



Leadership Profile

Associate Vice Chancellor for University Development

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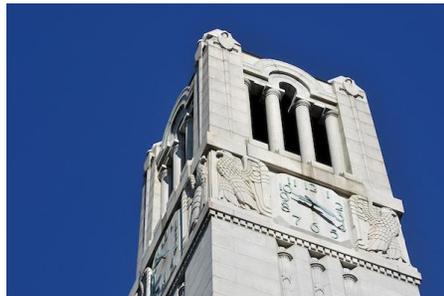
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This Leadership Profile is intended to provide information about North Carolina State University and the position of Associate Vice Chancellor for University Development. It is designed to assist qualified individuals in assessing their interest.

Opportunity and Summary of Position

North Carolina State University (NC State) is seeking a dynamic and skilled development executive to join its leadership team in the role of associate vice chancellor (AVC) for university development. Reporting to the vice chancellor for university advancement, Brian Sischo (see bio in appendix III), and serving on his team of senior leadership for the division, the AVC will build upon a program that has enjoyed considerable success over recent years.



NC State was founded in 1887 to create economic, societal and intellectual prosperity for the people of North Carolina. Today it is the largest university in the state, with 34,000 high-performing students, 9,000 pre-eminent faculty and staff, and 242,000 living alumni. A research-extensive university widely recognized for its strengths in science, engineering and technology, NC State is also known for its leadership in research, education and service. NC State consistently ranks among the top public national universities and one of the best values in higher education.

In 2016, NC State launched the Think and Do the Extraordinary Campaign, the most ambitious fundraising effort in the history of the university, with a \$1.6 billion goal. Priorities include dramatically increasing endowments to benefit students and faculty, enhancing facilities and strengthening support for current operations.

The university invites applications and nominations for the AVC for University Development, responsible for providing vision, leadership and management for the university's overall development program. The AVC will also serve as the campaign director and will provide daily oversight of the university's comprehensive campaign.

The AVC will provide direct supervision to the division, including Annual Giving, Gift Planning, Corporate and Foundation Relations, and Central Major Gifts, as well as development teams in those colleges with direct reporting relationships to University Development. The AVC will also maintain close and collaborative working relationships with the chancellor, the provost, deans, and chief development officers of colleges, foundations and units, including leaders at the Alumni Association and the Wolfpack Club, to formulate universitywide development goals and maximize the productivity and results of all fundraising programs within the unique characteristics of NC State's hybrid organizational structure.

The AVC will work with one of the nation's most progressive universities, will lead and work in concert with an outstanding and loyal alumni body and will reside in one of the country's most livable and enjoyable areas. Above all, he or she will have the opportunity to make a significant contribution to a university very much on the move.

Recruitment will continue until the position is filled. Information about how to nominate someone or to apply for this opportunity may be found near the end of this document in the section titled "Procedure for Candidacy."

Role of the AVC for University Development

The AVC for University Development serves as the vice president of the NC State University Foundation Inc. and actively participates in meetings with the Board of Trustees through its University Advancement Committee. The AVC provides leadership, vision and oversight to units and personnel across the division while serving as the campaign director. The AVC also manages a portfolio of leadership and principal gift prospects.

Position Responsibilities

The AVC for University Development is responsible for ensuring that the university becomes and remains a leader among peers in the application of industry best practices in the development field. Primarily, this will involve developing and implementing strategies that result in ever-increasing levels of private support for priorities at NC State. In addition, the AVC:



- Manages the day-to-day operation of the university's comprehensive campaign, with a goal of \$1.6 billion
- Evaluates the effectiveness of the development team, infrastructure and programs, and drives changes and enhancements to maximize results
- Works with deans, senior administrators and faculty to understand programs and priorities within the university, facilitate the translation of priorities into fundraising opportunities and foster broad, coordinated involvement and cooperation in all fundraising efforts
- Recruits, hires, inspires and manages a team of professionals in University Development including Annual Giving, Gift Planning, Corporate and Foundation Relations, Central Major Gifts and development teams in colleges that have direct reporting relationships to central development
- Reviews and establishes development officer accountability measurements to be applied across colleges and units
- Ensures that all development officers have annual performance goals and oversees management systems to track performance against goals
- Develops a culture that rewards best practices in major gift fundraising to include the development and implementation of moves-management plans, timely filing of contact reports and entry of proposals

