

PROGRAMS / COMPACT INITIATIVES

CAMPUS ENTERPRISES

- Dr. Dan Adams was hired as associate vice chancellor overseeing Campus Enterprises; Art White was named assistant vice chancellor and Gregg Zarnstorff was hired as director of Trademark Licensing.
- Established management structure for new organization, including the budget and integration of departments.
- Distributed \$907,806 in scholarship funds.
- Completed programming phase of the Talley Student Center renovation project.
- Completed plans for \$4,085,000 Atrium Food Court/Bookstore renovations with construction to begin in May 2010.
- Attracted more than 8100 students to the meal plan: an all-time high.
- Launched Wolf Xpress Copy Center with Espresso Book Machine within central bookstore.
- Launched 125th anniversary of the Wolfpack licensing program
- Introduced first phase of the Vintage Edition Program of the Wolfpack Almanac.
- Opened Lonnie Poole Golf Course; 38,000 rounds played in the first fiscal year.

CENTENNIAL CAMPUS

- Maintained high level of occupancy (approximately 95%), while doubling Talecris' presence, renting under-utilized space in Research II, and beginning the re-recruitment of existing partners whose leases expire in 2011.
- Keystone Science Center – Assisted in leasing all available space in the building; assisted University tenants with fit-up.
- Corporate Research I Building – Dealt with announcement by Mead Westvaco that they are leaving the facility in 2011; provided guidance to the IES Business Incubator in planning their future.
- Alliance Center – Reviewed design concepts, leasing conditions, and addressed significant pre-leasing thresholds and market concerns with developer.
- Conference Center/Hotel – Made significant progress on ground lease, master development agreement, and operating agreement, which involved coordinating input from many campus constituencies; poised to complete negotiations and have lease ready for signature in June, 2010.
- Developed concept plan for the first Centennial Campus student housing.

- Completed second phase of greenway trails and continued planning for third phase, including two new bridges over Walnut Creek.
- Re-established cross-country training course and opened new playing fields.

ENVIRONMENTAL HEALTH AND PUBLIC SAFETY

- Began workplace violence and safety training in October 2009; By June 1, 2010, approximately 500 University personnel will have been trained on identifying violent behaviors, concerning behaviors/red flags, and reporting requirements.
- Continued to take a leadership role in risk assessment and safety training; NC State personnel presented at the ECU National Safety Symposium and provided a half-day training program for all UNC campuses hosted by General Administration.
- Coordinated with Student Health to release Mental Health EDU this summer; Mental Health EDU is an on-line program intended for staff to help them identify at-risk students that may need mental health assistance.
- Established requirement that chemicals, gases and biological agents be purchased through MarketPlace, allowing EH&S staff to better monitor hazmat procurement and inventory across campus.
- University Police achieved re-accreditation by both the Commission on Accreditation for Law Enforcement Agencies, Inc., (CALEA) and the International Association of Campus Law Enforcement Administrators (IACLEA).
- University Police selected as a Flagship Agency by CALEA and recognized for having demonstrated excellence in the accreditation process.
- Emphasized community policing activities which, in combination with the introduction of the risk management program and increased awareness of the campus community, contributed to a drop in reported crime during 2009 to the lowest level since 2001; from January 1, 2009 to December 31, 2009, reported crime on campus fell by 8%.
- Expanded Emergency Notification and Communication program in new directions; there are currently 96 electronic billboards in use with a planned expansion to 130.
- Increased registration to over 24,000 University personnel who are registered to receive emergency text messages.
- Business Continuity/Insurance Risk Management personnel conducted tabletop disaster drills in eight of ten colleges.
- Revised the Emergency Operations Plan to conform to FEMA specifications.
- Conducted a Hazmat disaster drill that was funded by a Department of Homeland Security grant and attended by over 100 University personnel.
- Security Applications and Technology (SAT) generated \$1.5 million in new receipt projects, which equates to 30% more business than last year.

- Installed new door access system that will enable SAT to use wireless card reader systems and communication technology infrastructure to power and communicate with the card reader at the door.
- Tested wireless door access card readers with plans for a larger scale test to be conducted in partnership with Housing; currently there are 800 on-line card access doors, which is an increase of 100 over last year; currently there are 700 cameras installed across campus, which is an increase of 100 over last year.
- Transportation Office registered 400 WolfTrails participants to date; the goal of this program is to move individuals from single occupancy vehicles to other transportation modes.
- Distributed 5,739 GoPasses to students, faculty and staff; the pass enables participants to ride fare-free on Triangle Transit and CAT transit systems; the pass also facilitates passenger counts that are used as the basis for charge backs from TTA and CAT.
- Collaborated with Campus Recreation to fund and launch WolfWheels, a campus bike rental program providing low-cost bicycle rentals for students, faculty and staff for recreational use and alternative transportation mode travel.
- Sold 585 permits for the \$99 low-cost commuter lot out of a total of 600 spaces available.
- Expanded the Dan Allen Deck pay lot by adding 100 new pay lot spaces; also installed a new credit card payment system.

