

**Justification for Proposed Position and Compensation  
for  
Mary P. Easley**

**1. Introduction**

This action is requested to adjust the salary of Mary P. Easley, J.D., for the extensive changes and expansion in duties that she will undertake on behalf of North Carolina State University. The following report documents the incumbent's duties and performance over the term of her recently completed three-year contract, the expanded duties and expectations of her proposed new five-year contract and, where available, an assessment of comparable positions and related data.

**1.A. Current Responsibilities and Performance**

The incumbent has just completed a three-year fixed-term contract that ran from August 16, 2005 through May 15, 2008. During that term, she had two primary responsibilities—to create and implement the Millennium Seminar series and to co-teach or teach three courses annually.

1.A. (1) Millennium Seminars. The incumbent's primary responsibility, accounting for approximately two-thirds of her time commitment during the past three years, has been to create and implement a new Millennium Seminar series, conceived to be NC State's premier speaker program. The university had long believed that a speaker series built on nationally prominent individuals addressing the most pressing issues of the day would help advance NC State's national reputation. Mrs. Easley was chosen to lead this program because her experience and participation in public service would enable her to attract speakers who would not have accepted speaking engagements at NC State ordinarily. This expectation was well rewarded, as she attracted such speakers as Republican Senator Lindsay Graham, addressing the treatment of prisoners of war; NASA scientist Waleed Abdalati, addressing global warming; Surgeon General Kenneth Moritsugu, addressing alcohol abuse among young adults; PBS interviewer Charlie Rose, leading a panel of expert architects discussing green architecture; and Dr. Donna Shalala, President of the University of Miami and former Secretary of Health and Human Services, addressing the treatment of returning war veterans. Mrs. Easley developed the concept for the seminars and then implemented the program, accomplishing the expected 4 seminars per year in the last two years. She raised more than \$130,000 to underwrite these seminars, which particularly allowed broadcast of the seminars on UNC-TV.

1.A. (2) Classroom Teaching. Approximately one-third of the incumbent's responsibility was to co-teach or teach three courses annually. She co-taught two courses annually in the Administrative Officers Management Program (AOMP), continuing a teaching role that she has performed in that program since 1993. In

addition, the incumbent created a new graduate course in Public Law for Public Administrators, offered for students in the Master of Public Administration curriculum. Student evaluations of her overall performance as an instructor have averaged over 4.5 on a 5-point scale (questions relating to effectiveness of teaching, intellectual quality of the course and overall course quality), and students particularly noted the value of her experience as a practicing attorney and the quality of the speakers she had been able to attract due to her experience, community stature and professional network.

### **1.B. Proposed Responsibilities and Compensation**

Because of the incumbent's performance during her now completed three-year contract, the university proposes to employ the incumbent in a new five-year fixed-term appointment. As described in detail in Part 2 of this report and summarized here, this appointment would not only include continued leadership of the Millennium Seminar series and a somewhat reduced teaching load, but would also approximately double her commitment and contributions to NC State by taking on two new, major responsibilities.

1.B. (1) Director, Center for Public Safety Leadership. The first new responsibility, expected to occupy 35% of her responsibility, is to conceive, originate and direct a new Center for Public Safety Leadership. This center will incorporate the existing AOMP and the companion Law Enforcement Executive Program (a non-credit outreach program that NC State is taking over from the UNC-CH School of Government), but will expand to serve the entire first-responder community, including police, fire, EMT, port, transportation, emergency management and campus/school safety agencies and units. The university's expectation is that over the five-year term of this appointment, NC State's Center for Public Safety Leadership will become a national leader for teaching, research and outreach for the first-responder professions and provide North Carolina's citizens and communities with the nation's leading capabilities in first-response. This center is expected to have an annual budget of \$4.66 million by the conclusion of Mrs. Easley's contract.

1.B. (2) Director, Millennium Seminars. The incumbent is expected to lead the Millennium Seminars, implementing four seminars per year. This responsibility is expected to occupy 30% of the incumbent's responsibility, reduced from the previous contract because the conceptual foundation and operating processes for the seminars have been established.