- Develops a comprehensive university wide proposal pipeline and manages the pipeline to ensure that annual and campaign fundraising goals are met
- Manages a focused prospect portfolio of leadership-level and principal-gift-level prospects and will be expected to meet annual goals for activity and results
- Assists the vice chancellor with engagement of members of the University Advancement Committee of the Board of Trustees, and the NC State University Foundation Inc.
- Works closely with Advancement Services to administer a prospect management system that aligns donors with development officers representing their areas of interest
- Leverages resources in University Special Events and Donor Relations/Development Communications to support development objectives
- Creates a professional development program to ensure that all development staff members have the skills to meet and exceed their performance goals and are making progress towards the accomplishment of professional goals
- Manages budget resources effectively and efficiently

Opportunities and Expectations for Leadership



The new AVC for University Development will be asked to address the following critical leadership issues, among others:

Lead successful completion of the Think and Do the Extraordinary Campaign.

During the past decade, much work has been done to cultivate a culture of philanthropy at the university, resulting in significant increases in both fundraising and alumni involvement.

These enhancements to NC State's development efforts set the stage for the 2016 launch of the public phase of the Think and Do the Extraordinary Campaign. With a working goal of \$1.6 billion, this is the most ambitious comprehensive Campaign in NC State's history. Continuing the success of this Campaign will be a key focus of the new AVC.

The AVC will work closely with senior leadership, trustees and other leading volunteers to create an organization and to exercise a fundraising philosophy that is in the best interests of the university. This person will work closely with the vice chancellor to create and

maintain Campaign and gift acceptance policies, counting guidelines and all other policies. The AVC will hold the ultimate responsibility for accuracy of Campaign and fundraising progress reports.

The AVC has overall responsibility for the planning and direction of the Campaign, with strategic oversight of setting and achieving annual goals. He or she will be instrumental in educating faculty, staff, alumni, parents and friends about the Campaign.

Manage day-to-day operations and inspire fundraising teams.

The university advancement function is strong and thriving at NC State. The AVC will continue to build a culture of accountability and high performance while mentoring and coaching managers and staff alike throughout the Campaign. The AVC will oversee mentor to the teams in central and in the chief development officers in the 10 colleges and units, with a team of 20+ reporting directly to this person. She or he will guide teams to be high-functioning, collaborative and aligned with a cohort of central programs. The AVC will do this through open and honest communication, high performance standards and leadership by example.

The AVC will direct and facilitate the annual university advancement planning process for all teams, including development of metrics and quarterly reporting for the Campaign. He or she will focus on annual budget planning and management, office facilities and operations to support a highly productive organization. In partnership with the vice chancellor, the AVC will set the agenda for the senior management team and will foster ongoing team and leadership development for this group as it relates to the Campaign.

Further integrate campus wide advancement activities.

The advancement operation has evolved to mirror the richness and complexity of the university as a whole, presenting its new leader with a highly matrixed organization. With considerable staff resources distributed throughout the institution, the AVC must reach out, listen and demonstrate understanding to engender the trust of leadership outside of advancement. The AVC will oversee and mentor the teams in central and provide support to the chief development officers in the 10 colleges and units, with a total of 20+ staff reporting directly to this person.

The AVC will work to build effective relationships with all campus leadership and thus weave together a program for dynamic and opportunistic success in advancement. An improved donor database, performance metrics and regular reporting from each unit will foster and enhance the use of best practices throughout the university.

The AVC will actively manage a focused portfolio of major gift prospects and donors by personally participating in their cultivation, solicitation and stewardship, and will continue to mentor the team in expanding the base of major gift prospects. This person will continue to build strong and mutually beneficial relationships between academic leadership, faculty and staff on the one hand and external audiences such as donors, alumni, and business and community leaders on the other.

Personal Qualifications and Personal Qualities

The AVC must have extensive experience in developing, implementing and managing fundraising strategies. He or she is required to have strong analytical skills and the ability to be creative in establishing and implementing processes and metrics.

The AVC will be an experienced and talented major and principal gift fundraiser with a successful track record of engagement with prospects and donors at the six-, seven- and even eight-figure levels. He or she will have the particular ability to develop and execute strategy and will be a proven planner and executor of those plans.

A collaborative approach to leadership is a critical requirement. The AVC must interface with a significant number and wide diversity of people and programs to optimize performance. For this reason, diplomacy, tact, exceptional communication and interpersonal skills and, above all, unquestioned integrity are necessary ingredients for the new AVC.



