	\$171,596
		Assistant Professor	\$65,750	\$82,188	\$123,282
College of Sciences	Marine and Oceanographic Sciences	Professor	\$121,918	\$152,397	\$304,794
		Associate Professor	\$81,154	\$101,442	\$177,524
		Assistant Professor	\$67,469	\$84,337	\$126,505
College of Sciences	Microbiology	Professor	\$117,919	\$147,399	\$294,798
		Associate Professor	\$79,505	\$99,381	\$173,917
		Assistant Professor	\$67,179	\$83,974	\$125,961
College of Sciences	Physics	Professor	\$109,846	\$137,308	\$274,616
		Associate Professor	\$78,796	\$98,495	\$172,366
		Assistant Professor	\$68,658	\$85,822	\$128,733

College/Division	Discipline	Rank	FY 2019-20 Faculty Salary Ranges		
			Minimum	Market Reference	Maximum
College of Sciences	Statistics	Professor	\$120,248	\$150,310	\$300,621
		Associate Professor	\$81,696	\$102,120	\$178,710
		Assistant Professor	\$74,293	\$92,866	\$139,300
College of Sciences	Toxicology	Professor	\$130,929	\$163,661	\$327,321
		Associate Professor	\$85,773	\$107,216	\$187,628
		Assistant Professor	\$67,604	\$84,505	\$126,757
College of Design	Design	Professor	\$96,496	\$120,620	\$241,239
		Associate Professor	\$73,158	\$91,447	\$160,033
		Assistant Professor	\$58,832	\$73,541	\$110,311
College of Engineering	Biomedical	Professor	\$139,948	\$174,935	\$349,870
		Associate Professor	\$92,501	\$115,626	\$202,345
		Assistant Professor	\$77,377	\$96,721	\$145,081
College of Engineering	Chemical & Biomolecular	Professor	\$133,462	\$166,828	\$333,656
		Associate Professor	\$93,128	\$116,410	\$203,718
		Assistant Professor	\$78,501	\$98,127	\$147,190
College of Engineering	Civil, Construction & Environmental	Professor	\$122,561	\$153,202	\$306,404
		Associate Professor	\$88,458	\$110,573	\$193,503
		Assistant Professor	\$75,778	\$94,723	\$142,084
College of Engineering	Computer Science	Professor	\$135,551	\$169,439	\$338,877
		Associate Professor	\$96,530	\$120,663	\$211,160
		Assistant Professor	\$84,781	\$105,976	\$158,964
College of Engineering	Computer Engineering	Professor	\$135,751	\$169,689	\$339,378
		Associate Professor	\$96,563	\$120,704	\$211,232
		Assistant Professor	\$84,706	\$105,882	\$158,824
College of Engineering	Electrical Engineering	Professor	\$131,489	\$164,361	\$328,721
		Associate Professor	\$93,170	\$116,462	\$203,808
		Assistant Professor	\$79,588	\$99,485	\$149,227
College of Engineering	Industrial	Professor	\$130,798	\$163,497	\$326,994
		Associate Professor	\$89,300	\$111,625	\$195,344
		Assistant Professor	\$76,563	\$95,704	\$143,556
College of Engineering	Materials	Professor	\$144,485	\$180,606	\$361,213
		Associate Professor	\$96,511	\$120,638	\$211,117
		Assistant Professor	\$79,541	\$99,426	\$149,139
College of Engineering	Mechanical Engineering	Professor	\$129,424	\$161,780	\$323,561
		Associate Professor	\$91,420	\$114,275	\$199,981
		Assistant Professor	\$78,028	\$97,535	\$146,303
College of Engineering	Aerospace Engineering	Professor	\$136,184	\$170,230	\$340,460
		Associate Professor	\$94,999	\$118,748	\$207,809
		Assistant Professor	\$77,801	\$97,252	\$145,877
College of Engineering	Nuclear	Professor	\$145,193	\$181,492	\$362,983
		Associate Professor	\$94,242	\$117,802	\$206,154
		Assistant Professor	\$80,687	\$100,858	\$151,288
College of Natural Resources	Forest Biomaterials	Professor	\$96,429	\$120,536	\$241,072
		Associate Professor	\$74,639	\$93,299	\$163,274
		Assistant Professor	\$64,868	\$81,084	\$121,627
College of Natural Resources	Forestry & Environmental Resources	Professor	\$101,131	\$126,414	\$252,828
		Associate Professor	\$75,003	\$93,754	\$164,070
		Assistant Professor	\$65,030	\$81,287	\$121,931
College of Natural Resources	Parks, Recreation, and Tourism Management	Professor	\$108,366	\$135,457	\$270,915
		Associate Professor	\$74,622	\$93,277	\$163,235
		Assistant Professor	\$63,035	\$78,794	\$118,191
Poole College of Management	Accounting	Professor	\$188,100	\$235,124	\$470,249
		Associate Professor	\$150,887	\$188,609	\$330,066
		Assistant Professor	\$154,288	\$192,860	\$289,290

College/Division	Discipline	Rank	FY 2019-20 Faculty Salary Ranges		
			Minimum	Market Reference	Maximum
Poole College of Management	Business Management	Professor	\$178,127	\$222,658	\$445,317
		Associate Professor	\$135,685	\$169,606	\$296,811
		Assistant Professor	\$123,030	\$153,787	\$230,681
Poole College of Management	Economics	Professor	\$132,255	\$165,319	\$330,638
		Associate Professor	\$109,838	\$137,297	\$240,270
		Assistant Professor	\$97,024	\$121,279	\$181,919
Poole College of Management	Entrepreneurship	Professor	\$193,568	\$241,960	\$483,919
		Associate Professor	\$123,955	\$154,944	\$271,152
		Assistant Professor	\$125,618	\$157,023	\$235,534
Poole College of Management	Finance	Professor	\$188,688	\$235,860	\$471,720
		Associate Professor	\$159,661	\$199,576	\$349,258
		Assistant Professor	\$155,901	\$194,876	\$292,314
Poole College of Management	Human Resources Management	Professor	\$155,171	\$193,964	\$387,927
		Associate Professor	\$121,016	\$151,270	\$264,722
		Assistant Professor	\$118,057	\$147,571	\$221,356
Poole College of Management	Management Information Systems	Professor	\$157,565	\$196,957	\$393,913
		Associate Professor	\$122,520	\$153,150	\$268,013
		Assistant Professor	\$123,200	\$154,000	\$231,000
Poole College of Management	Marketing	Professor	\$171,171	\$213,963	\$427,926
		Associate Professor	\$128,239	\$160,299	\$280,524
		Assistant Professor	\$122,003	\$152,504	\$228,756
Poole College of Management	Operations Management	Professor	\$178,127	\$222,658	\$445,317
		Associate Professor	\$135,685	\$169,606	\$296,811
		Assistant Professor	\$123,030	\$153,787	\$230,681
Poole College of Management	Organizational Behavior	Professor	\$155,171	\$193,964	\$387,927
		Associate Professor	\$121,016	\$151,270	\$264,722
		Assistant Professor	\$118,057	\$147,571	\$221,356
College of Textiles	Apparel / Textiles	Professor	\$97,735	\$122,168	\$244,337
		Associate Professor	\$72,559	\$90,699	\$158,723
		Assistant Professor	\$62,413	\$78,016	\$117,024
College of Textiles	Textile Sciences & Engineering	Professor	\$149,297	\$186,621	\$373,242
		Associate Professor	\$100,248	\$125,310	\$219,292
		Assistant Professor	\$81,694	\$102,117	\$153,175
Division of Academic & Student Affairs	Music	Professor	\$86,437	\$108,047	\$216,094
		Associate Professor	\$64,610	\$80,763	\$141,335
		Assistant Professor	\$52,204	\$65,255	\$97,883
Division of Academic & Student Affairs	Health & Exercise Science	Professor	\$101,059	\$126,324	\$252,648
		Associate Professor	\$73,182	\$91,478	\$160,086
		Assistant Professor	\$61,179	\$76,474	\$114,711
College of Veterinary Medicine	Veterinary Medicine	Professor	\$136,483	\$170,603	\$341,206
		Associate Professor	\$107,091	\$133,863	\$234,260
		Assistant Professor	\$96,452	\$120,565	\$180,848
College of Education	Teacher Education & Learning Sciences (TELS)	Professor	\$95,228	\$119,035	\$238,071
		Associate Professor	\$71,054	\$88,818	\$155,432
		Assistant Professor	\$60,465	\$75,582	\$113,373
College of Education	Education Leadership & Policy / Adult & Higher Education	Professor	\$93,236	\$116,545	\$233,090
		Associate Professor	\$70,591	\$88,239	\$154,418
		Assistant Professor	\$58,517	\$73,146	\$109,720
College of Education	Math, Science, & Technology Education	Professor	\$97,182	\$121,478	\$242,955
		Associate Professor	\$68,072	\$85,090	\$148,908
		Assistant Professor	\$58,242	\$72,802	\$109,203

\*The FY 2019-20 faculty salary ranges were approved by Chancellor Woodson on June 24, 2019 and presented as an information item to the NC State Board of Trustees as an information item on July 10, 2019.

**NC State University**  
**Faculty Salary Ranges – Methodology**  
**FY 2019 - 2020**

NC State’s Division of Human Resources (HR) conducts market analyses and develops proposed salary ranges for tenured/tenure track faculty by discipline and rank. HR utilizes data primarily from the College and University Professional Association for Human Resources, the authoritative source for higher education salary survey data, as well as data from a major study of public universities conducted annually by Oklahoma State University. Where possible, NC State’s Board of Governors designated peer group is considered the preferred comparator group. If insufficient data is available, HR may utilize data from the combined Board of Governors peer groups for NC State and UNC Chapel Hill. HR also reviews and validates the data against all reporting public land-grant universities as well as all reporting institutions with a Carnegie Class designation of Research/Very High Universities.

<b>Methodology Process Steps</b>	<b>Process Description</b>
Step 1	To determine the appropriate market reference rate (MRR), the 4-digit discipline (CIP) code by rank for each faculty member is aligned with the faculty member’s department or tenure home.
Step 2	Based on the appropriate 4-digit CIP code, the average salary, by rank, was identified on both salary surveys and then blended to calculate the Market Reference Rate (MRR) for each department in each College by faculty rank (Assistant Professor, Associate Professor and Professor).
Step 3	The minimum of the ranges is calculated at 80% of the MRR.
Step 4	<p>The maximum of the ranges, by rank, is calculated as follows:</p> <ul style="list-style-type: none"> <li>- Professor (2 times) the MRR</li> <li>- Associate Professor (1.75 times) the MRR</li> <li>- Assistant Professor (1.50 times) the MRR</li> <li>-</li> </ul> <p>Scaling the faculty salary ranges in this manner allows for a bottom up rank progression in the faculty salary range structure.</p>
Step 5	An aging factor of 2.2% is applied based on a projected annual rate of increase for the current salary survey year and a portion of the subsequent salary survey year. This takes into account the fact that the salary survey results compiled by CUPA-HR and the Oklahoma Study are available to institutions approx. 5-6 months after the faculty salary survey data was originally collected.



Authority	<b>Provost and Executive Vice Chancellor for Academic Affairs &amp; the Vice Chancellor for Finance and Business</b>
Title	<b>Additional Compensation Paid through the University</b>
Classification	<b>REG05.58.01</b>
PRR Subject	<b>Personnel</b>
Contact	<b>Faculty Questions: Vice Provost for Faculty Affairs, 919-513-7741</b> <b>EHRA Non-Faculty &amp; SAAO Questions: Associate Vice Chancellor for Human Resources: 919-515-2973</b>

**History:** First Issued: January 14, 2014. Last Revised: February 28, 2017

**Related Policies:**

[UNC Policy 300.1.1 - Senior Academic and Administrative Officers](#)  
[UNC Policy 300.2.1 - Employees Exempt from the State Personnel Act](#)  
[UNC Policy 300.2.2 - Conflict of Interest and Commitment](#)  
[UNC Policy 300.2.2\[G\] - Guidelines on Implementing the UNC Conflict of Interest and Commitment Policy](#)  
[UNC Policy 300.2.2.1\[R\] - Regulation on External Professional Activities for Pay by Faculty and Non-Faculty EPAs](#)  
[UNC Policy 300.2.2.2\[R\] - Regulations for SAAOs on External Professional Activities for Pay and Honoraria](#)  
[UNC Policy 300.2.13 - Supplemental Pay for Employees Exempt from the State Personnel Act](#)  
[UNC Policy 300.2.14 - Non-Salary and Deferred Compensation](#)  
[NCSU POL 05.15.03 - Non-Salary and Deferred Compensation](#)  
[NCSU REG01.25.01 - Conflicts of Interest and Conflicts of Commitment](#)  
[NCSU REG10.05.15 - TEARS \(The Employee Activity Reporting System\)](#)

**Additional References:**

[NCSU External Professional Activities of Faculty and Other Professional Staff](#)  
[US OMB Circular No. A-21 Section J.10.d \(1\)](#)  
[Mandatory Summer Salary Training—Provost’s Memorandum 3-12-13](#)  
[Summer Salary and Supplemental Pay for 9-Month Faculty](#)  
[OSHR Policy Manual Dual Employment, Supplemental Pay](#)  
[NCSU Summer Session Compensation Models](#)

## 1. INTRODUCTION

Payments to employees through the University Payroll Office beyond the Base Salary defined below are considered Additional Compensation. Additional Compensation is payment for effort that is clearly outside the scope of the employee's job description -- or faculty Statement of Mutual Expectations (SME) – that is performed outside of normal work effort or that adds extra work effort in addition to effort spent on normal job duties.

## 2. SCOPE

This regulation applies to most additional compensation paid to NC State University faculty, senior academic & administrative officers (SAAOs), EHRA non-faculty professionals, SHRA staff, and County Operations Support Staff (COSS) through the University Payroll Office. This regulation is not intended to modify existing policies or procedures that govern the general administration of University salaries nor payments for external consulting (such as *External Professional Activities for Pay*).

Additional compensation may be provided for activities beyond the established job duties that include, but are not limited to:

- Temporary additional or higher-level duties;
- Conducting non-credit seminars, workshops, and training;
- Teaching summer session courses or on-campus or distance education courses taught as overload assignments, and that fall outside the scope of work that is described in the faculty member's Statement of Mutual Expectations (the effort for which comprises the faculty member's Base Salary);
- Dual employment payments from other state agencies/universities;
- Internal institutionally-funded grants or awards, such as for instructional development or non-externally-funded research/scholarly activities;
- Externally-funded sponsored program payments during the summer term for nine-month faculty;
- Externally-funded sponsored program payments beyond Base Salary for twelve-month faculty, and such payments during the academic year for nine-month faculty, if allowed by the funding source; and
- All other paid assignments, additional activities, deliverables, or duties with durations of less than one year.

## 3. EXCLUSIONS

The following types of compensation are **excluded from this regulation**.

3.1 *Non-Salary & Deferred Compensation*. Consult UNC Policy 300.2.14 and NCSU Policy 05.15.03 for information on non-salary and deferred compensation.

3.2 *External Activities for Pay*. Professional activities performed outside of one's University employment, such as consulting for other organizations, as described in UNC Policy 300.2.2 and

associated regulations and guidelines and NCSU guidance for External Professional Activities of Faculty and Other Professional Staff.