1.B. (3) Coordinator, Law Academic Programming. The second new responsibility is coordinating law-related academic programming at NC State, expected to occupy 20% of the incumbent's responsibility. The incumbent will work with our pre-law advisor to conceptualize, design and offer a much more comprehensive set of law-related academic programming, including seminars, workshops, roundtable discussions, internships, externships and similar

placements for students, new degree programs, collaborations with UNC and other universities, and collaborations with the regional legal community. Although NC State does not have a law school, this programming will advance the university's missions across its broad disciplinary offerings.

1.B. (4) Classroom Teacher. The incumbent will continue to co-teach a course twice per year in the AOMP, occupying 15% of her responsibility. This is a smaller course load than in the previous position (one course less), because the time commitments for new responsibilities are so substantial.

1.B. (5) Proposed Compensation. The proposed compensation for this position is \$170,000. As described in the following table, the university proposes to pay 67.5% of the compensation from state funds and 32.5% from non-state funds raised from private sources in support of the Center for Public Safety Leadership and the Millennium Seminar series.

<b>Mary Easley Responsibilities and Proposed Compensation</b>				
<b>Responsibility</b>	<b>Time Commitment</b>	<b>Total Compensation</b>	<b>State Funds</b>	<b>Non-State Funds</b>
Public Safety Leadership Center Director	0.35	\$59,500	\$29,750	\$29,750
Millennium Seminar Director	0.30	\$51,000	\$25,500	\$25,500
Law Academic Programming Coordinator	0.20	\$34,000	\$34,000	\$0
Classroom Teacher	0.15	\$25,500	\$25,500	\$0
<b>Total</b>	<b>1.00</b>	<b>\$170,000</b>	<b>\$114,750</b>	<b>\$55,250</b>
<b>Percent</b>	<b>100%</b>	<b>100%</b>	<b>67.50%</b>	<b>32.50%</b>

**2. Detailed Responsibilities and Compensation Comparables**

**2.A. Director, Center for Public Safety Leadership**

2.A. (1) Center Description. In the wake of the 9-11-2001 terrorist attacks, natural disasters such as Hurricane Katrina and the shootings at Virginia Tech, leadership of public safety functions has become a national priority; it is an element of the community development need cited in the UNC-Tomorrow Commission; and it is a cornerstone of NC State's strategic priority to enhance

public policy programs. This center is intended to address these issues through a comprehensive approach to developing leadership skills for the complete set of first-responder organizations. The center will encompass the existing police leadership programs at NC State, but will expand to serve the entire first-responder community, including police, fire, EMT, port, transportation, emergency management and campus/school safety agencies and units; of particular importance is the ability of such a broad center to address the coordination among first-responders that citizens need and expect when a natural or human-caused disaster occurs. The center will also expand beyond the current teaching programs to address broader teaching needs (credit, non-credit and professional graduate degrees); applied research in support of improved law enforcement performance; and outreach and engagement to professionals and community leaders. The center will also be broadly interdisciplinary, incorporating expertise from our Colleges of Management, Engineering, Agriculture and Life Sciences, Natural Resources, and Textiles and will work with other universities and partner external organizations to offer a comprehensive approach to first-response leadership. Our research, as illustrated in the table below, shows that there is no center comparable to this in the nation, either in scope of audience or mission. Nationally recognized programs at Northwestern and Johns Hopkins are the most similar and will be the models upon which NC State bases its center.