A bachelor's degree is required, and an advanced degree is preferred. A minimum of 10 years of direct fundraising experience with a proven track record of soliciting and closing gifts of \$1 million or more is required, especially in a comprehensive campaign context.

The position also requires a leader with an open and accessible interpersonal style, an unrelenting commitment to a collegial team approach, exceptional reasoning, openness to new ideas and their implementation, ability to react and adapt to changing situations appropriately, tolerance for ambiguity, a healthy dose of humility and a great sense of humor.

In addition, the ideal candidate will possess:

- Proven leadership and management skills that nurture an accountable, goal-oriented and values-based environment
- Ability to work collaboratively
- Experience in working through a capital campaign (preferred)
- Demonstrated success in personally cultivating, soliciting and stewarding major and principal gifts from individuals, foundations and corporations

- The ability to set the tone for a department driven by values based on professionalism, productivity, responsiveness, a strong work ethic, responsibility, collaboration, open communication, mutual respect and achievement
- The ability to serve as a critical partner to a vice chancellor, displaying evidence of high integrity, honesty and trustworthiness
- Flexibility and the demonstrated ability to thrive in a fast-paced, complex, academic environment, juggling numerous projects and satisfying multiple constituencies simultaneously
- The ability to serve as a motivator and mentor to staff while increasing the level of performance and accountability
- The proven ability to recruit, develop and inspire development professionals
- A strong track record of working effectively with volunteers, faculty and administrators, engaging them in the life of the institution and assisting them in improving their effectiveness in all aspects of fundraising
- The ability to prioritize work for self and others and manage multiple projects simultaneously
- Demonstrated ability to develop strategic plans, implement programs and manage and implement change
- An understanding of technology and its applications in development
- The ability to maintain highly confidential information on a variety of sensitive subjects
- Outstanding interpersonal and relationship-building skills, excellent communication skills and excellent writing and presentation skills

University Advancement



The mission of University Advancement at NC State University is to facilitate communication, internally and externally, and to enhance the image of the university; to provide meaningful programs and service to alumni and friends; to seek service-support participation and ambassadorship from constituents; to build and sustain a strong volunteer leadership network; to raise money from private sources; to manage the collection of private gifts for North Carolina State University; to manage an

effective alumni and development database and gift systems; and to coordinate with general administration of the University of North Carolina system in areas of government and legislative priorities in Raleigh and Washington.

[Advancement Services](#) provides the full range of development support functions, including donor relations, gift administration, research and prospect development, and constituent records management.

University [Development](#) is responsible for institutional fundraising activities, including major gifts, planned giving, Annual Giving and gifts to the eight college-related foundations.

[The Alumni Association](#) incorporates the university's "friend-raising" initiatives, including building and sustaining a network of highly effective alumni, parent, community, corporate, foundation, student and volunteer relations.

[University Communications](#) provides direction for NC State's strategic branding, marketing, public relations and communications activities. It oversees institutional marketing, news services, media and community relations, publications, internal campus communications and web presence.

Additional information on University Advancement can be found at: giving.ncsu.edu/about-us/

University expenditures for FY16: \$1.495 billion (FY17 not available yet)

University's total endowment: \$1.123 billion as of 6/30/17

University fundraising for FY17: \$224.8 million

Assets in the NC State University Foundation as of 6/30/16: \$352 million

Please see links to the [NC State University financial report for 6/30/16](#) and the audited financial statement for the [NC State University Foundation as of 6/30/16](#).

The Strategic Plan for University Advancement

Higher education across the country is under enormous pressure to change. This pressure is especially acute for public universities in North Carolina, where public investment in higher education is declining as a share of the overall budget alongside a commitment to keeping college education affordable and accessible through state-mandated low tuition. In “The Pathway to the Future: NC State’s 2011-2020 Strategic Plan,” the university identifies a number of areas where it must improve, including higher graduation rates for its undergraduate students, more tenured and tenure-track faculty, increased levels of interdisciplinary research focused on society’s grand challenges, and strengthened local and global partnerships that allow the university to expand its impact. To accomplish these goals, the university seeks to increase and diversify its revenue streams, with particular focus on research and private gifts. It also seeks to enhance its reputation and engage a larger number of alumni and friends of the university as well as industry partners and funding agencies.