*3.3 Coaches' Compensation* provided by NC State to NC State Athletic Department head coaches and their covered staff related to league conference championships or post-season invitations, which is governed separately by the Athletic Department's authorized Championship & Post-Season Compensation Guidelines as approved by the Chancellor or the Board of Trustees.

*3.4 Premiums Paid to and Overtime Worked by FLSA-Subject Employees.* Employees who are subject to the federal Fair Labor Standards Act (FLSA) -- and for whom timesheets are required -- must report and be paid timely (or be provided equivalent compensatory time as appropriate) for additional straight time hours and/or overtime hours worked. In accordance with State Human Resources policies, FLSA-Subject employees must also be paid an established shift differential premium for certain shift work as well as premiums for working on holidays. Compensation for such overtime hours worked or shift differentials/holiday premiums is not considered additional compensation for purposes of this regulation.

#### **4. BASE SALARY, SALARY SUPPLEMENTS & OTHER ADDITIONAL COMPENSATION**

For the purposes of this regulation, the following definitions apply:

##### **4.1 Time Periods**

Academic Year:       The 9-month period from August 16 through May 15

Summer:               The 3-month period from May 16 through August 15

Fiscal Year:           The 12-month period from July 1 through June 30

*4.2 Annual Salary.* The current salary or annualized wage basis of the employee as it appears in the appointment letter/contract or subsequent notification of salary increase/decrease, not including supplements or additional compensation.

*4.3 Base Salary.* The current annual salary of the employee as it appears in the appointment letter or subsequent notification of salary increase/decrease; *plus* any administrative, honor, or interim supplement that carries an anticipated duration of one full year or more.

*4.4 Salary Supplements.* Compensation in excess of an employee's Annual Salary paid by NC State for increases in responsibility, extra duties, or honor recognitions.

*4.4.1 Salary Supplements counted as Base Salary.* Administrative, honor and interim supplements with an anticipated duration of 12 months or more are counted as Base Salary for purposes of this regulation. Temporary supplements are not counted as Base Salary for purposes of this regulation.

*4.4.1. a. Administrative Supplement.* A salary supplement paid to a faculty member for assuming a university-, college-, or departmental-level administrative role in addition to his or her primary

faculty role, such as serving as an assistant vice provost, department head, or director of graduate studies. Administrative supplements are not used for EHRA non-faculty professionals, SHRA employees, post-docs, house officers, student workers, or temporary employees. Administrative supplements are recurring payments for duties anticipated to last at least three months, and may continue as long as the “at-will” administrative assignment continues.

4.4.1. b. *Honor Supplement.* A salary supplement paid to a faculty member as a distinguished or named professor. Honor supplements are not used for EHRA non-faculty professionals, SHRA employees, post-docs, house officers, students, or temporary employees. Honor supplements are recurring payments for at least three months that may continue as long as the faculty member’s appointment to the distinguished or named professorship is in effect.

4.4.1. c. *Interim Supplement.* A salary supplement paid for filling a higher-level vacant administrative or professional position on an interim basis while a search is planned and conducted, until the new hire starts. Interim supplements are not used for post-docs, house officers, students, or temporary employees. Interim supplements are recurring payments for at least three months that may not exceed three years except with Provost or Vice Chancellor (not designee) approval.

#### 4.4.2 *Salary Supplements not counted as Base Salary*

4.4.2. a. *Administrative, Honor, or Interim Supplements* (defined in section 4.4 of this regulation) but with an anticipated duration of less than 12 months, are not counted as base salary for purposes of this regulation.

4.4.2. b. *Temporary Supplement.* A salary supplement for short-term additional duties that are anticipated to last no longer than 24 months. Temporary supplements of longer than 24 months require the approval of the appropriate Vice Chancellor or Dean (not designee).

4.5 *Summer Salary.* Any earnings paid through NC State for work performed by 9-month faculty between May 16 and August 15, including Maymester instruction.

4.6. *Dual Employment.* Payment to an NC State employee for services provided by the individual to another North Carolina state agency or UNC institution on a part-time or contractual basis. Approval must be obtained from the supervisor of the NC State position before the service is provided in order to ascertain whether the obligation will interfere with the job duties and commitments of the primary position. If approved, all payments for the employee’s services must be sent (along with State Form CP-30) from the borrowing agency to the University Budget Office and paid through the University Payroll Office.

## 5. LIMITATIONS

5.1 *EHRA Non-Faculty and Faculty and County Operations Support Staff.* All additional compensation for full-time employees for the fiscal year (for 12-month employees) -- or for the academic year (for 9-month employees) -- may not exceed 20% of the Base Salary without advance authorization of the Vice Chancellor or Dean (not designee). Additional compensation for part-time

employees taking on additional effort should be accomplished by adjusting the FTE, not to exceed 100% FTE.

**5.2 SHRA Employees.** All additional compensation for the fiscal year may not exceed 20% of the Base Salary for full-time SHRA employees without advance authorization of the Office of State Human Resources. (Additional compensation for part-time SHRA employees taking on additional effort should be effected by adjusting the FTE, not to exceed 100% FTE).

**5.3** All types of additional compensation paid by the University that are not included in the employee's base salary are considered additional compensation for the purpose of calculating additional compensation maximums during the individual's appointment period (20%) and during summer for 9-month faculty (33.33%). See sections 4.4.2 and 4.5 of this regulation.

**5.4** If the employee who is receiving additional compensation is already employed in a different home department/unit from the requestor of the work or assignment, the home department's chair/supervisor must grant prior approval.

**5.5** Flat-rate payments for additional compensation should not be used for current employees who are receiving a base salary from the University, since extra effort/time worked cannot appropriately be attributed in the HRIM System. Flat-rate payments may be used to compensate individuals hired for a specific and time-limited assignment who are otherwise in a no-pay status; FTE should be attributed to these assignments in the HRIM System.

**5.6** In no case may a one-time or recurring special payment be used as a bonus to compensate an employee for meritorious service or performance, unless specifically pre-approved by the University's Board of Trustees or Chancellor (not designee).

## **6. EHRA NON-FACULTY PROFESSIONALS AND SAAOs**

**6.1** For EHRA non-faculty professionals and SAAOs, no additional compensation beyond the Annual Salary – or beyond the Base Salary if a supplement of 12 months or more is included -- may be paid for University duties that are generally within the scope of the job description of the position to which the individual is appointed.

**6.2** In accordance with UNC Policy 300.1.1. B (4), no individuals in positions designated as SAAO may be paid, in addition to their Base Salary, for any services rendered to any institution-related foundation, endowment, or other affiliated entity that (a) is established by officers of the University, (b) is controlled by the University, or (c) is tax-exempt based on being a support organization for the University.

**6.3** Upon appropriate prior approval, an EHRA non-faculty professional or SAAO can earn up to 20% in additional compensation from all sources paid through the University Payroll Office within their regular 9-month or 12-month appointment period for duties clearly outside the scope of their job description. Prior approval by the appropriate Vice Chancellor or Chancellor (not designee) is required for additional compensation exceeding 20%.

6.4 Subject to prior approval by the individual's home department head, EHRA non-faculty professionals and SAAOs may take on a University teaching responsibility for additional compensation, provided that they hold appropriate academic credentials for the course to be taught. The staff member's primary employment responsibilities take priority over any additional part-time teaching assignments. Generally, this teaching responsibility must be carried out at times other than during the normal working hours established for the full-time employment responsibility and any payment for the instruction will be considered additional compensation. However, in extraordinary circumstances, when the teaching responsibility must take place during the course of the employee's normal working hours, exceptions may be made, but must be justified and approved in advance by the individual's home department head or supervisor.

6.5 To avoid double-payment, paid leave may not also be claimed for any time spent on such additional compensated assignment during normal working hours, but leave without pay -- or an alternate work schedule -- may be requested and must be approved by the individual's supervisor, and the approval forwarded to Human Resources for inclusion in the employee's official personnel file.

## 7. FACULTY

Upon appropriate approval by the Dean (or home department head as designee), a full-time tenured, tenure-track, or non-tenure-track faculty member (.75 FTE or above and benefits-eligible) can earn up to 20% in additional compensation beyond Base Salary from all sources paid through the University Payroll Office within their regular 9-month or 12-month appointment period. Prior approval by the appropriate Dean (not designee) is required for additional compensation exceeding 20%.

### 7.1 *Full-Time Twelve-Month Faculty*

7.1.1 *Sponsored Projects.* A full-time 12-month faculty member may not receive additional compensation from a sponsored project unless written into the initial grant proposal as compensation beyond Base Salary, or unless otherwise approved in advance by both the Project Sponsor and the faculty member's Department Head and Dean (not designee).

7.1.2 In cases where externally-funded work is being performed by twelve-month faculty at a remote operation, and the work performed is in addition to the individual's regular departmental load, any charges for such work representing additional compensation above the Base Salary are allowable, provided that such arrangements are specifically provided for as part of the sponsored-project agreement or otherwise approved in writing, in advance, by the sponsoring agency. These payments require the approval in advance by the Department Head and Dean (not designee) of the faculty member's home department.

7.1.3 *Instruction.* Subject to prior approval by the department head of the faculty member's home department 12-month faculty members may be allowed to take on an overload University teaching responsibility beyond their SME duties for additional compensation. The faculty member's primary employment responsibilities take priority over any additional part-time teaching assignments. This teaching responsibility must be carried out outside the effort articulated in the faculty member's SME.

7.1.4 Summer instructional salary must not be authorized for the supervision of summer graduate student research.

7.1.5 To avoid double-payment, paid leave may not be claimed for any time spent on such additionally compensated assignment during normal working hours, but leave without pay -- or an alternate work schedule -- may be requested and must be approved in advance by the appropriate Dean (or designee).

## *7.2 Full-Time Nine-Month Faculty*

### *7.2.1 During the 9-month Appointment Period*

Upon appropriate approval-by the Dean (or home department head as designee), full-time 9-month faculty members can earn up to 20% in additional compensation from all sources paid through the University Payroll Office within their regular 9-month appointment period. Prior approval by the faculty member's Dean (not designee) is required for additional compensation exceeding 20%.

#### *7.2.1.1 Sponsored Projects during the Academic Year.*

Typically, externally-funded project sponsors do not permit compensation beyond the Base Salary from sponsored project funds during the academic year for nine-month faculty. As a general rule, faculty members (whether tenured/tenure track or NTT) who are involved in funded research during the academic year should have their other assigned responsibilities reduced through release time, or request replacement costs. In unusual cases, additional compensation above the Base Salary is allowable, provided that such activities are specifically required by the agreement with the Project Sponsor and approved in advance, in writing, by the Department Head and Dean (not designee), in accordance with federal regulations.

In cases where externally-funded work is being performed by nine-month faculty at a remote operation, and the work performed is in addition to the individual's regular departmental load, charges for such work representing additional compensation above the Base Salary are allowable, provided that such arrangements are specifically provided for as part of the sponsored-project agreement or otherwise approved in advance, in writing, by the sponsoring agency. These payments require approval by the Department Head and Dean (not designee) of the faculty member's home department.

### *7.2.2 Summer Salary for Full-Time 9-Month Faculty*

During the summer, a full-time (benefits-eligible) 9-month faculty member may be paid a total of 33.33 % (based on a 1.0 FTE ) of his or her prior academic year's (nine-month) base salary from all sources of funds. Exceptions beyond the 33.33% summer-earnings maximum must be approved in advance, in writing, by the Dean (not designee); however, no exceptions may be approved beyond 33.33% for a 9-month faculty member (based on a 1.0 FTE) paid in whole or part from sponsored project funds. A 9-month faculty member may not exceed 90% of the allowable summer salary per pay period, without the Dean's prior written approval, and a written management plan on file in the College.

7.2.2.1a. The 33.33% maximum pay for summer instruction effort or other effort not paid from sponsored program funds may be paid over one, two or three months. The number of summer salary payments to be paid during the summer must be outlined in the faculty member's approved written management plan.

7.2.2.1b. The faculty member is responsible for ensuring that his/her total summer pay results in no more than the 33.33% maximum allowed by this regulation unless the Dean (not designee) approves an exception in advance. Faculty members who exceed the limit in violation of this regulation are subject to retroactive salary adjustment if necessary to bring the total within the allowable maximum. 9-month faculty members paid from sponsored projects may not exceed the 33.33% maximum for summer salary.

7.2.2.2. Regardless of the source of funds, summer salary will not be adjusted to reflect legislative salary increases (LIs) authorized by the NC General Assembly. For 9-month faculty, LIs become effective August 16.

### *7.3. Summer Instructional Salary for Nine-Month Faculty*

7.3.1 Salary for summer instruction is paid at the rate established by each college for their courses and posted on the Enrollment Management and Services' Summer Sessions Compensation Models web site.

7.3.2 Salary for instruction of distance education courses offered during summer sessions will be determined by the department or program (e.g., DELTA Flexible Access, Engineering Online) offering the course.

7.3.3 Summer instructional salary must not be authorized for the supervision of summer graduate student research.

7.3.4 Request for payment to the employee for summer instructional salary must be authorized by the department head (or designee) in advance and may be submitted by the paying department before the effort has been completed.

### *7.4 Salary for Full-Time 9-Month Faculty Paid in Summer from Sponsored Projects Funds*

7.4.1 All faculty who will receive summer salary paid in whole or in part from sponsored project sources is required to complete training provided by the Office of Contracts and Grants on the University's summer salary regulations and standard operating procedures on an annual basis between January 1 and May 15. This training must be completed before the faculty member receives payment for the work and prior to the Friday preceding the first day of Summer Session I of that year. In the event that the training is not completed before this deadline, the Dean must approve this exception. Such exceptions are only permissible in unusual circumstances and only after the completion of mandatory summer salary training.

7.4.2 *Effort Reporting* is a federally-mandated process by which the salary charged to sponsored project (Ledger 5) funds is certified as being reasonable in relation to the effort expended on that project. “Effort” is the proportion of time spent on any activity, expressed as a percentage of an individual’s total university effort.

Effort for which non-instructional summer salary will be paid must be approved by the Department Head and Dean (or designee) before the work begins. The Standard Operating Procedure for Summer Salary for Nine-Month Faculty provides faculty and administrative staff involved with sponsored projects procedures for approval and reporting. For any change in effort or planned work schedule, a new approval is required.

7.4.3 NC State faculty are limited to 90% effort in any given pay period on externally-funded grants and contracts during the Summer (May 16-August 15). This limit reserves some time during the Summer for such other time commitments such as course preparation or other instructional activities, public service, institutional service, administrative duties, development of grant proposals, or time off for personal activities. Effort may need to be further limited depending on a faculty member’s summer responsibilities beyond the activities funded by the grant or contract.

7.4.3.1a. Exceptions beyond 90% effort (up to 100% effort) in a given pay period on such grants or contracts must be approved in advance by the Dean (not designee). The Dean’s approval and the rationale for the exception must be documented as described in the SOP for Summer Salary for Nine-Month Faculty.

7.4.3.2 If a faculty member commits 100% effort to a contract or grant in a single monthly pay period, he or she must understand and acknowledge that this effort excludes time spent on instructional, service or administrative duties, development of grant proposals, or time off for personal activities during the period.