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**Comparison of AOMP/LEEP and Proposed Center for Public Safety Leadership**

	Current AOMP and LEEP	Typical program at other universities	Proposed Center
<u>Clientele served</u>			
Police	X	X	X
Fire		X	X
EMT			X
Transportation			X
Emergency Management			X
School/University Safety			X
Private Contractors			X
Interagency cooperation			X
<u>Mission areas</u>			
Graduate degrees			X
Non-credit education (e.g., certificate)	X	X	X
Applied research	X		X
Issue identification			X
Best practices generation			X
Community outreach			X
Conferences, workshops, seminar	X	X	X
Technical assistance			X
<u>Program form</u>			
Cohort, short term	X	X	X
Cohort, long term	X		X
Intensive			X
On-line			X
Regular academic schedule			X
Staff	4 FTE	~15 FTE	13 FTE
Budget	\$400,000	\$4 million	\$4 million
Scope	state	regional	national

2. A. (2) Projected Center Budget. Although in-depth market analysis, client cultivation and first-responder consultation must be done before a center budget can be fully developed (a major initial task for the proposed incumbent), preliminary projections anticipate a \$4.66 million annual budget within five years. The preponderance of the budget is projected to be from non-appropriated funds, rising from 79% of the current year's budget to 97% of the budget within five years. Non-appropriated funds will come from training revenues, as the center grows from offering 4860 person-days of training this year to 18,900 person-days in 2012-2013; membership fees for organizations and private-sector firms,

expected to reach 25 members by 2012-2013; contracts and grants for state and federal agencies and non-profit organizations; and funds raised from private sources by the director.

Item	Fiscal Year				
	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Base state funds	120,000	130,000	140,000	150,000	160,000
Training revenues	400,000	750,000	1,200,000	1,700,000	2,300,000
Memberships	0	100,000	200,000	360,000	500,000
Contracts/grants	50,000	250,000	750,000	1,000,000	1,500,000
Private funds	0	100,000	200,000	200,000	200,000
<b>Total</b>	<b>570,000</b>	<b>1,330,000</b>	<b>2,490,000</b>	<b>3,410,000</b>	<b>4,660,000</b>

Notes:

1. Base state funds include half of director's compensation allocation (\$29,750)
2. Training revenues based on providing 4860 training days at \$80/day in 08-09 and the following in subsequent years: 8370 days at \$90/day; 11,840 days at \$100/day; 15,370 days at \$110/day; 18,900 at \$120/day
3. Membership fees based on 10 at \$10,000 in 09-10 and the following in subsequent years: 14 at \$15,000 each; 18 at \$20,000 each; and 25 at \$20,000 each

2.A. (3) Incumbent's Responsibilities

- Conceive, plan and implement the program initiative for a Center for Public Safety Leadership as a formal NC State center, with a minimum of the following programmatic elements:
  - i. AOMP and LEEP programs for police officers (existing)
  - ii. Formal curricula that provide university credentials (professional masters degrees, graduate certificates) for first-responders of all kinds (e.g., police, fire, EMT, transportation, port, emergency management, school/campus security forces, private security officers contracting in public settings).
  - iii. Non-credit educational programs for all first-responders, including on-campus, off-campus and on-line strategies.
  - iv. Research grants and contracts related to the needs and work of first-responder agencies and organizations.
  - v. State-of-the-art administrative and leadership strategies for first-responder organizations, based on emerging best-management practices and ongoing research.

- vi. Technical assistance programs for first-responder agencies and organizations, especially those in rural or underserved areas.
  - vii. Ongoing series of workshops, seminars and training courses for first-responders, meeting the needs for industry- and government-based certification.
  - viii. Other forms of mission-related programming as determined by regular consultation with first-responder agencies/organizations.
- Lead the transformation of the above and other programs into a formal Center for Public Safety Leadership, following and conforming to all relevant UNC Board of Governors and NC State policies.
  - Conceptualize and implement the Center as an interdisciplinary unit, involving the entire range of appropriate disciplines at NC State (e.g., engineering, management, textiles, natural resource, agriculture and life sciences) and throughout the UNC system (e.g., law, journalism, public health) and then more broadly across the Mid-Atlantic region and the nation, as needs and opportunities dictate.
  - Develop and direct all academic and administrative aspects of the Center.
  - Develop and convene at least two advisory boards (one internal board consisting of college deans and related positions to serve as the governing board for the Center; one external board consisting of first-responder agency and organization representatives to serve as technical and programmatic advisors).
  - Seek and acquire financial resources from a wide variety of sources (e.g., grants, contracts, program revenues, gifts, intellectual property development) so that the Center is self-sufficient except for core operating expenses.
  - Build the Center so that within five years it is recognized as a leading national resource for first-responder agencies and organizations.