University Advancement is uniquely positioned to play a leadership role in the achievement of the university’s strategic goals. The division has the staff and expertise to lead the efforts to increase private gift revenue and enhance the visibility and reputation of the university, engaging increasingly larger numbers of alumni, friends and other partners in the process. To maximize its effectiveness, University Advancement has completed a strategic planning process designed to propel the division and focus its efforts over the next three years. Through an inclusive planning process, the leadership of the division identified five broad areas where it will concentrate its efforts during this period: pre-public phase of the Campaign, integrated marketing communications, engagement of alumni and friends, data quality and staff diversity. Through effective, collaborative planning and implementation, efforts across these five key areas will overlap to ensure maximum efficiency and impact.

The Campaign

The Think and Do the Extraordinary Campaign is the most ambitious fundraising effort in the history of NC State, with a goal of \$1.6 billion in private support from the university’s remarkable alumni and friends. Meeting this goal will allow NC State to achieve its potential as one of the most vital and prestigious research universities on the planet.

The Campaign was launched publicly on Oct. 28, 2016. Its goal must be met or exceeded before its conclusion on Dec. 31, 2021. As of July 2017, the campaign has raised \$1.1 billion toward the campaign and raised \$224.8 million in fiscal year 2017.

Campaign Priorities

The leadership has mapped out a big, bold future for NC State: increasing scholarships and fellowships, strengthening our faculty and their research, and extending education and opportunity to tens of thousands of students.

Extraordinary Opportunity

Every keen and curious mind deserves a superior education. We're committed to finding deserving students, nurturing them and sending them forth as outstanding graduates who give back to their communities and the wider world. Support will provide extraordinary opportunities for North Carolinians and help us attract the best and brightest to our state.

Extraordinary Purpose

NC State unites the world's top faculty with leaders from industry and government, and we task them with solving the grand challenges. Together, they think and do the extraordinary. Investment will help our faculty create new approaches to teaching and learning, fuel breakthroughs, grow industries and guide our students toward shining futures.

Extraordinary Places

NC State's physical footprint — built brick by brick — is as bold as the university's spirit. Through projects such as Centennial Campus, Hunt Library and Talley Student Union, our campus has emerged as a global model. With help, we can ensure that future infrastructure will match the ambitions of the thinkers and doers who make use of it.

Extraordinary Experience

At NC State, discovery and learning take place across fields, disciplines and programs. Through hands-on experiences — including internships, study abroad and service learning; a world-class library system; and thriving arts, social, athletics and cultural programs — our students enjoy the pinnacle of education. Your support will take them even higher.

Extraordinary Leadership

NC State has long been committed to serving North Carolina and its citizens through applied innovation that generates solutions and fuels prosperity. Investment will strengthen our leadership and vision, helping us to meet today's grand challenges — in security, health, food systems, energy, the environment and social well-being — and to solve them.

North Carolina State University: An Overview



NC State University is a national center for teaching, research and scholarship in the sciences, engineering, business, agriculture, the humanities and social sciences, and a range of professional programs including veterinary medicine and design.

NC State is the largest academic institution in North Carolina, with about 34,000 students and 9,000 employees, including more than 2,000 faculty. Distinguished faculty includes members of the National Academy of Sciences, the National Academy of Engineering, the Institute of Medicine and fellows in a large number of professional associations. The university's research strength is complemented by its extensive community engagement.

Since 1887, the university has served its students, the people of North Carolina and the nation, and its reach is increasingly global. The university is organized into 12 colleges that offer the baccalaureate degree in more than 110 fields, master's degrees in more than 100 fields and doctoral degrees in 61 fields. The student body is approximately 34 percent minority and 45 percent female, with an international enrollment of 11.5 percent. The university has extensive, rapidly growing distance education programs offered in many formats. More than 8,900 degrees were conferred during the 2015-16 academic year.

NC State University is a flagship among the 17 institutions of the University of North Carolina system, which is led by President Margaret Spellings and governed by a 29-member Board of Governors appointed by the North Carolina General Assembly. NC State University is led by Chancellor W. Randolph Woodson and governed by a 13-member Board of Trustees. The university has a current annual budget of approximately \$1.5 billion and an endowment valued at more than \$1 billion. The endowment has been growing rapidly due to improved fundraising results and favorable market conditions.