7.4.4 Effort will be confirmed through NC State REG 10.05.15 - TEARS (The Employee Activity Reporting System).

### *7.5 Part-time Non-Tenure-Track (NTT) Faculty*

Part-time non-tenure-track (NTT) faculty who are contracted to teach on a course-by-course basis, typically for a semester or a year at a time -- and who assume additional duties beyond the contracted duties – should be compensated for the additional duties by either (a) revising the contract to reflect the additional duties, with commensurate FTE adjustment, or (b) by adding a separate entry in the HRIM System (referred to as a second “job row”), with commensurate FTE attributed. Please note that FTE totaling above .74 for three months or more must be treated (and budgeted) as benefits-eligible. An increase in contracted duties and compensation, including additional compensation, for non-tenure track faculty that still totals below 1.00 FTE is not considered an “overload” assignment.

## **8. PAYMENT OF ADDITIONAL COMPENSATION**

### *8.1 Timing of Requests and Payments*

Any payments of additional compensation must be approved in advance of initiation of the work by both the employee's home department and the paying department (if different). The department requiring the effort must initiate the request stating the nature and duration of the project, and notify the home department. Project duration, compensation rates, and timing of payment must be agreed upon prior to the beginning of the work effort. It is the employee's responsibility, in communication with all paying units, to ensure that his or her total effort and total payment does not exceed the allowable annual maximums. Employees who exceed the limit in violation of this regulation are subject to retroactive salary adjustments (if necessary) to bring the total within the allowable maximum.

8.1.1 For summer employment, request for payment to the employee may be submitted by the employee before the effort has been completed. However, it is the responsibility of the faculty member and the college or unit to correct payroll payments made to the faculty member if there have been changes in the expected or reported effort for which the faculty member received payment.

8.1.2. Administrative staff identified by the College Research Officer as being required to complete summer salary training because of their involvement in processing of such payments must complete this training before the Friday preceding the first day of Summer Session I. In the event that the training is not completed before this deadline, the Dean must approve this exception. Such exceptions should be permitted only in unusual circumstances. The administrative staff processing summer salary transactions must complete the training before entering transactions. Administrative staff processing transactions is responsible for verifying that any faculty member receiving summer salary payments has completed the training before processing the payment. All parties must complete training prior to entering any summer salary transactions.

## 8.2 *Approvals*

In accordance with UNC Policy 300.2.13(for EHRA employees) and State Personnel policies (for SHRA) approved requests for additional compensation must be submitted to the University's central Human Resources office for final review and processing. Documentation of all such payments, including written justification for the payment, must be maintained in the employee's departmental records.

## 8.3. *Method of Payment and Deductions*

Payment of additional compensation must be processed as compensation to the employee (and not, for example, as a payment to the individual as an independent contractor) through the University Payroll Office, and federal/state taxes and other appropriate deductions will be withheld. Payments will be identified as additional compensation above the amount paid as the "base salary." A total lump-sum payment for an extended period of work (e.g., the entire summer) is strongly discouraged because of the adverse tax withholding impact to the individual.



Authority	<b>Executive Vice Chancellor and Provost &amp; the Vice Chancellor for Finance and Administration</b>
Title	<b>Additional Compensation Paid through the University</b>
Classification	<b>REG 05.58.01</b>
PRR Subject	<b>Personnel</b>
Contact	<b>Faculty Questions: Vice Provost for Faculty Affairs, 919-513-7741</b> <b>EHRA Non-Faculty &amp; SAAO Questions: Associate Vice Chancellor for Human Resources: 919-515-2973</b>

**History:** First Issued: January 14, 2014. Last Revised: December 8, 2020.

**Related Policies:**

[UNC Policy 300.1.1 - Senior Academic and Administrative Officers](#)

[UNC Policy 300.2.1 - Employees Exempt from the State Personnel Act](#)

[UNC Policy 300.2.2 - Conflict of Interest and Commitment](#)

[UNC Policy 300.2.2\[G\] - Guidelines on Implementing the UNC Conflict of Interest and Commitment Policy](#)

[UNC Policy 300.2.2.1\[R\] - Regulation on External Professional Activities for Pay by Faculty and EHRA Non-Faculty Employees](#)

[UNC Policy 300.2.2.2\[R\] - Regulations for SAAOs on External Professional Activities for Pay and Honoraria](#)

[UNC Policy 300.2.13 - Supplemental Pay for Employees Exempt from the State Personnel Act](#)

[UNC Policy 300.2.14 - Non-Salary and Deferred Compensation](#)

[NCSU POL 05.15.03 - Non-Salary and Deferred Compensation](#)

[NCSU REG01.25.01 - Conflicts of Interest and Conflicts of Commitment](#)

[NCSU REG10.05.15 - TEARS \(The Employee Activity Reporting System\)](#)

**Additional References:**

[NCSU External Professional Activities of Faculty and Other Professional Staff](#)

[US OMB Circular No. A-21 Section J.10.d \(1\)](#)

[Summer Salary and Supplemental Pay for 9-Month Faculty](#)

## 1. INTRODUCTION

Payments to employees beyond the base salary defined below are considered Additional Compensation. Additional Compensation is payment for task-based, short-term effort (12-months or less) that is clearly outside the scope of the employee's job description -- or faculty Statement of Faculty Responsibilities (SFR) – that is performed outside of normal work effort or that adds extra work effort in addition to effort spent on normal job duties.

## 2. SCOPE

This regulation applies to most additional compensation paid to NC State University faculty, senior academic & administrative officers (SAAOs), EHRA non-faculty professionals, SHRA employees, and County Operations Support Staff (COSS). This regulation is not intended to modify existing policies or procedures that govern the general administration of University salaries nor payments for external consulting (such as *External Professional Activities for Pay*).

2.1 Additional compensation may be provided for activities beyond the established job duties that include, but are not limited to:

- a) Temporary additional or higher-level duties;
- b) Conducting non-credit seminars, workshops, and training;
- c) Teaching summer session courses or on-campus or distance education courses taught as overload assignments, and that fall outside the scope of work that is described in the faculty member's Statement of Faculty Responsibilities (the effort for which comprises the faculty member's base salary);
- d) Dual employment payments from other state agencies/universities;
- e) Internal institutionally-funded grants or awards, such as for instructional development or non-externally-funded research/scholarly activities;
- f) Externally-funded sponsored program payments during the summer term for nine-month faculty;
- g) Externally-funded sponsored program payments beyond base salary for twelve-month faculty, and such payments during the academic year for nine-month faculty, if allowed by the funding source; and
- h) All other paid assignments, additional activities, deliverables, or duties with durations of 12 months or less.

## 3. EXCLUSIONS AND EXCEPTIONS

The following types of compensation are **excluded or excepted from this regulation**.

3.1 *Non-Salary & Deferred Compensation*. Consult UNC Policy 300.2.14 and NCSU Policy 05.15.03 for information on non-salary and deferred compensation.

3.2 *External Activities for Pay*. Professional activities performed outside of one's University employment, such as consulting for other organizations, as described in UNC Policy 300.2.2 and

associated regulations and guidelines and NCSU guidance for External Professional Activities of Faculty and Other Professional Staff.

3.3 *Coaches' Compensation* provided by NC State to NC State Athletic Department head coaches and their covered staff related to league conference championships or post-season invitations, which is governed separately by the Athletic Department's authorized Championship & Post-Season Compensation Guidelines as approved by the Chancellor or the Board of Trustees.

3.4 *Premiums Paid to and Overtime Worked by FLSA-Subject Employees.* Employees who are subject to the federal Fair Labor Standards Act (FLSA) -- and for whom timesheets are required -- must report and be paid timely (or be provided equivalent compensatory time as appropriate) for additional straight time hours and/or overtime hours worked. In accordance with State Human Resources policies, FLSA-Subject employees must also be paid an established shift differential premium for certain shift work as well as premiums for working on holidays. Compensation for such overtime hours worked or shift differentials/holiday premiums is not considered additional compensation for purposes of this regulation.

3.5 *Summer salary and additional compensation to Phased Retirees.* Faculty participants in the Phased Retirement Program (PRP) receive a three-year fixed term contract at half-time workload and half-time base salary. At half-time workload, PRP faculty are excepted from the full-time FTE eligibility requirements defined in this regulation and remain eligible to earn summer salary and additional compensation. Faculty in TSERS are subject to state rules that limit earnings after retirement; no such earnings limitation exists for faculty in ORP. For further details about phased retirement, see [NCSU REG 05.57.01](#)

#### **4. BASE SALARY, SALARY SUPPLEMENTS & OTHER ADDITIONAL COMPENSATION**

For the purposes of this regulation, the following definitions apply:

##### **4.1 Time Periods**

Academic Year: The 9-month period from August 16 through May 15

Summer: The 3-month period from May 16 through August 15

Fiscal Year: The 12-month period from July 1 through June 30

While the university has defined the above-listed time periods for purposes of regular university operations, these dates may be subject to change by the Chancellor based on exigent circumstances (i.e., extraordinary weather event, natural disaster, other campus emergency) as needed.

4.2 *Annual Salary.* The current salary or annualized wage basis of the employee as it appears in the appointment letter/contract or subsequent notification of salary increase/decrease, not including supplements or additional compensation.

4.3 *Base Salary*. The current annual salary of the employee as it appears in the appointment letter or subsequent notification of salary increase/decrease; *plus* any administrative, honor, or interim supplement that carries an anticipated duration of one full year or more.

4.4 *Salary Supplements*. Compensation in excess of an employee's Annual Salary paid by NC State for increases in responsibility, extra duties, or honor recognitions.

4.4.1 *Salary Supplements counted as Base Salary*. Administrative, honor and interim supplements with an anticipated duration of 12 months or more are counted as Base Salary for purposes of this regulation. Temporary supplements are not counted as Base Salary for purposes of this regulation.

4.4.1. a. *Administrative Supplement*. A salary supplement paid to a faculty member for assuming a university-, college-, or departmental-level administrative role in addition to his or her primary faculty role, such as serving as an assistant vice provost, department head, or director of graduate studies. Administrative supplements are not used for EHRA non-faculty professionals, SHRA employees, post-docs, house officers, student workers, or temporary employees. Administrative supplements are recurring payments for duties anticipated to last at least three months, and may continue as long as the "at-will" administrative assignment continues.

4.4.1. b. *Honor Supplement*. A salary supplement paid to a faculty member as a distinguished or named professor. Honor supplements are not used for EHRA non-faculty professionals, SHRA employees, post-docs, house officers, students, or temporary employees. Honor supplements are recurring payments for at least three months that may continue as long as the faculty member's appointment to the distinguished or named professorship is in effect.

4.4.1. c. *Interim Supplement*. A salary supplement paid for filling a higher-level vacant administrative or professional position on an interim basis while a search is planned and conducted, until the new hire starts. Interim supplements are not used for post-docs, house officers, students, or temporary employees. Interim supplements are recurring payments for at least three months that may not exceed three years except with Provost or Vice Chancellor (not designee) approval.

4.4.2 *Salary Supplements not counted as Base Salary*

4.4.2. a. *Administrative, Honor, or Interim Supplements* (defined in section 4.4 of this regulation) but with an anticipated duration of less than 12 months, are not counted as base salary for purposes of this regulation.

4.4.2. b. *Temporary Supplement*. A salary supplement for short-term additional duties that are anticipated to last no longer than 24 months. Temporary supplements of longer than 24 months require the approval of the appropriate Vice Chancellor or Dean (not designee).

4.5 *Summer Salary*. Any earnings paid through NC State for work performed by 9-month faculty during the Summer period, as defined above, including Maymester instruction.

4.6 *Dual Employment*. Payment to an NC State employee for services provided by the individual to another North Carolina state agency or UNC institution on a part-time or contractual basis.

Approval must be obtained from the supervisor of the NC State position before the service is provided in order to ascertain whether the obligation will interfere with the job duties and commitments of the primary position. If approved, all payments for the employee's services must be sent (along with State Form CP-30) from the borrowing agency to the University Budget Office and paid through the University Payroll Office.

## **5. LIMITATIONS**

5.1 *EHRA Non-Faculty and Faculty and County Operations Support Staff.* All additional compensation for full-time employees for the fiscal year (for 12-month employees) -- or for the academic year (for 9-month employees) -- may not exceed 20% of the Base Salary without advance authorization of the Vice Chancellor or Dean (not designee). Additional compensation for part-time employees taking on additional effort should be accomplished by adjusting the FTE, not to exceed 100% FTE.

5.2 *SHRA Employees.* All additional compensation for the fiscal year may not exceed 20% of the Base Salary for full-time SHRA employees without advance authorization of the UNC System Office. (Additional compensation for part-time SHRA employees taking on additional effort should be accomplished by adjusting the FTE, not to exceed 1.0 FTE).

5.3 All types of additional compensation paid by the University that are not included in the employee's Base Salary are considered additional compensation for the purpose of calculating additional compensation maximums during the individual's appointment period (20%) and during summer for 9-month faculty (33.33%). See sections 4.4.2 and 4.5 of this regulation.

5.4 If the employee who is receiving additional compensation is already employed in a different home department/unit from the requestor of the work or assignment, the home department's chair/supervisor must grant prior approval.

5.5 Flat-rate payments for additional compensation should not be used for current employees who are receiving a Base Salary from the University, since extra effort/time worked cannot appropriately be attributed in the HRIM System. Flat-rate payments may be used to compensate individuals hired for a specific and time-limited assignment who are otherwise in a no-pay status; FTE should be attributed to these assignments in the HRIM System.

5.6 In no case may a one-time or recurring special payment be used as a bonus to compensate an employee for meritorious service or performance, unless specifically pre-approved by the University's Board of Trustees or Chancellor (not designee).

## **6. EHRA NON-FACULTY PROFESSIONALS AND SAAOs**

6.1 For EHRA non-faculty professionals and SAAOs, no additional compensation beyond the Annual Salary -- or beyond the base salary if a supplement of 12 months or more is included -- may be paid for University duties that are generally within the scope of the job description of the position to which the individual is appointed.

6.2 In accordance with UNC Policy 300.1.1. B (4), no individuals in positions designated as SAAO may be paid, in addition to their Base Salary, for any services rendered to any institution-related foundation, endowment, or other affiliated entity that (a) is established by officers of the University, (b) is controlled by the University, or (c) is tax-exempt based on being a support organization for the University.

6.3 Upon appropriate prior approval, an EHRA non-faculty professional or SAAO can earn up to 20% in additional compensation from all sources paid within their regular 9-month or 12-month appointment period for duties clearly outside the scope of their job description. Prior approval by the appropriate Vice Chancellor or Chancellor (not designee) is required for additional compensation exceeding 20%.

6.4 Subject to prior approval by the individual's home department head, EHRA non-faculty professionals and SAAOs may take on a University teaching responsibility for additional compensation, provided that they hold appropriate academic credentials for the course to be taught. The staff member's primary employment responsibilities take priority over any additional part-time teaching assignments. Generally, this teaching responsibility must be carried out at times other than during the normal working hours established for the full-time employment responsibility and any payment for the instruction will be considered additional compensation. However, in extraordinary circumstances, when the teaching responsibility must take place during the course of the employee's normal working hours, exceptions may be made, but must be justified and approved in advance by the individual's home department head or supervisor.