2.A. (4) Compensation for Comparable Positions. An extensive survey of public safety leadership organizations revealed none with the breadth or depth of expectations for this position. Most existing organizations are focused solely on police continuing education (similar to our AOMP and LEEP); most are led by retired police chiefs or superintendents pursuing a second career; and many are associated with state law enforcement agencies rather than universities. The examples listed are the most comparable positions in doctoral universities or in similar centers/institutes in the UNC system.

Approximately 35% of the incumbent's compensation (\$59,500) is allocated to this responsibility. Of that, half will come from state funds and half from non-state funds (\$29,750 each). Given that the incumbent is expected to initiate, operate and grow the center with only a portion of her time, whereas the comparables shown in the accompanying table generally allocate their full-time to this task, Mrs. Easley's compensation is well justified.

**Center for Public Safety Leadership Director --  
Comparables**

Position and responsibilities	Institution	08-09 Compensation
Associate Dean, Division of Public Safety Leadership -- directs overall operation of graduate teaching program and grant-funded research; mostly police, limited other responders; 250 students annually; \$4 million budget	Johns Hopkins University	\$144,000
Executive Director, Center for Public Safety -- directs overall operations of teaching and outreach programs for undergraduate credit and continuing education; police only; 400 students annually; \$4.2 million budget	Northwestern University	\$144,000
Director, Senior Management Institute for Police -- directs overall teaching and outreach program for continuing education and conducts technical assistance for police departments; police only; 240 students annually; \$1.8 million budget	Police Executive Research Forum	\$144,000
Assistant Vice President, Law Enforcement Innovation Center -- directs overall program for continuing and community education and other special programs; police only; 1,000 students annually; \$4.1 million budget	University of Tennessee	\$144,000
Director, John Jay Leadership Academy -- creating and directing new continuing education program; police only; no students yet; no budget estimate	CUNY John Jay College of Criminal Justice	\$120,000
Director, Center for Applied Public Policy -- Create, organize, implement and oversee new interdisciplinary program (proposed)	UNC-CH, for UNC system	\$160,000
Director, Institute for Emerging Issues -- direct overall operations of outreach programs for business, government and citizen leaders on important topics ; \$1.3 million	NC State	\$182,000
Director, Institute for Advanced Analytics -- create, staff, implement and assess professional masters program; \$1.5 million budget	NC State	\$202,000
Director, Non-wovens Textiles Institute -- direct overall operation of applied research, technical assistance and continuing education program; \$3.5 million budget	NC State	\$205,000

Note: All salaries are for 12 months, or have been adjusted to 12-month equivalent

## **2.B. Director, Millennium Seminars**

2.B. (1) Seminar Description. As described in Part 1, the Millennium Seminars have become the university's premier speaker series. The program is intended to engage, encourage and inspire NC State students to interact with world leaders from diverse personal and professional backgrounds in business, government, academia, the sciences, the arts and philanthropy. Presentations are open to the community and address world issues from the perspective of the speaker, putting local and national events in a global context. The seminars now routinely fill Stewart Auditorium, the university's largest venue, holding an audience of 800. The seminars not only feature a public presentation by a noted national figure, but also include a small lunch or dinner with students selected by deans and other university leaders, recording and broadcast of the seminars on UNC-TV (and, starting this year, on the Cooperating Raleigh College's public access channel, Channel 18), meetings with relevant community and industry leaders, press events and classroom visits. Upcoming seminar speakers include former Senator Bill Bradley (speaking on Russia) and Miles Brand, recently retired President of the NCAA. Under the incumbent's leadership, the university has received preliminary acceptance by former President William J. Clinton to be a Millennium Seminar speaker in 2009 and His Holiness the Dalai Lama in 2010.