NC State University has more than 50 interdisciplinary centers and institutes across a comprehensive array of disciplines. The university is ranked sixth nationwide in commercialization agreements based on university research, and second nationwide among universities without a medical school. NC State has launched more than 100 startups and spinoffs that have attracted more than \$1.6 billion in venture capital. More than 500 products based on NC State discoveries have been introduced to the marketplace. University researchers garnered \$405 million in sponsored research awards for fiscal year 2017. Licensing income from patents and technologies resulting from the research enterprise totaled more \$4.4 million in fiscal year 2017. The continuing growth of research and the associated expansion of doctoral programs is a high priority. Core interdisciplinary research areas include personalized medicine, the smart grid, forensic sciences and educational innovation.

The university's campuses in Raleigh consist of nearly 300 major buildings on almost 2,100 acres. Nearby are research farms, biology and ecology sites, and forests. Centennial Campus is a public-private research campus where 70-plus corporate, government and nonprofit partners work alongside 70-plus NC State research and academic units. Centennial is also home to the award-winning Hunt Library, one of the most technologically advanced learning and collaboration spaces in the world.

NC State University is one of the three universities, along with Duke University and the University of North Carolina at Chapel Hill, that constitute the points of the Research Triangle area. At the heart of the region is the 7,000- acre Research Triangle Park, the largest and longest-operating research and development park in the U.S., with more than 200 research organizations as members. The three universities cooperate through the Triangle Universities Center For Advanced Studies, the Board of Governors of RTI International, the North Carolina Supercomputing Center, the North Carolina Research and Education Network, the National Institute of Statistical Sciences, the Statistical and Applied Mathematical Sciences Institute, the North Carolina Biotechnology Center and the National Humanities Center. Their shared facilities include the Triangle Universities Library Network, the North Carolina Network Initiative and Sigma Xi.

NC State University's Mission

The mission of NC State University is to serve its students and the people of North Carolina as a doctoral/research-extensive land-grant university. Through the active integration of teaching, research, extension and engagement, NC State University creates an innovative learning environment that stresses mastery of fundamentals, intellectual discipline, creativity, problem solving and responsibility. Enhancing its historic strengths in agriculture, science and engineering with a commitment to excellence in a comprehensive range of academic disciplines, the university provides leadership for intellectual, cultural, social, economic and technological development within the state, the nation and the world.



Vision and Planning

Chancellor Randy Woodson began his service at NC State University on April 1, 2010. He appointed Warwick Arden, Ph.D., DVM, and former dean of NC State's College of Veterinary Medicine, to the position of provost in December 2010. (See appendices IV and V for their bios.) The chancellor and provost undertook a broadly inclusive strategic planning process, resulting in "The Pathway to the Future: NC State's 2011-2020 Strategic Plan." The university's strategic plan comprises five goals:

- Enhance the success of our students through educational innovation:
- Enhance scholarship and research by investing in faculty and infrastructure
- Enhance interdisciplinary scholarship to address the grand challenges of society
- Enhance organizational excellence by creating a culture of constant improvement
- Enhance local and global engagement through focused strategic partnerships

These strategies are anchored by NC State University's vision and values. The university's vision statement says: "NC State University will emerge as a pre-eminent technological research university recognized around the globe for its innovative education and research addressing the grand challenges of society."

Consonant with the university's history, mission and vision, NC State University affirmed these core values as part of the planning process:

- Integrity — in the pursuit, creation, application and dissemination of knowledge
- Freedom — of thought and expression
- Respect — for cultural and intellectual diversity
- Responsibility — for individual actions and service to society
- Stewardship — in sustaining economic and natural resources
- Excellence — in all endeavors

The Community

NC State University's campus thrives in the heart of Raleigh, North Carolina. National rankings consistently rate Raleigh and the Research Triangle area among the five best places in the country to live and work, with a highly educated population, moderate weather, reasonable cost of living and a welcoming environment.

The capital of North Carolina, Raleigh is situated in the Piedmont region of the state, with the Atlantic Ocean two hours to the east and the Blue Ridge Mountains three hours to the west. The area has a temperate climate with four distinct seasons, making outdoor recreation possible all year. Many of Raleigh's 200 major parks are connected by the city's 41-mile greenway system, which provides walking, jogging, hiking and biking trails.

A top spot for young professionals and families, Raleigh is nationally recognized as a city on the rise:

- No. 1 among top 10 best cities for jobs (CNN Money, 2015)
- No. 2 among the best places for business and careers (Forbes, 2015)
- No. 2 among America's hottest spots for tech jobs (Forbes, 2016)
- No. 3 among America's 20 best cities for young professionals (Forbes, 2016)
- No. 3 among top 10 fastest-growing US metros (Brookings Institute, 2015)
- Recently selected as a Google Fiber expansion city

Raleigh is the second-largest city in North Carolina, with more than 450,000 residents; there are more than 1.5 million people in the Research Triangle area. More than 47 percent of the adult population in the Triangle holds at least a bachelor's degree. One in nine holds graduate, professional or Ph.D. degrees.