6.5 To avoid double-payment, paid leave may not also be claimed for any time spent on such additional compensated assignment during normal working hours, but leave without pay -- or an alternate work schedule -- may be requested and must be approved by the individual's supervisor, and the approval forwarded to Human Resources for inclusion in the employee's official personnel file.

## 7. FACULTY

Upon appropriate approval by the Dean (or home department head as designee), a full-time tenured, tenure-track, or professional faculty member (.75 FTE or above and benefits-eligible) can earn up to 20% in additional compensation beyond Base Salary from all sources paid within their regular 9-month or 12-month appointment period. Prior approval by the appropriate Dean (not designee) is required for additional compensation exceeding 20%.

### 7.1 *Full-Time Twelve-Month Faculty*

7.1.1 *Sponsored Projects.* A full-time 12-month faculty member may not receive additional compensation from a sponsored project unless written into the initial grant proposal as compensation beyond Base Salary, or unless otherwise approved in advance by both the Project Sponsor and the faculty member's Department Head and Dean (not designee).

7.1.2 In cases where externally-funded work is being performed by twelve-month faculty at a remote operation, and the work performed is in addition to the individual's regular departmental

load, any charges for such work representing additional compensation above the Base Salary are allowable, provided that such arrangements are specifically provided for as part of the sponsored-project agreement or otherwise approved in writing, in advance, by the sponsoring agency. These payments require the approval in advance by the Department Head and Dean (not designee) of the faculty member's home department.

7.1.3 *Instruction.* Subject to prior approval by the department head of the faculty member's home department 12-month faculty members may be allowed to take on an overload University teaching responsibility beyond their SME duties for additional compensation. The faculty member's primary employment responsibilities take priority over any additional part-time teaching assignments. This teaching responsibility must be carried out outside the effort articulated in the faculty member's SFR.

7.1.4 Summer instructional salary must not be authorized for the supervision of summer graduate student research.

7.1.5 To avoid double-payment, paid leave may not be claimed for any time spent on such an additional compensated assignment during normal working hours, but leave without pay -- or an alternate work schedule -- may be requested and must be approved in advance by the appropriate Dean (or designee).

## 7.2 *Full-Time Nine-Month Faculty*

### 7.2.1 *During the 9-month Appointment Period*

Upon appropriate approval-by the Dean (or home department head as designee), full-time 9-month faculty members can earn up to 20% in additional compensation from all sources paid within their regular 9-month appointment period. Prior approval by the faculty member's Dean (not designee) is required for additional compensation exceeding 20%.

#### 7.2.1.1 *Sponsored Projects during the Academic Year.*

Typically, externally-funded project sponsors do not permit compensation beyond the Base Salary from sponsored project funds during the academic year for nine-month faculty. As a general rule, faculty members (whether tenured/tenure track or professional faculty) who are involved in funded research during the academic year should have their other assigned responsibilities reduced through release time, or request replacement costs. In unusual cases, additional compensation above the Base Salary is allowable, provided that such activities are specifically required by the agreement with the Project Sponsor and approved in advance, in writing, by the Department Head and Dean (not designee), in accordance with federal regulations.

In cases where externally-funded work is being performed by nine-month faculty at a remote operation, and the work performed is in addition to the individual's regular departmental load, charges for such work representing additional compensation above the Base Salary are allowable, provided that such arrangements are specifically provided for as part of the sponsored-project agreement or otherwise approved in advance, in writing, by the sponsoring agency. These

payments require approval by the Department Head and Dean (not designee) of the faculty member's home department.

### *7.2.2 Summer Salary for Full-Time 9-Month Faculty*

During the summer, a full-time (benefits-eligible) 9-month faculty member may be paid a total of 33.33 % (based on a 1.0 FTE ) of their prior academic year's (nine-month) Base Salary from all sources of funds. Exceptions beyond the 33.33% summer-earnings maximum must be approved in advance, in writing, by the Dean (not designee); however, no exceptions may be approved beyond 33.33% for a 9-month faculty member (based on a 1.0 FTE) paid in whole or part from sponsored project funds. A 9-month faculty member may not exceed 90% of the allowable Summer Salary per pay period, without the Dean's prior written approval, and a written management plan on file in the College.

7.2.2.1a. The 33.33% maximum pay for summer instruction effort or other effort not paid from sponsored program funds may be paid over one, two or three months. The number of Summer Salary payments to be paid during the summer must be outlined in the faculty member's approved written management plan.

7.2.2.1b. The faculty member is responsible for ensuring that his/her total summer pay results in no more than the 33.33% maximum allowed by this regulation unless the Dean (not designee) approves an exception in advance. Faculty members who exceed the limit in violation of this regulation are subject to retroactive salary adjustment if necessary to bring the total within the allowable maximum. 9-month faculty members paid from sponsored projects may not exceed the 33.33% maximum for Summer Salary.

7.2.2.2. Regardless of the source of funds, Summer Salary will not be adjusted to reflect legislative salary increases (LIs) authorized by the NC General Assembly. For 9-month faculty, LIs become effective August 16.

### *7.3. Summer Instructional Salary for Nine-Month Faculty*

7.3.1 Salary for summer instruction is paid at the rate established by each college for their courses and posted on the Enrollment Management and Services' Summer Sessions Compensation Models web site.

7.3.2 Salary for instruction of distance education courses offered during summer sessions will be determined by the department or program (e.g., DELTA Flexible Access, Engineering Online) offering the course.

7.3.3 Summer instructional salary must not be authorized for the supervision of summer graduate student research.

7.3.4 Request for payment to the employee for summer instructional salary must be authorized by the department head (or designee) in advance and may be submitted by the paying department before the effort has been completed.

#### *7.4 Salary for Full-Time 9-Month Faculty Paid in Summer from Sponsored Projects Funds*

7.4.1 All faculty who receive Summer Salary paid in whole or in part from sponsored project sources are required to complete training provided by the Office of Contracts and Grants on the University's Summer Salary regulations and standard operating procedures on an annual basis between January 1 and May 15. This training must be completed before the faculty member receives payment for the work and prior to the Friday preceding the first day of Summer Session I of that year. In the event that the training is not completed before this deadline, the Dean must approve this exception. Such exceptions are only permissible in unusual circumstances and only after the completion of mandatory Summer Salary training.

7.4.2 *Effort Reporting* is a federally-mandated process by which the salary charged to sponsored project (Ledger 5) funds is certified as being reasonable in relation to the effort expended on that project. "Effort" is the proportion of time spent on any activity, expressed as a percentage of an individual's total university effort.

7.4.2.1 Effort for which non-instructional Summer Salary will be paid must be approved by the Department Head and Dean (or designee) before the work begins. The Standard Operating Procedure for Summer Salary for Nine-Month Faculty provides faculty and administrative staff involved with sponsored projects procedures for approval and reporting. For any change in effort or planned work schedule, a new approval is required.

7.4.3 NC State faculty are limited to 90% effort in any given pay period on externally-funded grants and contracts during the Summer (May 16-August 15). This limit reserves some time during the Summer for such other time commitments such as course preparation or other instructional activities, public service, institutional service, administrative duties, development of grant proposals, or time off for personal activities. Effort may need to be further limited depending on a faculty member's summer responsibilities beyond the activities funded by the grant or contract.

7.4.3.1a. Exceptions beyond 90% effort (up to 100% effort) in a given pay period on such grants or contracts must be approved in advance by the Dean (not designee). The Dean's approval and the rationale for the exception must be documented as described in the SOP for Summer Salary for Nine-Month Faculty.

7.4.3.2 If a faculty member commits 100% effort to a contract or grant in a single monthly pay period, they must understand and acknowledge that this effort excludes time spent on instructional, service or administrative duties, development of grant proposals, or time off for personal activities during the period.

7.4.4 Effort will be confirmed through NC State REG 10.05.15 - TEARS (The Employee Activity Reporting System).

#### *7.5 Part-time Professional Faculty*

Part-time professional faculty who are contracted to teach on a course-by-course basis, typically for a semester or a year at a time -- and who assume additional duties beyond the contracted duties --

should be compensated for the additional duties by either (a) revising the contract to reflect the additional duties, with commensurate FTE adjustment, or (b) by adding a separate entry in the HRIM System (referred to as a second “job row”), with commensurate FTE attributed. Please note that FTE totaling above .74 for three months or more must be treated (and budgeted) as benefits-eligible. An increase in contracted duties and compensation, including additional compensation, for professional faculty that still totals below 1.00 FTE is not considered an “overload” assignment.

## **8. PAYMENT OF ADDITIONAL COMPENSATION**

### *8.1 Timing of Requests and Payments*

Any payments of additional compensation must be approved in advance of initiation of the work by both the employee’s home department and the paying department (if different). The department requiring the effort must initiate the request stating the nature and duration of the project, and notify the home department. Project duration, compensation rates, and timing of payment must be agreed upon prior to the beginning of the work effort. It is the employee’s responsibility, in communication with all paying units, to ensure that their total effort and total payment does not exceed the allowable annual maximums. Employees who exceed the limit in violation of this regulation are subject to retroactive salary adjustments (if necessary) to bring the total within the allowable maximum.

8.1.1 For summer employment, a request for payment to the employee may be submitted by the employee before the effort has been completed. However, it is the responsibility of the faculty member and the college or unit to correct payroll payments made to the faculty member if there have been changes in the expected or reported effort for which the faculty member received payment.

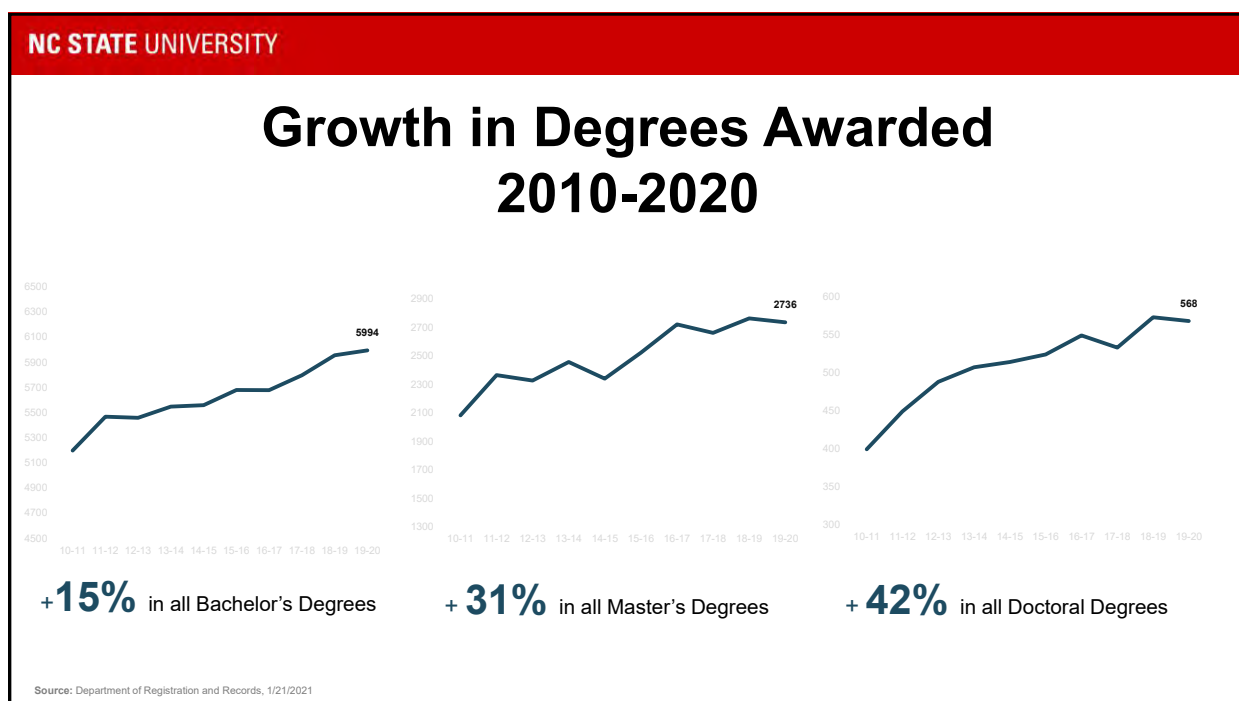
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### *8.2 Approvals*

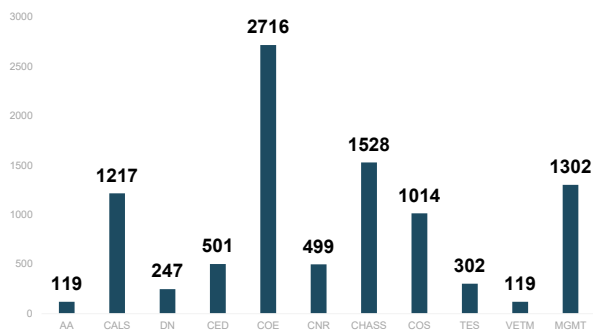
In accordance with UNC Policy 300.2.13(for EHRA employees) and State Personnel policies (for SHRA) approved requests for additional compensation must be submitted to the University’s central Human Resources office for final review and processing. Documentation of all such payments, including written justification for the payment, must be maintained in the employee’s departmental records. The Chancellor (or designee) retains the authority to approve any request for additional compensation so long as it is not inconsistent with this regulation and other applicable personnel policies.

### 8.3. *Method of Payment and Deductions*

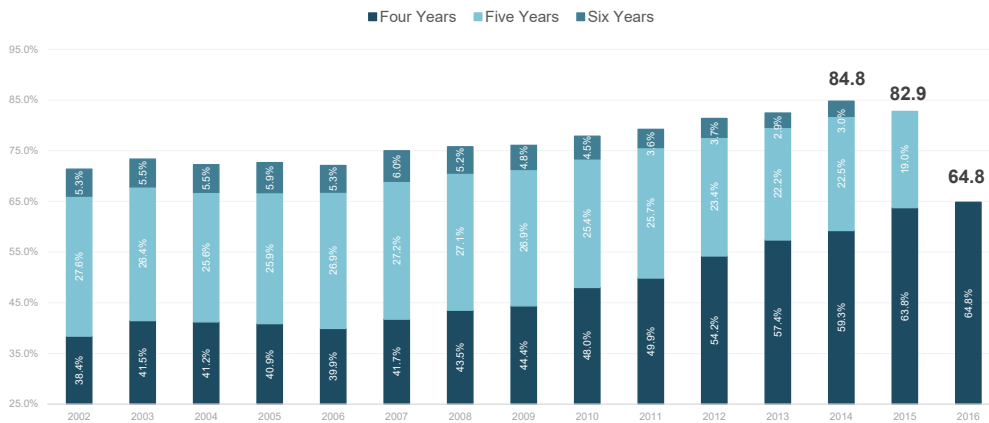
Payment of additional compensation must be processed as compensation to the employee (and not, for example, as a payment to the individual as an independent contractor) through the University Payroll Office, and federal/state taxes and other appropriate deductions will be withheld. Payments will be identified as additional compensation above the amount paid as the “Base Salary.” A total lump-sum payment for an extended period of work (e.g., the entire summer) is strongly discouraged because of the adverse tax withholding impact to the individual.