### 2.B. (2) Incumbent's Responsibilities

- Develop and continue to lead the university's premier speakers' program, the Millennium Seminars, to be held 4 times annually.
- Implement each seminar to include a major public address by a state, national or world leader; radio, television or Internet broadcast of the address; an interactive social event with a group of students nominated by colleges and other distinguished guests; media related engagements; and other public/private events as appropriate.
- Develop and facilitate curricular engagement of the seminars with ongoing classes, through an effective communication strategy with faculty, associate deans for academic affairs, special-program advisors (e.g., Park Scholars, Pack Promise Scholars, Caldwell Scholars) and others as appropriate.
- Institutionalize and implement a formal process for managing seminars, including development of a faculty-staff-student committee to aid in selection of speakers and conduct of the seminars.
- Continue and expand fund-raising for the seminars with the goal of making the seminar program totally externally funded, through both one-time gifts and an endowment; manage donor relations associated with fund-raising.
- Expand broadcasting of seminars to channel 18, the public access channel for the Cooperating Raleigh Colleges.

2.B. (3) Compensation for Comparable Positions. Approximately 30% of the incumbent's compensation (\$51,000) is allocated to this responsibility. Of that, half will come from state funds and half from non-state funds (\$25,500 each). There are no comparable positions or expectations that can be readily developed for this responsibility. However, the value of the incumbent is illustrated in the following table, which shows the "value added" by having the incumbent directing the seminar series. Although the table stresses the dollar value received, especially through private fund-raising and reduced speakers' fees (around \$163,500 per year), the real value is added by the incumbent through a lifetime of public service that has developed a professional network of state, national and world leaders. These leaders are now ready and willing to support NC State.

<b>Millennium Seminars -- Mary Easley's Value Added</b>			
<b>Cost Item</b>	<b>Annual cost without Mrs. Easley</b>	<b>Annual Cost with Mrs. Easley</b>	<b>Value Added</b>
Staffing	\$144,000	\$75,000	\$69,000
Speaker Fees	\$60,000	\$33,500	\$26,500
Other Expenses	\$64,000	\$64,000	\$0
External Gifts	\$0	(\$68,000)	\$68,000
<b>Total</b>	<b>\$268,000</b>	<b>\$104,500</b>	<b>\$163,500</b>

**Notes:**

1. Staffing without Mrs. Easley based on estimate by public relations firm LGA
2. Mrs. Easley's salary based on 0.67 of 07-08 salary plus benefits
3. Speakers fees based on presumption that 3 of 4 speakers could/would have charged a fee, averaging \$20,000 each
4. Other expenses include advertising, transportation, meals/events, signing for hearing-impaired and other operational items

**2.C. Coordinator, Law Academic Programming**

2.C. (1) Academic Programming Description. Despite the absence of a law school at NC State, law is a major academic interest at the university. Many NC State students intend to have careers in law, and many research and professional programs at the university involve law as a core element of their interdisciplinary nature (e.g., natural resource management, food safety, civil engineering,

veterinary medicine). Last year, more than 240 NC State students applied to law schools; 85 schools attended our Law School Fair, now one of the largest and most popular in the Southeastern U.S. The increasingly interdisciplinary nature of business, technology and public management all require a thorough grounding in the law, and many graduate students are seeking opportunities to build a legal component into their education. This year, in response to the growing need for pre-law advising, the university increased the pre-law advisor from 0.5 FTE to 1.0 FTE, but that is insufficient to cover the breadth of law programming required and desired.

#### 2.C. (2) Incumbent's Responsibilities.

- Serve as the university's point-of-contact on law-related teaching, research and outreach programs.
- Collaborate with the pre-law advising program in the Division of Undergraduate Academic Programs to assist pre-law students with their preparation and application for law schools.
- Collaborate with practicing members of the legal profession in both public service and private practice to place NC State students in internships, externships and other appropriate positions that will enhance their exposure to and experience with legal careers.
- Develop opportunities for collaborative programming with local and regional law schools (e.g., dual degrees).
- Develop and implement a wide variety of programming to enhance NC State's academic presence in the field of law (e.g., seminars, workshops, outreach to communities and the legal professions).