In addition to NC State's 23 NCAA Division I intercollegiate athletic teams, Raleigh is home to the 2006 NHL Stanley Cup champion Carolina Hurricanes. Two of minor league baseball's most recognizable teams — the Durham Bulls, a triple-A affiliate of Tampa Bay, and the Carolina Mudcats, a double-A affiliate of the Florida Marlins — also call the region home. Raleigh has a diverse art scene, featuring Broadway shows, the North Carolina Symphony, the North Carolina Opera, the Carolina Ballet and

Arts NC State. Raleigh is also home to major state museums of art, history and natural science.

The region offers a unique combination of city life and college-town charm. NC State shares the city of Raleigh with Meredith College, William Peace University, St. Augustine's College and Shaw University. UNC-Chapel Hill, NC Central University and Duke University are all located within a 30-minute drive of NC State.

Additional information is available at the NC State University website: [ncsu.edu](https://www.ncsu.edu)

Office of Institutional Research and Planning: oirp.ncsu.edu

Procedure for Candidacy

Inquiries, nominations and applications are invited. Review of applications has begun and will continue until the position is filled. Candidates should provide a curriculum vitae, a letter of application that addresses the responsibilities and requirements described in the Leadership Statement and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent electronically via email to North Carolina State University's consultants, Manny Berger and Mercedes Chacon Vance, at NCSU_AVCDEV@wittkieffer.com. The consultants can be reached by telephone via Candice Jones at 630-575-6929.