## Total Degrees Awarded 2019-2020

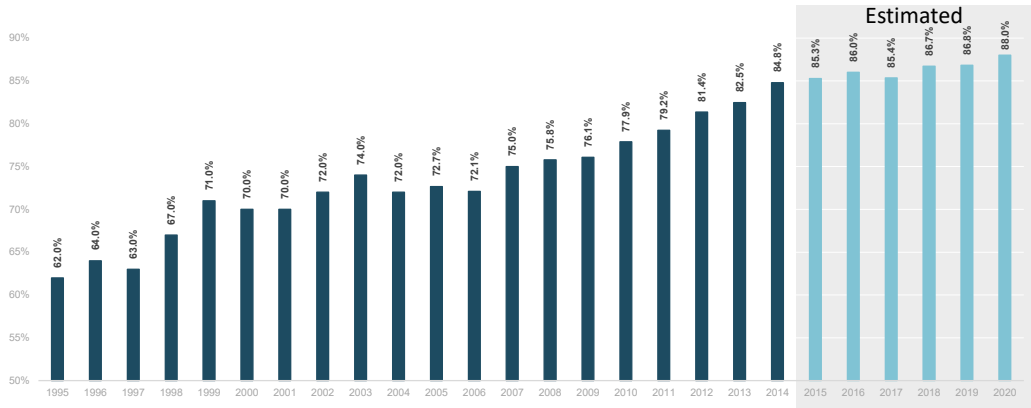


## Freshman Graduation Rates 2002-2016



Source: Department of Registration and Records (2002-2016)

## Graduation Rate Projections Based on Previous Academic Performance

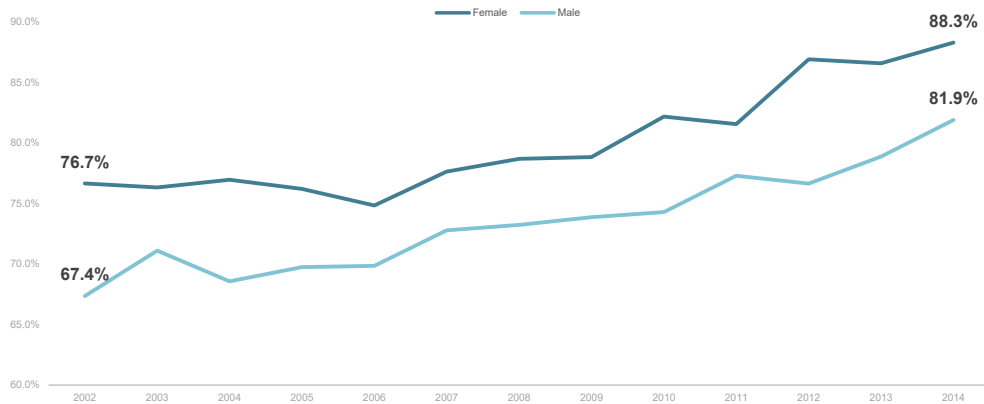


Source: Enrollment Management and Services, 1/20/2021

**CLOSING THE  
ACHIEVEMENT GAP**

NC STATE UNIVERSITY

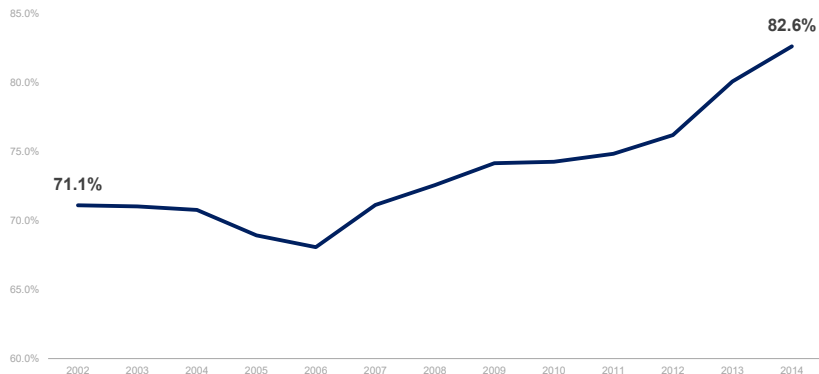
## Six-Year Freshman Graduation Rates by Gender



Source: Department of Registration and Records (2002-2014)

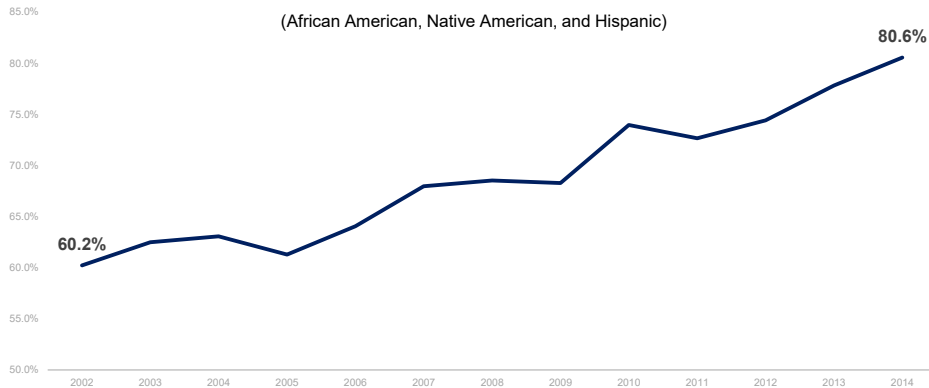
NC STATE UNIVERSITY

## Six-Year Freshman Graduation Rates of Tier 1 and Tier 2



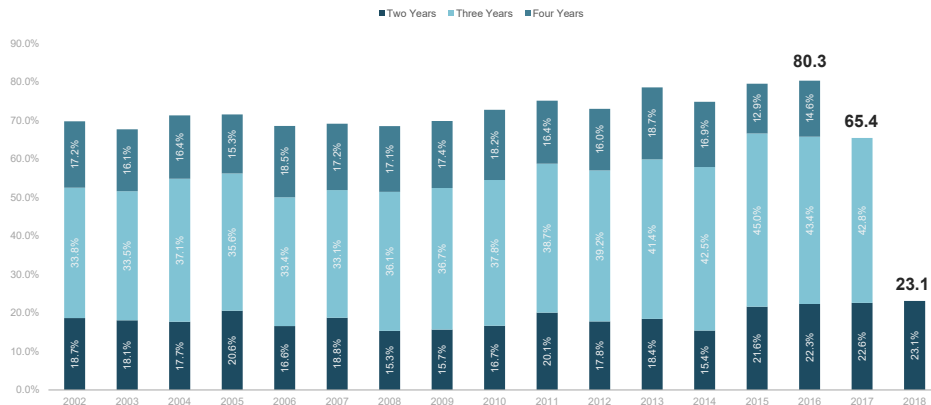
Source: Department of Registration and Records (2002-2013) , 2020 Tier Definitions <https://www.nccommerce.com/grants-incentives/county-distress-rankings-tiers>

## Six-Year Freshman Graduation Rates of Underrepresented Students



Source: University Planning and Analysis (1999-2005), Department of Registration and Records (2006-20014) [http://www2.acs.ncsu.edu/UPA/internaldata/retention/atr\\_cens2011\\_ethnic.htm](http://www2.acs.ncsu.edu/UPA/internaldata/retention/atr_cens2011_ethnic.htm)

## Transfer Graduation Rates 2002-2016

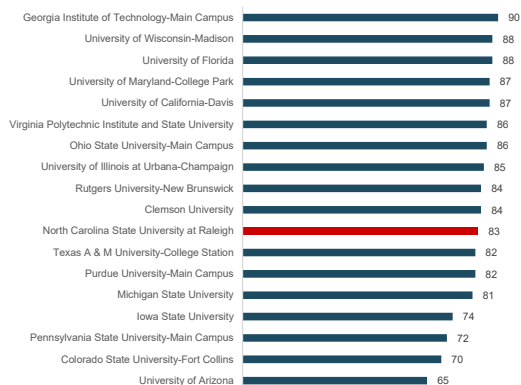
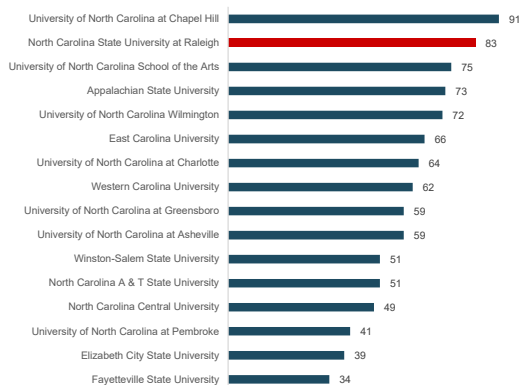


## NC STATE UNIVERSITY

# PEER COMPARISONS

## NC STATE UNIVERSITY

### Six-Year Graduation Rates UNC System and Peer Comparisons



Source: IPEDS Data Center (Aug. 31st, 2019 Graduation Rate, Total Cohort)

NC STATE UNIVERSITY

# QUESTIONS?

[ldhunt@ncsu.edu](mailto:ldhunt@ncsu.edu)





# NC STATE STUDENT GOVERNMENT

## Board of Trustee | February Report

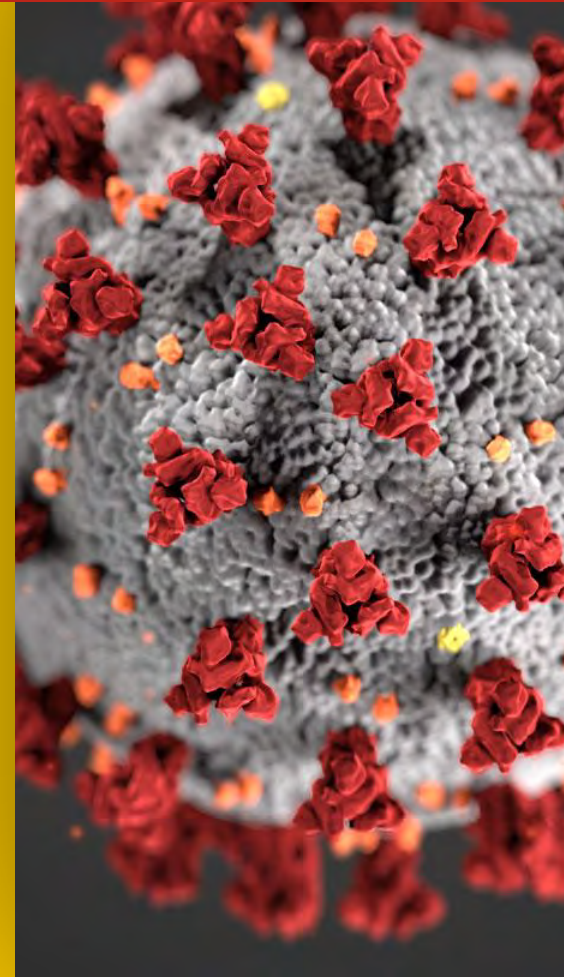
Founded and funded by **students**, the NC State University Student Government encourages students to express their concerns and ideas, promotes an environment of open discourse and academic excellence, and proactively represents **the student voice** to the University administration and Board of Trustees through **ethical** and **accountable** public service.

**NC STATE**  
STUDENT GOVERNMENT



# COVID-19

- Student COVID-19 meetings with DASA leadership regarding Spring semester plans have continued
- SG is working with DASA and Student Health Services to distribute masks and hand sanitizer to students during move-in and on campus testing
- SG is creating a communication campaign for wellness days as students continue to be concerned about their mental health
- Myself and SSP Simpson continue to meet regularly with Chancellor Woodson and Chief of Staff Paula Gentius



# Food and Housing Insecurity

- SBVP Heavlin and I attended a planning meeting for Host Homes, a community housing resource project, to continue addressing [A Call to Action](#) (October 2019) SG will formally support this group
- The Student Body Officers have an intention to put financial support into the recommendations from this call
- Feed the Pack, Pack Essentials and the Student Emergency Fund have continued to be integral resources to the student body



# Diversity & Inclusion

- DEI Training
  - [SG allocated \\$15,000](#) to go towards the compensation for the graduate assistants who will be facilitating these sessions which are required for new students
- OIT Employee Investigation / [SG Freeze Out](#)
  - The results of the Chadwick Seagraves investigation was disappointing and worrying for many students
  - Student Government held a protest with four objectives:
    - 1) Process & Reflect
    - 2) Uphold Our COMMUNITY Standards
    - 3) Direct Action
    - 4) Initiate Change
- Respect the Pack (Celebrating the tenth year!)
  - Held on Jan. 21 with the theme of Inclusivity in Higher Education



# Student Activities Fee

- The BOG Committee on Budget and Finance is considering an “à la carte” model where students select services and resources
- If implemented, these fees would be optional and students could not utilize financial aid, leaving financially insecure students further disadvantaged
- International students would also be put at a disadvantage as they rely heavily on financial aid and other sources of funding and have fewer opportunities to work to cover additional costs
- During the January Committee meeting the Council of Student Body Presidents presented concerns on this change, the vote will be in February



# Association of Student Governments

- AR 20 Black Lives Matter Act
  - Supports the UNC System Racial Equity Task Force Recommendations and calls for regular progress reports as well as a report addressing the financial strategy
- AR 21 COVID-19 Act
  - Calls for the UNC System to require the COVID-19 vaccination for students, faculty and staff
- AR 22 Title IX Act
  - Calls for UNCASG to ensure that UNC System students have access to formal notification of changes to federal policies that impact public institutions of higher education
- GB 06 Equity Statement
  - Implements a non-discrimination policy for UNCASG as well as an equity statement



UNC  
ASG



Questions?

Melanie Flowers, Student Body President | [sbp@ncsu.edu](mailto:sbp@ncsu.edu)

## NC State University Certificate Proposal Form

Certificate Title: Engineering Management Foundations

New: ☒

Revision: ☐

Classification of Instructional Programs (CIP) Discipline # (6 digits): 15.1501

\*Please ensure that you select the appropriate CIP code for your certificate program. Please consult this website for more information about CIP codes:

<https://nces.ed.gov/ipeds/cipcode/default.aspx?y=55>

Certificate Type:

On-Campus: ☐

Distance: ☐

On-Campus & Distance: ☒

Proposed Effective Date: 1 JAN 2021

Director of the Certificate Program: Dr. Julie Ivy

Program Coordinator (if different from Director): \_\_\_\_\_

Graduate Services Coordinator: Jasmine Petway

College: College of Engineering; Poole College of Management

Department/Program: Industrial & Systems Engineering; Operations & Supply Chain Management

### Catalog Description:

This certificate is for engineering, STEM, or technical students seeking or experiencing transitions into increasing levels of responsibility and/or management roles. The program provides students the principles and foundational concepts for the planning and operational management of industrial, engineering, and technical organizational pursuits. Students may qualify to have their credits transferred into the Masters of Engineering Management (MEM) degree program.

### Enrollment:

The MEM committee projects on-campus students will complete the four (4) course GCERT within one (1) academic year but estimate that some distance students will take longer than one (1) academic year. Specific projections below.