2.C. (3) Compensation for Comparable Positions. In the following table, the comparable positions listed at UNC system law schools were developed through conversation with the deans of those law schools. NC State comparables are based on positions at the interface between academic or research programming and community engagement.

Approximately 20% of the incumbent's compensation (\$34,000) is allocated to this responsibility. All funding will be from state sources because the proposed work relates directly to the academic mission. Compensation for the comparable positions covers a broad range, based on other characteristics of the individual's responsibilities (e.g., running a legal clinic involves more than these coordination functions; directing law development is performed by a non-attorney). The incumbent falls at the high end of this range, which is appropriate given the incumbent's education, experience and professional stature.

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**Law Academic Programming Coordinator -- Comparables**

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Position and responsibilities	Institution	08-09 Compensation
Law Center Directors (Banking/Finance, Civil Rights, Poverty) -- 1/3 release time to create, administer, market and fund programs (average of 3 people)	UNC-CH	\$180,000
Shelton Initiative Director -- creates, manages, markets and funds student and public leadership programs	NC State	\$138,000
Law Clinical Director -- arranges, manages clinical programs for law students	UNC-CH	\$162,000
Law Clinical Director -- arranges, manages clinical programs, conducts overall outreach	NCCU	\$125,000
Economic Development Director -- creates, manages, markets, and funds partnership program with business, community	NC State	\$115,000
Law Development Director -- conducts outreach, arranges speakers, partners with legal community	NCCU	\$115,000
Law Externship Coordinator -- Acquires, fills, oversees and evaluates student placement in work settings	UNC-CH	\$122,000

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Note: All salaries are for 12 months, or have been adjusted to  
12-month equivalent

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**2.D. Classroom Teacher**

2.D. (1) Teaching Description. The incumbent will continue teaching in the AOMP, where she has been teaching for the past 15 years. She co-teaches a course, twice annually, as part of the AOMP residential cohort program for police executives. Students from across North Carolina and surrounding states attend a 12-week intensive session. This responsibility has been lowered from the incumbent's previous appointment, dropping the course she developed and taught three times in the Master of Public Administration program.

2.D. (2) Incumbent's Responsibilities.

- Co-teach PA 545 (Legal Issues in Law Enforcement Administration), during both fall and spring semesters, in the Administrative Officers Management Program (AOMP).

- Teach other courses within the incumbent's fields of expertise, as new programs develop in the Center for Public Safety Leadership and as commitments to other position responsibilities allow.

2.D. (3) Compensation for Comparable Positions. Approximately 15% of the incumbent's compensation (\$25,500) is allocated to this responsibility and will come from state funds. The most comparable positions are in the AOMP, as illustrated in the following table. In general, comparisons among individuals with the title of lecturer or senior lecturer is inappropriate, because the situation varies depending on the individual and the extent of the teaching responsibilities. The title of senior lecturer has been given to the incumbent because teaching is a minority of her position responsibilities; however, because of her previous teaching experiences at NCCU in the fields of criminal law and law enforcement, her history of teaching in the AOMP and her extensive practical experience as a trial lawyer (the essence of an "executive-in-residence" or "professor-of-the-practice"), she is probably best compared to full-time teaching associate professors. Therefore, a comparison to this small group at NC State is made.

The incumbent's per course compensation is proposed to be \$12,750 per course and is within the range shown.

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**AOMP Teacher -- Comparables**

<u>Position and responsibilities</u>	<u>Institution</u>	<u>08-09 Compensation</u>
AOMP Director (teaching portion) -- 3 courses per year	NC State	\$15,860/course
AOMP Faculty -- 3 courses per year	NC State	\$16,500/course
AOMP Faculty -- 3 courses per year	NC State	\$16,100/course
Teaching Associate Professors -- 0.75 FTE or higher, colleges of Engineering, Agriculture and Life Sciences, Natural Resources (7 cases); 8 courses per year	NC State	\$11,000/course

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