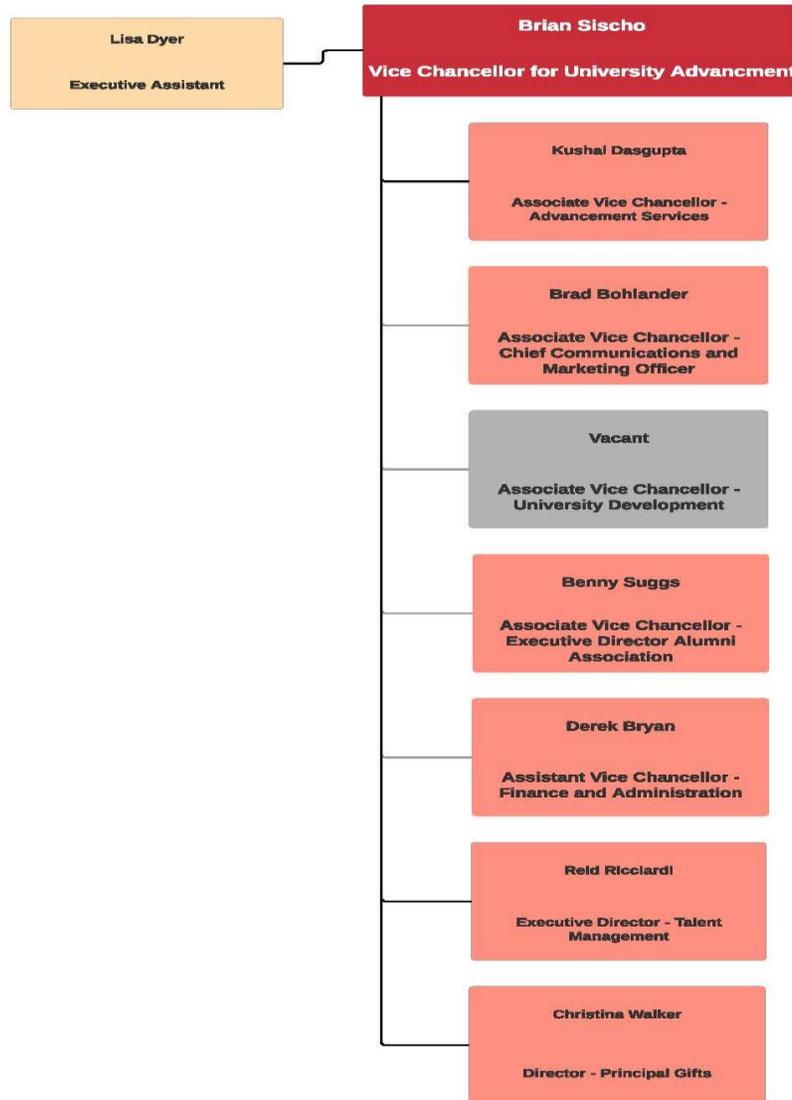
NC State University promotes equal opportunity and prohibits discrimination and harassment based upon one's age, color, disability, gender identity, genetic information, national origin, race, religion, sex (including pregnancy), sexual orientation and veteran status.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled or quoted in part from North Carolina State University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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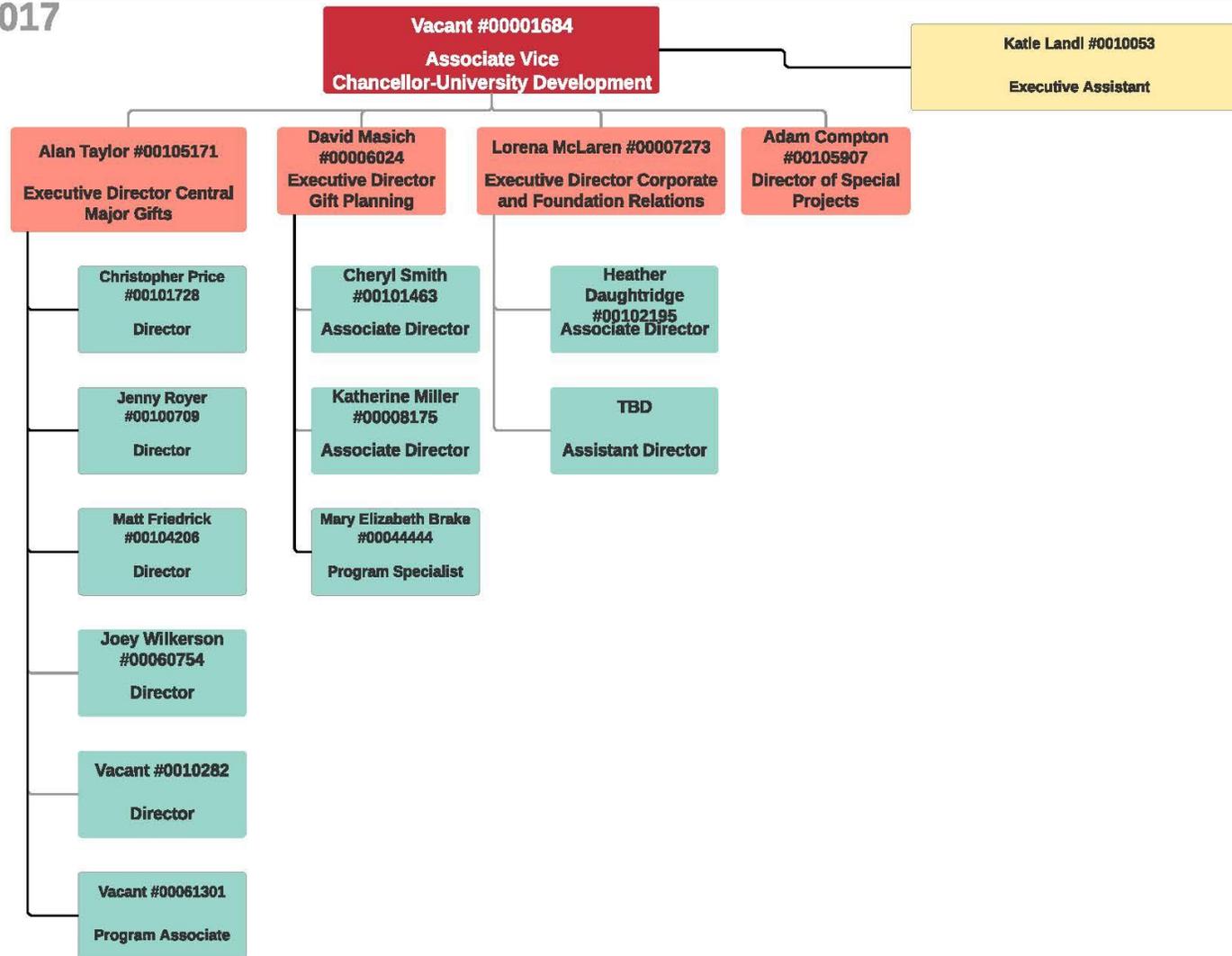
Appendix I: Organizational Chart – University Advancement