On-campus	Year 1	Year 2	Year 3	Year 4
Continuing	0	0	0	0
New	2	6	8	10

Distance	Year 1	Year 2	Year 3	Year 4
Continuing	0	3	4	7
New	5	8	10	15

Attachments:

- ☒ Proposal Document
- ☒ Statement of other departments likely to be affected and summary of consultation with those departments
- ☒ Program-level assessment
- ☒ Campus Routing Form
- ☒ Signature Page

## Graduate Certificate proposal for **Engineering Management Foundations**

Revision Date: 10 September 2020

Submitted by:

Industrial & Systems Engineering, College of Engineering  
Operations & Supply Chain Management, Poole College of Management

**Purpose.** This proposal seeks to establish a graduate certificate program, **Engineering Management Foundations**, that would both support educational and career advancement for engineering or technical students seeking or experiencing transitions into increasing levels of responsibility and/or management roles. The certificate would be available for both on-campus and distance education students through Engineering Online (EOL). The appropriate CIP code is [15.1501](#).

**Program Director.** The Master of Engineering Management (MEM) Director of Graduate Programs (DGP), Dr. Julie Ivy, will also serve as the Director of the Graduate Certificate Program (DGCP).

**Catalog Description.** See cover sheet.

**Admission Requirements.** Applicants should have a STEM or other relevant bachelor's degree. Application to the program requires an online application form, transcripts of all academic work after high school, and a written personal statement. GRE scores are not required for admission.

Academic success might have a strong bearing on admission to a degree program but completion of a certificate program in no way guarantees entry into a graduate degree program, which is done through a separate application process. Students interested in further graduate study should consult the DGCP and the DGP of their intended degree program on degree admission requirements.

**Enrollment Projections.** See cover sheet.

### **Objectives:**

1. In this certificate program, students will learn the foundational concepts of engineering principles to the planning and operational management of industrial and technical organizational pursuits.
2. The certificate program will provide a high-quality educational experience that satisfies the expectations of its graduates and is seen as high-value for career advancement.

**Certificate Curriculum.** This certificate provides an option that would meet the demand for the key concepts and provide a graduate certificate for those unsure about committing to an entire masters degree program. By design, successful certificate completion would also cover 40% of the MEM degree. Further, the certificate curriculum intentionally requires little to no prerequisites, making it highly marketable. The courses listed already exist and the curriculum does not require creating new courses.

The curriculum addresses the following thematic topic areas for Engineering Management:

- Leadership and Communication (3 credits),
- Financial Competency (3 credits),
- Project Management & Coordination (3 credits), and
- Quantitative Literacy/Student Choice (3 credits).

The certificate requires 12 credit hours of Engineering Management graduate courses. Unless granted an exception by the DGCP, students must choose courses as outlined in Table 1. Of the 12 hours, three (3) hours may be at the 400 level with prior approval of the DGCP per the Graduate Student Handbook ([Section 3.13](#)). The other nine (9) hours will be at the 500 level or above. Students must take one course per semester to remain in good standing. A grade of B- or better is required for a course to count toward the certificate. A 3.00 GPA is required to earn the certificate. Additional requirements are listed in the Graduate Student handbook (Section 3.13).

Students wishing to transfer certificate courses into a masters degree program (e.g., MEM) should consult the program DGP regarding specific requirements and note that NC State requires a B or higher grade to transfer a given course into a masters degree program per the Graduate Student Handbook ([Section 3.1.D.](#))

**Table 1:** Curriculum for the graduate certificate in Foundations of Engineering Management. All courses are part of the MEM curriculum. Note: <sup>a</sup> indicates course taught using both delivery modes; <sup>b</sup> indicates a course is offered online only.

	<b>Certificate Curriculum</b>	<b>Credits</b>
Take one of:	<b>Leadership &amp; Communication</b> EGR 501 Engineering Leadership & Strategic Change <sup>b</sup> COM 530 Interpersonal Communication in Science/Technology Organizations <sup>b</sup> COM 527 Seminar in Organizational Conflict Management <sup>b</sup> COM 556 Seminar in Organizational Communication	3
Take one of:	<b>Financial Competency</b> ISE 510 Applied Engineering Economy <sup>a</sup> EGR 505 Managerial Finance for Engineers (includes Accounting) <sup>b</sup> CE 567 Risk and Financial Management in Construction <sup>b</sup>	3
Take one of:	<b>Project Management &amp; Coordination</b> ISE 754 Logistics Engineering <sup>a</sup> BUS 554 Project Management <sup>b</sup> CE 561 Construction Project Management <sup>b</sup> (*ISE 754 required for the Supply Chain concentration in the MEM degree)	3
Take one of:	<b>Quantitative Literacy / Student Choice</b> ISE/OR 501 Intro to Operations Research <sup>a</sup> ISE 535 Python Programming for Industrial & Systems Engineers <sup>a</sup> ISE 537 Data Science for Industrial & Systems Engineers MBA 545 Decision Making under Uncertainty ST 515 Experimental Statistics for Engineers I ST 513 Statistics for Management I <sup>b</sup>	3

	ST 517 Applied Statistical Methods I <sup>b</sup> TE 533 Lean Six Sigma Quality CE/EGR 590 Intro to Facilities Engineering <sup>a</sup> EGR 590 Environmental Compliance for Facilities Engineers <sup>b</sup>  Or 500-level course from MEM curriculum with approval by DGCP.	
	<b>Certificate Total</b>	<b>12</b>

The statistics courses listed were specifically recommended by the Statistics department to support the Engineering Management curriculum. Of these classes, only ST 517 has a prerequisite—undergraduate MA 241 or equivalent (Calculus II)—which we anticipate most of our students will satisfy. The other courses simply require graduate standing (source: [NC State Course Catalog](#)). ST 516 and 518 may be substituted for ST 515 and 517, respectively, providing the student meets the requirements.

Similarly, the COM courses were selected by the Communications department to support the Engineering Management curriculum. All COM courses are 3.0 credit hour courses and only require graduate standing.

The large majority of the remaining courses only require graduate standing with a few requiring an undergraduate statistics course. The only exception is CE 567 but the student backgrounds we are targeting for this option will have the required background.

**Departmental Consultations.** All courses listed here correspond to the same set of courses approved for use by the MEM program by the other departments. Departmental consultations include COM (Dept. Head), ST (Dept. Head),

**Faculty Participation.** All faculty who teach the relevant graduate-level MEM courses will participate in the graduate certificate program. In addition, faculty teaching relevant courses from departments outside ISE and MBA will also participate. All instructors listed in Table 2 are members of the graduate faculty. Minor changes in the instructors for each course may occur each year to balance teaching loads with other faculty activities.

**Table 2:** Faculty participating in the graduate certificate program.

Instructor	Course(s)	Home Department
Javad Taheri	ISE/OR 501	Industrial & Systems Engineering
Semra Ahiska King	ISE 510	Industrial & Systems Engineering
Binil Starly	ISE 535	Industrial & Systems Engineering
Xiaolei Fang	ISE 537	Industrial & Systems Engineering
Michael Kay	ISE 754	Industrial & Systems Engineering
Steven DelGrosso	BUS 554	Business Management
Jeffrey Stonebraker	MBA 545	Business Management

Jessica Jameson	COM 556	Communication
Edward Jaselskis	CE 561	Civil, Construction & Environmental Engineering
Roberto Nunez	CE 567	Civil, Construction & Environmental Engineering
James Rispoli	EGR 590 (x2)	Civil, Construction & Environmental Engineering
Blanton Godfrey	TE 533	Textile & Apparel, Technology & Management
Daowen Zhang	ST 515	Statistics
Dan Harris	ST 516	Statistics
Donna Barton	ST 513	Statistics
Herle McGowan	ST 517	Statistics
Jason Osborne	ST 518	Statistics

**Learning Outcomes.** Upon completion of the graduate certificate program, students should be able to:

- Demonstrate an understanding of key concepts for engineering leadership, organizational communication, and communication techniques for working with various stakeholders,
- Understand and apply basic finance concepts to conduct analysis of alternatives for projects of various lengths and cash flows,
- Apply conceptual, analytical, and practical tools to plan and manage a project with multiple stakeholders,
- Identify quantitative tools and analytical methods available for solving various problems, and be able to match those tools with various business problems, and
- Effectively communicate quantitative information to technical and non-technical audiences in terms of process, results, and decision tradeoffs.

**Eligible Students.** Premium tuition is charged on this certificate. Students who are currently pursuing other degrees and/or certificates will not be admitted to this certificate until they complete those other programs. Once they are enrolled in this certificate, credit hours will be subject to the Master of Engineering Management (MEM) tuition premium until the certificate is received.

To be clear, students in an existing degree program without a tuition premium may not add a second program with a tuition premium concurrent the existing degree. Students in a degree program with a tuition premium may not add a second program that has a different tuition premium (including no premium).

Premium tuition is charged based on a student's program of study, not individual courses the student takes, and this policy is outside the department's control. For instance, MEM students pay the MEM premium even if in a given semester they take one, two, or three courses outside the MEM curriculum. Similarly, once a student is admitted to the Engineering Management Foundations graduate certificate and the certificate is added to their program of study, they will

be charged the premium. We plan to include this information on the certificate website so that students make an informed decision.

## Graduate Certificate in Foundations of Engineering Management Outcomes Assessment Plan.

### Objectives:

1. In this certificate program, students will learn the foundational concepts of engineering management principles to the planning and operational management of industrial and technical organizational pursuits.
2. The certificate program will provide a high-quality educational experience that satisfies the expectations of its graduates and is seen as high-value for career advancement.

### Outcomes:

1. Learning: By the time they complete this certificate program graduates should be able to:
  - Demonstrate an understanding of key concepts for engineering leadership, organizational communication, and communication techniques for working with various stakeholders,
  - Understand and apply basic finance concepts to conduct analysis of alternatives for projects of various lengths and cash flows,
  - Apply conceptual, analytical, and practical tools to plan and manage a project with multiple stakeholders,
  - Identify quantitative tools and analytical methods available for solving various problems, and be able to match those tools with various business problems, and
  - Effectively communicate quantitative information to technical and non-technical audiences in terms of process, results, and decision tradeoffs.
2. Completion: At the time they complete this certificate program graduates are expected to:
  - Be satisfied with the usefulness of the certificate program in enabling them to achieve their professional goals,
  - Be sufficiently satisfied with the certificate program to recommend it to others with the same professional goals,
  - Be satisfied with the frequency, timeliness, selection, and flexibility of the courses offered in the certificate,
  - Be satisfied with the quality of teaching in certificate courses, and
  - Be satisfied with the overall educational experience of the certificate program.

Objective 1: In this certificate program, students will learn the foundational concepts of engineering management principles to the planning and operational management of industrial and technical organizational pursuits.

Outcome	Evidence to Collect	Evidence Source	Collection Frequency
Demonstrate an understanding of key concepts for engineering leadership	Responses by certificate students to relevant questions on exams and materials from EGR 501, COM 530, COM 527, COM 556	Students	Annually
Understand and apply basic finance concepts to conduct analysis of alternatives for	Responses by certificate students to relevant questions on exams and	Students	Annually

projects of various lengths and cash flows	materials from ISE 510, EGR 505, CE 567		
Apply conceptual, analytical, and practical tools to plan and manage a project with multiple stakeholders	Responses by certificate students to relevant questions on exams and materials from ISE 754, BUS 554, CE 561	Students	Annually
Identify quantitative tools and analytical methods available for solving various problems	Responses by certificate students to relevant questions on exams and materials from elective courses	Students	Annually
Effectively communicate quantitative information to technical and non-technical audiences	Responses by certificate students to relevant questions on exams and materials from elective courses	Students	Annually

Objective 2: The certificate program will provide a high-quality educational experience that satisfies the expectations of its graduates and is seen as high-value for career advancement.

Outcome	Evidence to Collect	Evidence Source	Collection Frequency
Be satisfied with the usefulness of the certificate program in enabling them to achieve their professional goals	Exit survey administered by the Graduate School	Graduate School	Annually
Be sufficiently satisfied with the certificate program to recommend it to others with the same professional goals	Exit survey administered by the Graduate School	Graduate School	Annually
Be satisfied with the frequency, timeliness, selection, and flexibility of the courses offered in the certificate	Exit survey administered by the Graduate School	Graduate School	Annually
Be satisfied with the quality of teaching in certificate courses	Exit survey administered by the Graduate School	Graduate School	Annually
Be satisfied with the overall educational experience of the certificate program	Exit survey administered by the Graduate School	Graduate School	Annually

**Assessment Processes.** This graduate certificate program will be part of multiple assessment processes. This section briefly summarizes these processes.

First, the Edward P. Fitts Department of Industrial and Systems Engineering (ISE) has formed a faculty committee to lead efforts related to Engineering Management (EM). This committee, chaired by the MEM DGP, will assess the certificate program annual and serve as the lead assessment point of contact. This includes working with the Graduate School to obtain the required information and establishing a formal process to collect feedback from instructors of EM courses. If no exit survey exists, the EM committee will work with the Graduate School to design and implement a suitable exit survey. This committee will work closely with the ISE Department Head and also report to the ISE department faculty which retains oversight.

Second, the ISE department's Graduate Curriculum committee will continue to participate per standard operating procedure. This committee provides a unique perspective and also reports directly to the ISE department faculty.



# **Job Prospectus for the Dean, College of Humanities and Social Sciences**

**NC State University**

Raleigh, NC | Fall 2020

## The College of Humanities and Social Sciences

The [College of Humanities and Social Sciences](#) is one of the largest colleges at North Carolina State University, housing the following [academic units](#) (Department of Communication, Department of English, Department of Foreign Languages and Literatures, Department of History, Interdisciplinary Studies, Department of Philosophy and Religious Studies, Department of Psychology, School of Public and International Affairs, School of Social Work, Department of Sociology and Anthropology) and supporting [three community-oriented centers](#) (Center for Family and Community Engagement, Genetic Engineering and Society Center, Khayrallah Center for Lebanese Diaspora Studies). The college offers more than 55 undergraduate majors, more than 40 undergraduate minors, 12 master's degrees, five Ph.D. programs, three dual-degree honors programs and four graduate certificate programs.

The mission of the college is to support the research, education, scholarship and engagement that advance frontiers of knowledge in the college's disciplines and programs, which impacts the human condition and problems facing local communities, the nation and the world as well as develop future leaders and global citizens.

One way the college fulfills its mission is by creating a welcoming and inclusive community and is a campus leader in promoting and exploring diversity through events, research and engagement activities. The college works to both recruit and retain a diverse, inclusive and high-achieving student population. Departments create and maintain diversity recruitment and retention plans for faculty. Minority representation in the college has increased over the last 10 years, and percentages of underrepresented minority students and female faculty are higher than the university average.

The college consists of more than 600 faculty and staff and 324 teaching and research assistants. The college's nationally-recognized, productive faculty are Fulbright and Guggenheim Fellows. They have earned top awards in their fields and are called upon by state government and industry, national corporations, the White House and international media for their expertise. They inspire students to think critically, creatively and independently and to act purposefully.

The college's scholarship and research yields new knowledge and perspectives. More than 4,200 students develop a lifelong commitment to learning, to seeking out innovative solutions to personal and global challenges, and to engaging with their communities. The highly competitive college is home to several programs ranked in the top 50 nationally and leverages the resources of a STEM-intensive university to engage students and faculty in interdisciplinary study.

The college graduates more undergraduates each year than any other college at NC State. More than 43,000 alumni make the college proud every day. They're national policy leaders, financial managers, counselors, attorneys, entrepreneurs for social change, New York Times best-selling authors, James Beard award-winning chefs, concerned and involved citizens and generous souls. In addition to their unique areas of expertise, they're all critical thinkers who use their collaboration, communication and problem-solving skills for the betterment of people, communities and society.

