



## North Carolina Biotechnology Center

15 T.W. Alexander Drive

Post Office Box 13547

Research Triangle Park

North Carolina 27709-3547

USA

919-541-9366

main fax 919-549-9710

The Hon. Philip E. Berger  
President Pro Tempore  
North Carolina Senate  
16 W. Jones St., Room 2008  
Raleigh, NC 27601-2808

The Hon. Thom Tillis  
Speaker, North Carolina  
House of Representatives  
16 W. Jones St., Room 2304  
Raleigh, NC 27601-1096

Mr. Mark Trogon  
Director, Fiscal Research Div.  
N.C. General Assembly  
300 N. Salisbury St., Suite 619  
Raleigh, NC, 27603-5925

February 26, 2014

Senator Berger, Speaker Tillis and Mr. Trogon:

On behalf of the Board of Directors of the North Carolina Biotechnology Center we are pleased to provide you with this requested comprehensive examination of each aspect of the Center's operations to determine ways in which efficiencies and cost savings can be achieved. The Center's Board engaged a special committee for the purpose of completing this comprehensive study. It is the Board's opinion that each question has been thoroughly addressed and, per Session 2013 Senate Bill 402 pages 294-295, the Board has included anticipated funding requirements for consideration by the General Assembly.

As a result of this examination, the Board wishes to reaffirm its strongest endorsement for the work the North Carolina Biotechnology Center provides on behalf of our state. Further, the Board believes changes resulting from this examination will allow the Center to build on its track record of success through a more efficient structure. Evidence of this success is found in many sources and testimonials you will find in the report labeling North Carolina as one of the top life science locations in the United States. This is true even in the face of stiff competition not only from other states but from the many countries around the world that are attempting to duplicate the success we have enjoyed for many years. In terms of return on investment for the state, we wholeheartedly encourage you to provide additional funding to support the Center so it can help the Governor and General Assembly create high-paying life science jobs for our citizens.

ASHEVILLE

CHARLOTTE

GREENVILLE

RESEARCH TRIANGLE PARK


WILMINGTON

WINSTON-SALEM

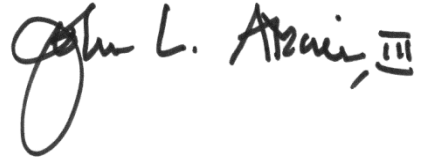
Life science industry growth requires a fertile environment developed through the proper combination of resources, both financial and intellectual. The North Carolina Biotechnology Center is a leader in the field of creating that infrastructure and this brand is recognized around the world. After the review that has been conducted, with the efficiencies in place at the Center, it is the Board's opinion that NCBiotech will continue to help create a substantial number of high-paying jobs with continued investment.

On behalf of the special committee created to conduct the review and create this report, and on behalf of the Board of Directors of the North Carolina Biotechnology Center, which evaluated and approved the special committee's review and conclusion, we hereby transmit the responses and appendices for your review and thoughtful consideration.

Sincerely,

Handwritten signature of Robert A. Ingram in black ink.

Mr. Bob Ingram  
Chairman, Legislative Response Committee  
General Partner  
Hatteras Venture Partners

Handwritten signature of John L. Atkins, III in black ink.

Mr. John Atkins  
Chairman, Board of Directors  
Chairman and CEO  
O'Brien/Atkins Associate