NC STATE UNIVERSITY ADVANCEMENT



Appendix II: Organizational Chart – University Development

NC STATE UNIVERSITY DEVELOPMENT AUGUST 2017



Appendix III: Brian Sischo



Vice Chancellor for University Advancement

Brian C. Sischo, a 28-year veteran of higher education fundraising, is vice chancellor for University Advancement at NC State University and president of the NC State University Foundation. In 2014 he came to NC State from Syracuse University, where he served most recently as vice president for development, 2009-2014. While at Syracuse, Sischo spearheaded the planning, implementation and successful conclusion of the university's \$1 billion comprehensive fundraising campaign. Private annual gift support to the university more than doubled during the campaign period.

Before joining Syracuse in 2001, Sischo worked at his alma mater, Clarkson University, serving as director of corporate relations, director of major gifts and director of development, and leading the completion of a successful capital campaign.

At NC State, Sischo oversees University Development, Alumni Relations, Advancement Services and University Communications. With an impressive track record of success in higher education advancement, he leads a team of more than 220 centrally based and college-based advancement staff. Among many notable accomplishments under his leadership thus far is the university's record-breaking fundraising total of \$224.8 million in fiscal year 2017. Sischo earned a B.S. in finance and a master's degree in management systems from Clarkson.

Appendix IV: Dr. Randy Woodson



Dr. Randy Woodson, the 14th chancellor of North Carolina State University, is a nationally recognized scholar and academic leader who oversees the largest university in North Carolina, with more than 34,000 students and a budget of \$1.495 billion.

Under his leadership, NC State has built upon its reputation as a pre-eminent research institution and has witnessed many transformative changes — the opening of the James B. Hunt Jr. Library on Centennial Campus, the launch of the College of Sciences and the implementation of the Chancellor’s Faculty Excellence Program, which hires world-leading faculty in interdisciplinary clusters. Even in the face of unprecedented financial challenges, these advances were made possible thanks to Woodson’s strategic plan, which aligned the university for greater effectiveness, efficiency and — most importantly — student success.

As the landscape of funding for public universities continues to change, NC State consistently ranks among the best values among public universities in the U.S., according to publications such as *Kiplinger’s*, *Money* and *U.S. News and World Report*. Chancellor Woodson has extensive experience as a member of university faculty and administration, with a reputation for consensus building throughout his 30-year career in higher education.

He came to NC State from Purdue University, where he most recently served as executive vice president for academic affairs. Woodson is an internationally renowned plant molecular biologist specializing in reproductive processes in agricultural crops. He earned his undergraduate degree in horticulture from the University of Arkansas and his M.S. and Ph.D. degrees in plant physiology from Cornell University.

Appendix V: Dr. Warwick Arden



Dr. Warwick Arden is North Carolina State University's executive vice chancellor and provost and has been in the position since December 2010. From July 2014 to February 2015, Arden concurrently served as interim senior vice president for the University of North Carolina system, comprising 17 campuses serving more than 220,000 students.

Previously, Arden served as interim provost since 2009 and as dean of NC State's College of Veterinary Medicine from 2004 to 2009. As provost, he is NC State's chief academic officer, reporting to the chancellor and collaborating with vice provosts, executive officers, college deans and others in the administration of all academic and

student affairs. He has led numerous key campus initiatives, including the development and implementation of "The Pathway to the Future: NC State's 2011-2020 Strategic Plan," along with the university's recent reaffirmation of accreditation by the Southern Association of Colleges and Schools.

Arden received a B.S. in veterinary sciences (DVM equivalent) and a diploma of veterinary clinical studies from the University of Sydney, Australia, an M.S. in physiology from Michigan State University, and a Ph.D. in physiology and biophysics from the University of Kentucky. He has extensive experience in veterinary surgery, having served as department head and professor for the Department of Veterinary Clinical Medicine at the University of Illinois at Urbana-Champaign, associate professor of surgery and physiology and director of the Surgical Research Program at the University of Kentucky College of Medicine, and as assistant professor of surgery at both the University of Kentucky College of Medicine and Michigan State University College of Veterinary Medicine.

Arden has led a National Institutes of Health-funded vascular biology research program and has published more than 100 scientific articles, abstracts and book chapters. He has given approximately 60 scientific and invited presentations and has been a visiting professor at nine institutes. Arden has also maintained an active interest in educational research. He is a member of several professional veterinary organizations and served as president of the Association of American Veterinary Medical Colleges.

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