The college expended \$65.3 million in FY 2020, with research expenditures totalling \$6.4 million and endowment assets of \$24 million.

## The Opportunity

NC State invites applications and nominations for the position of dean of the College of Humanities and Social Sciences. The university seeks a visionary leader with a bold commitment to refine and enhance the college's international reputation as a place which equips students and communities with knowledge that solves problems and leads to productive and satisfying lives.

## The Position

The dean of the College of Humanities and Social Sciences must be an experienced, innovative, creative and collaborative leader who understands the importance of interdisciplinary scholarship on human thought and action to help students and faculty learn, create new knowledge and to solve complex problems. The dean should have a healthy appreciation for the humanities and the social sciences, their role in contemporary thought and society, and the unique methods and goals of various disciplines within both the humanities and social sciences. The dean should have a strong commitment to student achievement, faculty scholarship and staff development, and possess the drive to move the college forward nationally and internationally. The dean is the chief academic, administrative and budgetary officer of the college. He or she is the spokesperson for the college and reports directly to the executive vice chancellor and provost.

The dean is responsible for the following:

- Providing strong leadership and strategic direction for the college;
- Representing the college within the university at a skilled, politically astute level with respect to campus resources and issues;
- Representing the diverse clientele, programs and interests of the college persuasively to both internal and external constituencies;
- Promoting a culturally competent and inclusive environment, with a strong commitment to recruiting and retaining diverse faculty, staff and students;
- Openly communicating in a transparent manner that provides clarity in financial management and decision-making;
- Being a successful fundraiser and a visible, interactive participant in external-facing activities with alumni and donors;
- Recognizing and valuing the contributions of everyone in the college;
- Fostering high-impact interdisciplinary collaboration and partnership within the college and externally with other programs;
- Integrating diverse academic units under one vision for the college;
- Supporting innovative, traditional and distance-delivered educational programs;
- Promoting, recognizing and rewarding excellence in teaching and mentoring undergraduate and graduate students;
- Providing programs and opportunities for students to develop research, leadership and communication skills;
- Serving faculty at all levels (including tenured, tenure-track and professional track) and supporting their research, extension and engagement activities;
- Providing transparent supplemental support of the departments; and,
- Encouraging the high-performance and excellence of faculty, staff and units within the college and the delivery of high-quality academic programs.

## Qualifications

The successful candidate will possess most, if not all, of the following qualities or experience:

- Evidence of working effectively and collaboratively with faculty, university administration, and other constituent groups and partners both within and outside the university;
- Ability to play a key role in university leadership, advocating for the college and forging advantageous and strategic connections across colleges;
- A clear commitment to excellence in research, teaching and undergraduate and graduate education;
- A commitment to inclusivity in: educating students who enter the university through diverse pathways, fostering a welcoming and respectful community, and recruiting and supporting diverse faculty, staff and administration;
- Outstanding communication skills, including interpersonal, written, verbal, presentation and listening capabilities;
- A proven record of success in setting priorities, allocating resources and achieving specific goals;
- An affinity for fundraising, and the ability to contribute to and lead relationship-based development efforts, including management of a volunteer Dean's Board;
- Ability to function in a complex, high-demand environment, balancing and executing internal and external responsibilities;
- Distinguished record in research, teaching and outreach/engagement; and
- A terminal degree in their field and qualifications for an appointment as a full professor with tenure in at least one of the departments within the college.

## How to Apply

Inquiries, nominations and applications are invited and may be directed to Justin Lang, Director, NC State Executive Search Services, at (919) 513-1963 or [jdlang2@ncsu.edu](mailto:jdlang2@ncsu.edu).

Confidential review of applications will begin in December of 2020, and will continue until the position is filled. Candidates should provide a resume or curriculum vitae, cover letter, and the names and contact information of three references. References will not be contacted without prior knowledge and approval of candidates. These materials may be submitted online at <https://jobs.ncsu.edu/> (position #00001613).



## About NC State

At NC State, we create prosperity for North Carolina and the nation. We value diversity, equity, inclusion and justice. We began as a land-grant institution grounded in agriculture and engineering. Today, we're a pre-eminent research enterprise that excels across disciplines.

NC State is a powerhouse in science, technology, engineering and math. We lead in agriculture, education, textiles, business and natural resources management. We're at the forefront of teaching and research in design, the humanities and the social sciences. And we're home to one of the world's best colleges of veterinary medicine.

Our more than 35,000 undergraduate and graduate students learn by doing. They pursue original research and start new companies. They forge connections with top employers and serve communities local and global. Through it all, they enjoy an outstanding return on investment.

Whether it's [Princeton Review](#) ranking NC State among the nation's best values for universities, Money magazine naming it the No. 1 best college for your money in North Carolina, or [U.S. News & World Report](#) ranking NC State No. 6 among the best values in public higher education, the university has many reasons to be proud.

Each year, NC State adds [\\$6.5 billion to the statewide economy](#), equivalent to creating more than 90,000 new jobs. That represents a significant return on investment for the citizens of North Carolina in the form of research advances, innovative technologies, successful companies, skilled graduates and new jobs waiting for them.

Our 9,000 faculty and staff are world leaders in their fields, bridging the divides between academic disciplines and training high-caliber students to meet tomorrow's challenges. Together, they forge [powerful partnerships](#) with government, industry, nonprofits and academia to remake our world for the better. We expect everyone to give of their talents, skills, time and effort to make NC State an environment of inclusive excellence for all.

## About Raleigh and North Carolina

North Carolina's rapid growth makes the state a diversity leader and top spot for young professionals and families. Raleigh reflects statewide growth as a city on the rise:

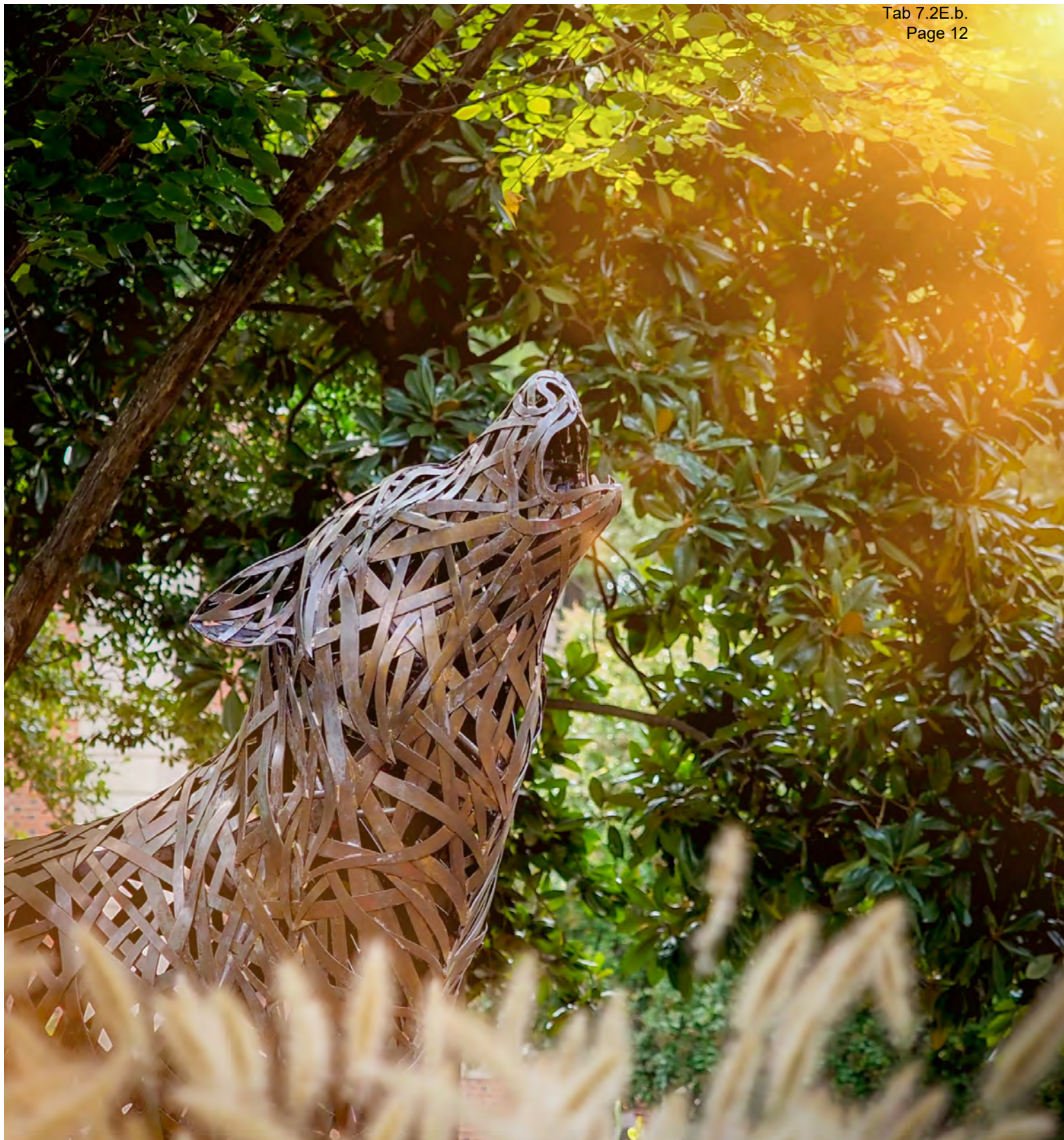
- No.2 among the best big cities to live in ([Money](#), 2018)
- No. 2 among the best places for business and careers ([Forbes](#), 2018)
- One of America's top 10 recession-resistant cities ([Smartasset](#), 2020)
- Among the top 10 "Best Cities to Move to Right Now" ([Curbed](#), 2020)
- No. 2 among family friendly cities ([Homes.com](#), 2019)

With Durham and Chapel Hill, the capital city anchors the Research Triangle, a national hotspot for high-tech enterprise. The region's top companies — including IBM, Cisco Systems, SAS Institute, Biogen Idec and GlaxoSmithKline — rank among the country's best employers. NC State also maintains strong agricultural partnerships with Bayer, BASF and Syngenta, companies that lead the way in hiring new NC State graduates.

Celebrating its 133rd year in 2020, NC State continues to make its founding purpose a reality. Every day our career-ready graduates and world-leading faculty make the fruits of learning, discovery and engagement available to people across the state, throughout the nation and around the world.



NC State provides equal opportunity and affirmative action efforts, and the university prohibits all forms of unlawful discrimination, harassment and retaliation that are based upon a person's race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability, gender identity, genetic information, sexual orientation or veteran status.



# **Job Prospectus for the Senior Vice Provost, Enrollment Management and Services**

**NC State University**

Raleigh, NC | Winter 2021

## Enrollment Management and Services

The [Division of Enrollment Management and Services](#) (EMAS) is dedicated to successfully recruiting, retaining, supporting and graduating students as efficiently and effectively as possible in alignment with the goals set forth by the university's strategic plan. EMAS seeks to attract and enroll a highly diverse class of new and continuing students with outstanding ability and potential to address challenges and opportunities presented by a rapidly changing society.

The mission of the division is to provide critical services to students, parents and visitors to NC State University throughout the student lifecycle, from identifying prospective students through graduation and beyond. EMAS offices and units are at the intersection of vital academic services that can positively impact student outcomes, reduce time to degree, promote awareness of NC State's brand beyond North Carolina, and improve institutional effectiveness. EMAS utilizes a collaborative and integrated approach to student success, pursuing organizational excellence, and creating strategic partnerships to engage our community both locally and globally.

EMAS is comprised of undergraduate admissions, scholarships and financial aid, registration and records, enrollment systems and operations, communications, marketing and outreach, Community College Collaboration (C3), Goodnight Scholars Program, summer sessions, parents and families services, E. Carroll Joyner Visitor and Transfer Center, Student Services Center and pre-college programs. The division has more than 100 full-time employees supporting all aspects of enrollment, and more than 100 student University Ambassadors helping to fulfill the mission of EMAS.

EMAS has an annual budget of \$7.3 million, with responsibility for committing and disbursing in excess of \$300 million in need- and merit-based financial aid.

## The Opportunity

NC State invites applications and nominations for the position of senior vice provost for Enrollment Management and Services. The university seeks a creative, innovative, student success-focused thought leader committed to the recruitment, enrollment and retention of a high-caliber, diverse student population through graduation and beyond.

## The Position

The senior vice provost reports directly to the executive vice chancellor and provost and is responsible for the following:

- Directing and providing strong leadership, strategic direction and fiscal oversight for the various units within EMAS;
- Promoting an interculturally competent, culturally responsive and inclusive campus environment, with a strong commitment to recruiting and retaining diverse staff within the unit;
- Serving as co-chair of the Enrollment Planning Committee and serving as a member of the senior leadership team for the executive vice chancellor and provost, facilitating the development of new student enrollment targets;
- Creating and implementing innovative student success initiatives to address the varying needs of a diverse student body;
- Providing leadership and facilitating the review/development of academic policies impacting enrollment management objectives;
- Directing EMAS long-range planning including facilities and budget;
- Facilitating the implementation of university strategic planning objectives;
- Collaborating and fostering relationships with colleges and internal partners such as the Office of Information Technology, Office of Finance and Administration, Distance Education and Learning Technology Applications,

Division of Academic and Student Affairs, Institutional Strategy and Analysis, Office for Institutional Equity and Diversity, Office for Global Engagement and other campus units;

- Acting as NC State's representative to the University of North Carolina System regarding enrollment management; and
- Cultivating partnerships with the North Carolina Community College System and its constituent institutions and other external partners.

## Qualifications

The successful candidate will possess most, if not all, of the following qualities or experience:

- Ability to play a key role in university leadership, advocating for the unit and forging advantageous and strategic connections across the university.
- Demonstrated leadership in recruiting students of all dimensions of diversity with a proven track record of successfully attracting and retaining qualified students to a four-year research-intensive institution;
- A proven record of success in setting priorities, allocating resources and achieving specific goals;
- Outstanding communication skills, including interpersonal, written, verbal, presentation and listening capabilities;
- Ability to function in a complex, high-demand environment, balancing and executing internal and external responsibilities;
- In-depth experience in enterprise system software, enrollment management systems, and data-driven analyses of enrollment information for decision-making;
- A minimum of ten years experience in higher education is required; and
- Preference will be given to candidates with a doctoral degree.

## How to Apply

Inquiries, nominations and applications are invited and may be directed to Justin Lang, director, NC State Executive Search Services, at (919) 513-1963 or [jdlang2@ncsu.edu](mailto:jdlang2@ncsu.edu).

Confidential review of applications will begin in January, and will continue until the position is filled. Candidates should provide a resume or curriculum vitae, cover letter, and the names and contact information of three references. References will not be contacted without prior knowledge and approval of candidates. These materials may be submitted online at <https://jobs.ncsu.edu/> (position #00001625).



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NC State is a powerhouse in science, technology, engineering and math. We lead in agriculture, education, textiles, business and natural resources management. We're at the forefront of teaching and research in design, the humanities and the social sciences. And we're home to one of the world's best colleges of veterinary medicine.

Our more than 35,000 undergraduate and graduate students learn by doing. They pursue original research and start new companies. They forge connections with top employers and serve communities local and global. Through it all, they enjoy an outstanding return on investment.

Whether it's [Princeton Review](#) ranking NC State among the nation's best values for universities, Money magazine naming it the No. 1 best college for your money in North Carolina, or [U.S. News & World Report](#) ranking NC State No. 6 among the best values in public higher education, the university has many reasons to be proud.

Each year, NC State adds [\\$6.5 billion to the statewide economy](#), equivalent to creating more than 90,000 new jobs. That represents a significant return on investment for the citizens of North Carolina in the form of research advances, innovative technologies, successful companies, skilled graduates and new jobs waiting for them.

Our 9,000 faculty and staff are world leaders in their fields, bridging the divides between academic disciplines and training high-caliber students to meet tomorrow's challenges. Together, they forge [powerful partnerships](#) with government, industry, nonprofits and academia to remake our world for the better. We expect everyone to give of their talents, skills, time and effort to make NC State an environment of inclusive excellence for all.

## About Raleigh and North Carolina

North Carolina's rapid growth makes the state a diversity leader and top spot for young professionals and families. Raleigh reflects statewide growth as a city on the rise:

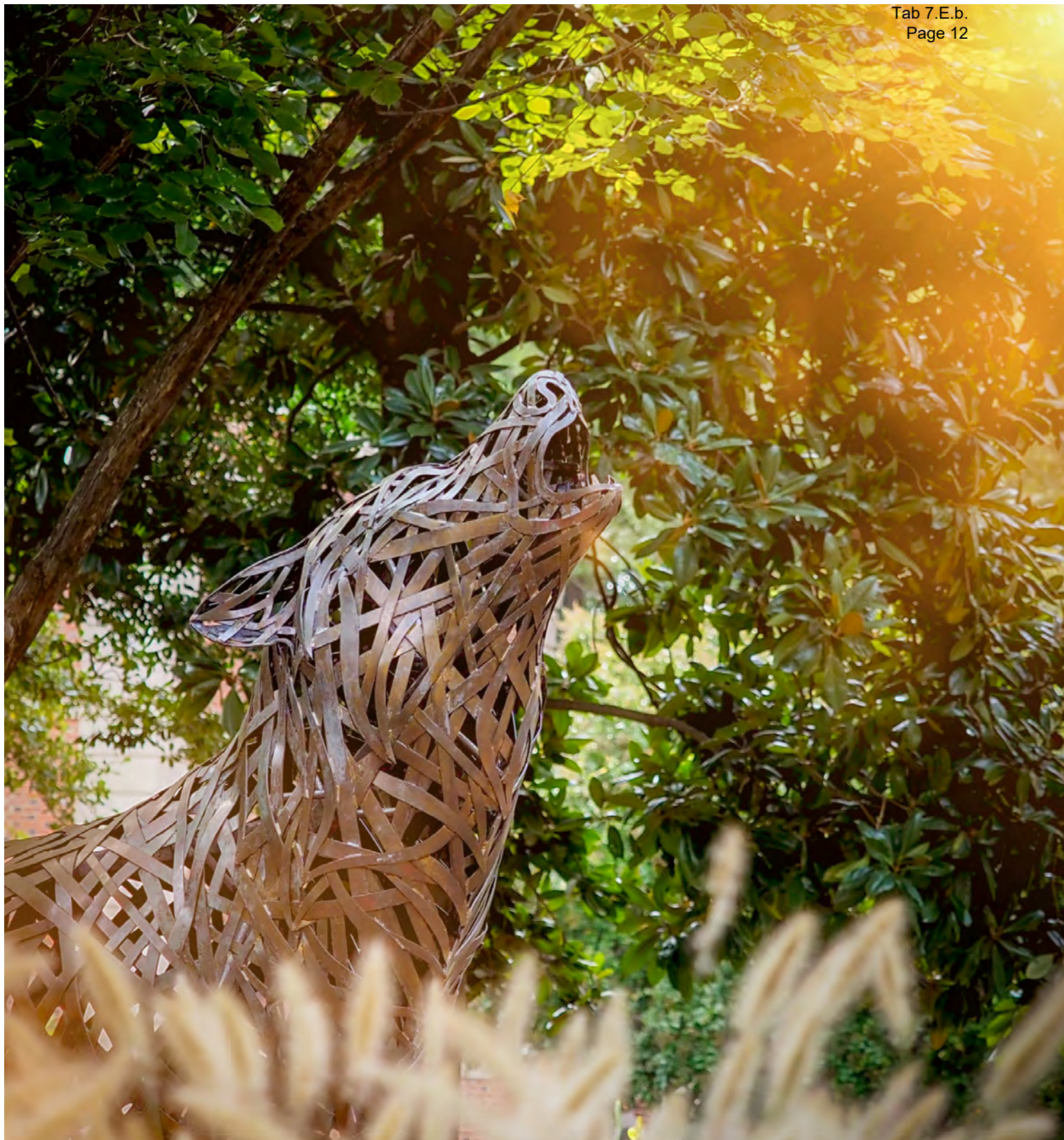
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Celebrating its 133rd year in 2020, NC State continues to make its founding purpose a reality. Every day our career-ready graduates and world-leading faculty make the fruits of learning, discovery and engagement available to people across the state, throughout the nation and around the world.



NC State provides equal opportunity and affirmative action efforts, and the university prohibits all forms of unlawful discrimination, harassment and retaliation that are based upon a person's race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability, gender identity, genetic information, sexual orientation or veteran status.



# **Job Prospectus for the Senior Vice Provost, Enrollment Management and Services**

**NC State University**

Raleigh, NC | Winter 2021

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**Faculty Senate Report  
Board of Trustees Meeting  
February 25-26, 2021**

Given the professional isolation that most of the faculty has felt for the last eight months, involving a lack of personal contact with both colleagues and students, as well as with staff and the offices that seem to be so much of our academic world, it would appear that there is little to report, especially since much of the time since the last report saw an academic hiatus to protect the campus. And, as the semester begins, a large proportion of the faculty has elected to teach remotely, not necessarily from personal preference, but also because some (certainly not all) students prefer this even as they elect to return to campus, and there is a faculty concern that a return to all-remote might conceivably occur at some time. In both cases, faculty do not want to prepare two separate curricula for each course.

And yet, a great deal has been going on since last November. One thing I want to point to is the virtual Commencement, which you can watch on the university website. My appointment to be video-recorded giving the Honorary Degree citation as Chair of the Faculty in a dark chaotic studio in Park Shops, guided by a very pleasant and efficient crew, hardly made up for absence of the ceremonial procession I have enjoyed leading five times, even though I was pictured, at my insistence, with the University Mace at my side. The Commencement itself, a video that showcased our graduates and their families without some of the normal commencement comments, and without the Board of Trustees all berobed, was, as one of my colleagues put it, "strangely moving." Strange, because everything we are doing seems strange; moving because we are doing it anyway, as best we can, with flexibility and professionalism. I hope that my last commencement as Chair will be in the arena. And because the Board of Trustees is a big part of awarding these honorary degrees, I want to thank you on behalf of the faculty.

After the General Faculty meeting on October 13, discussing the medical and planning aspects of the pandemic here at State, the Senate took up its normal business.

On October 27, Louis Hunt, Vice Provost for Enrollment Management, spoke to the Senate about the impact of the pandemic on fall and spring enrollments, as well as what course mode was preferred and how many will live on campus. The faculty will miss Hunt's experience and openness when he retires this summer.

The Faculty Senate met (the 6th meeting of its 67 session) on 10 November and heard the Employee Engagement Committee survey results from HR and the Office of Institutional Strategy and Analysis. The gist of the survey was positive, and interestingly the non-tenure-track faculty (now called professional faculty) were a bit more content than the tenure-track. The higher the rank, the lower the satisfaction. At the same meeting, we heard from the Dean of the Graduate School and the Director of International Services, reporting on the graduate enrollments, particularly overseas enrollments, and their financial impact.

The first meeting of 2021 saw three important issues discussed in a Webinar format that had 90 odd participants. First, the Chancellor explained, as best he could legally, the situation with a staff member who has been charged with improper behavior online. The discussion was moderated by Professor Sannes, Associate Chair of the Faculty, who fielded the questions in the chat box, and posed them in a focused way. This discussion continued after the Chancellor had to leave and involved Allison Newhart (General Counsel) and Sheri Schwab, (Diversity and Inclusion.) Next, the Provost and Senior Associate Provost Marjorie Overton led a discussion of the new Strategic Plan, part of their efforts to enlist all groups in the university in the process. Finally, Paola Sztajn, Faculty Fellow, spoke about her project and asked the Senate for input.

The 603 matter involving the revocation of tenure -- most important for faculty governance -- has been resolved. Although relatively rare, I am happy to note, this case reminds us all of the importance of due process and faculty participation in momentous professional decisions. We should all strive to make the process less onerous and full of delays, even in times of remote contact.

The UNC Faculty Assembly meets 3 times a semester, and in its fall meeting concerned itself with outreach. The ongoing worry has been that not only the public, but also important bodies like the legislature and the Board of Governors have no access to the basic information that faculty can provide about the actual, day-to-day work of the

university. A legislator and a governor attended the meeting and encouraged faculty personally to engage with state government and the Board, which, they stated, is eager for input from different groups. The most recent Assembly meeting was half spent in caucuses of the institutions by size (as they are represented in the Assembly). As a member of the 5 representative caucus, (including Chapel Hill and ECU) I would say that we saw the problems basically the same way. Hearing from the smaller schools and the minority schools, however, was an invigorating experience with faculty who have very different perspectives. Learning from these individual faculty leaders has been the most important part of my years of service on the Assembly.

The Faculty Chairs, a group that has been active and effective under the leadership of Barbara Howard (App State), and Anthony Chow (Greensboro), continued its exchange of local information about their campuses and problems. One issue of concern was the change of language last fall in the hiring letters to non-tenure track faculty, language allowing dismissal during the term of a contract. This matter, Rule 610, went unnoticed on some campuses, but applies to all new contracts. Local changes will need to be made and are being explored. And we chairs continue to support the placement of the Chair of the Faculty at each institution on the Board of Trustees as a non-voting, informational member (as is the case at three UNC institutions).

The Chair of the Faculty represents the Faculty on a number of committees and groups, standing and ad hoc. These include the University Budget Advisory Committee, which meets monthly, University Council, Academic Leadership Committee, the Honorary Degree Committee, Occupational Health and Safety, Lifelong Faculty Involvement, and a few others -- since last report. And college and departmental meetings, and a class English 221. Since last summer, however, he has met weekly with the Chancellor and Staff Chair for open exchanges of information. He also sits on the Executive Briefing group, which meets weekly for brief reports on the status of things in health, emergency management, facilities, finance, athletics, enrollment, among others. These meetings and the inclusion of faculty and staff leadership are a response to the Covid environment are unprecedented in my experience and I hope they will be seen as routine in the future by future administrations.

Honorable Trustees,

Thank you for another opportunity to report to you on behalf of the Staff Senate.

Addressing challenges, making progress and charting a positive path forward best describes the focus of the Staff Senate for this past semester. 2020 came to an end, but the challenges we faced still continue — the COVID-19 pandemic, temporary furloughs, salary reductions, racial equity, just to name a few.

However, the Staff Senate continues to progress: motivated by our theme “Leading together during this time of change.” In doing so, we have engaged the following key partnerships in the campus community:

- Partnered with students and collected over 200 pounds of food through multiple food drives for Feed the Pack food pantry.
- Staff Senate is now represented on the newly formed Student Advisory board for Feed the Pack Food Pantry.
- Joined forces with the NC State Career Development Center and collected over 500 items for the Wolfpack Styled Professional Clothing Closet, which provides students with professional clothing that they can wear for interviews, etc.
- 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 these toys.
- Support Roy Baroff, NC State Staff Ombuds as he seeks to help empower employees, connect them to university resources and coach them through conflicts.
- Provided feedback to the Sustainability Office regarding the draft Sustainability Training for New Employee Orientation.
- Invited the campus community to a Make Your Own Holiday Centerpiece event which allowed staff to de-stress and also provided an opportunity to create a holiday centerpiece.

Hosted the following campus entities at Staff Senate general body meetings since November:

- Nancy Whelchel, director for survey research presented the Spring 2020 Employee Engagement Survey and provided us with the staff results and an update on focus areas and initiatives.
- Charles Maimone, vice chancellor for finance and administration provided campus updates on spring activation plan and spring operations, isolation and quarantine plans, spring workforce and service plans, communications approach, budget outlook, legislative update, and many additional resources.
- Amy Orders, director, Emergency Management & Mission Continuity provided re-entry testing and ongoing surveillance testing updates.
- Daniel House Jr., Chief of Police University Police Department provided an overview of the full services the Police Department provided and how we can partner to make this campus the best it can be.
- Marie Williams, associate vice chancellor for human resources, provided monthly HR updates and keeps the staff updated on a regular basis on HR related matters that affect the staff community.
- Warwick Arden, provost, and Margery Overton, senior vice provost for institutional strategy and analysis who co-chairs the University Strategic Planning effort, facilitated a listening session where the senators were able to provide feedback on the strategic plan. In other words, we had a voice and they wanted to hear from us.

Lunch and Learn Events

- “Williams and the Black Freedom Movement was presented by the NC Museum of History” featuring Dr. Freddie Parker and Dr. Seth Kotch.
- NC State Compost Facility and Research Cooperative Tour – educated participants on NC State’s closed-loop organic waste management system.

- Green Zone Training- opportunity for the NC State Staff community to participate in the Green Zone Training with Military and Veteran Services Office.
- Supported OIED event, "Building Cultural Competence Knowledge and Skill-participants practiced skills for engaging effectively across differences.
- Roy Baroff -Equity and Equal Rights –and a variety of topics, i.e.
- Hosted a virtual Sustainability in your Kitchen event.
- NC State Brand training to understand the branding platform and received resources to create effective communications to elevate the Staff Senate within the campus community.

#### Future Lunch and Learn events

- Dr. Rupert Nacoste - "Creating Civility and Respect in the Age of Neo-diversity"
- "Conflict Resolution as an Extension of Leadership" featuring Roy Baroff

#### The Path Forward

- The path forward will still have its challenges, but we embark this new year excited about what's ahead as we keep a pulse on the staff community, but also the resources that the staff senate have been afforded such as:
- Reaching our campus via our Staff Senate Making Your Voice Heard newsletter, Staff Senate website and Social Media with items that interest the staff.
- Maintaining a seat on the Transportation, Budget and University Diversity Advisory committees.
- Serving as the primary liaison between staff and the Chancellor, the University Council, Board of Trustees, Faculty senate, student senate and UNC staff assembly.
- Continue to pursue the Emergency Loan Fund Program which is still being reviewed and may be ready to roll out sometime in the early spring.
- Focusing and connecting with our extension staff across the 100 counties.
- Weekly Executive briefings and joint meetings with Chancellor Woodson along with the Faculty Senate chair.
- Shout Out's to the many deserving staff.

As the Staff Senate continues moving forward and working through the grey areas of change, we will continue communicating issues and institutional activities affecting staff members, encouraging a sense of community and engagement among all university employees and serve as liaisons for staff members and other campus constituents. This year has been like none other, however we have learned through all the challenges, that we can continue to progress and move forward because we are Stronger Together. We are the Change!

Respectfully submitted,

Pat Gaddy, Staff Senate Chair