FACILITIES

- Continued TEAM EXCELLENCE activities including quarterly meetings, High Noon lunches, newsletters, recognition luncheon and other year-round activities to reinforce the division's core values and promote continuous quality improvement.
- Presented first annual Facilities Condition Assessment Program (FCAP) report to the Board of Trustees.
- Developed and marketed the inaugural Greenhouse Gas Inventory Report; developed Climate Action Plan to reduce greenhouse gases and project future utility costs.
- Installed the first "green" roof on Centennial Campus
- Implemented a Stormwater Management Program that involves 91 stormwater devices on all three campuses.
- Coordinated the Rally for Talley campaign to support the student fee; started the Talley/Atrium renovation projects.
- Closed out the Higher Education Bond Program with final reports submitted and accepted as complete by UNC General Administration..
- Received the Sustainable Business Award for a large institution from the Greater Raleigh Chamber of Commerce.
- Received the first Owner/Agency Good Faith HUB Award.

- Selected NC State's first 100% Minority Construction Manager at Risk construction team for the Talley Student Center Renovation and Addition Project.
- Waste Reduction and Recycling Program received the NC Outstanding University Award from the Carolina Recycling Association.
- Started construction of The Point, a new chancellor's residence.
- Successfully bid out and completed design of Hunt Library.
- Completed Engineering Building III.
- Completed parking decks at Partners Way and Centennial Biomedical Campus.
- Completed campus beautification initiatives including wolf sculptures, Court of NC, Rocky Branch final phase, all-campus path at the back of 1911, and campus entrances.
- Teamed with University Scholars Program and Foreign Language Exchange Program to pair students with housekeepers that speak a foreign language.
- Hosted the first NC State Campus Sustainability Day on October 21, 2009; included 20 campus departments and student groups; Hosted largest -ever Earth Day event on the brickyard.
- Featured in the Princeton Review's Guide to 286 Green Colleges; given a 90 (out of 99) green rating.
- Coordinated collaborative initiative with University Purchasing, Human Resources and Facilities Business Services to develop and deliver a Facilities-specific course on business ethics and procurement practices in Facilities Operations.
- Completed energy study for Phytotron in collaboration with CALS; identified \$400,000 in annual energy savings.

FINANCE AND RESOURCE MANAGEMENT

- Facilitated budget reduction and reporting exercises related to the 2009-10 appropriation, including the 10% Budget Reduction plans, allocation of the 2009-10 appropriations and related reductions, and reporting to UNC-GA and OSBM on various components of the budget reductions and allocations; conducted other financial, budgetary, and administrative analyses; responded to numerous inquiries for budget information from UNC General Administration, the Office of State Budget Management, and the Legislative Fiscal Research Division.
- University Controller led the UNC Finance Improvement and Transformation(FIT) process that developed and implemented standards and Key Performance Indicators for financial operating efficiencies at all UNC institutions; NC State's processes were operated at performance levels that are within UNC acceptable ranges.

- Participated on the Finance Team for the UNC-Collaboration Project to review differences between the NC State's financial system operations and the UNC financial system requirements.
- Obtained a "clean" audit for Fiscal Year 2008-09 from the State Auditor with no reportable findings or recommendations.
- Developed the University's new Indirect Cost Rate proposal for federal grants and contracts that has been submitted to the federal Division of Cost Allocation for negotiation and/or approval.
- Continued to enhance and maintain current and relevant information on the "Budget Central" website and for the Budget Book provided to the new chancellor to provide him a background on NC State, UNC, and State of NC budget procedures and processes.

HUMAN RESOURCES

- Undertook a significant involvement in the NC State-UNC Chapel Hill PeopleSoft Partnership, a major, multi-year joint project; provided substantive functional leadership in support of the IT-initiated venture.
- As a result of institutional budget cuts, assisted colleges and divisions to implement a reduction in force of more than 135 employees, using an effective evaluation, communication, and support structure that minimized institutional impact and risk.
- Implemented a state-mandated "flexible furlough" requiring complex payroll, benefits, and leave adjustments on all university employees.
- As a federal contractor, completed an audit of mandatory federal I-9 forms and conducted E-Verify confirmations on more than 16,000 current employees.
- Successfully concluded executive search services for numerous senior institutional leadership positions, including one vice chancellor (General Counsel); two deans (CHASS & Education); three associate vice chancellors (chief communications officer; campus enterprises, & alumni).
- Currently providing support in searches for provost; athletic director; one associate dean (CALIS cooperative extension); and one executive director (corporate & foundation relations).
- Successfully concluded the university's first-ever study of more than 1,000 unclassified EPA non-faculty professional positions, assigning each to an appropriate JCAT classification and range of pay, and creating formal position tracking capacity for all employees with an FTE of .50 or higher.
- Implemented mandatory enrollments and tobacco-attestation programs for health benefit-eligible employees. State Health Plan open enrollments during a "normal" year are less than 1,500; this year, there were more than 10,000...

- Processed only 12 SPA grievances (down from 20 last year), and only 2 of those went to the formal hearing stage, evidence of successful efforts to minimize grievances and resolve issues at the lowest possible organizational level.
- Significantly increased (+56%) the number of complex consultations provided by HR professionals to campus departments, colleges, and divisions.
- Proposed, and are currently pursuing, a collaborative, shared temp staffing capacity for both NC State & UNC-Chapel Hill by extending University Temporary Services to Carolina campus.

TREASURER'S DIVISION

- Foundations Accounting and Investments managed \$515 million in total net market value of assets.
- Real Estate Office handled over \$6.2 million in purchases and sales transactions.
- Over \$77.6 million in bonds closed April 28, 2010 with an all-in interest rate of 3.79%
- Reached 90% of the NC State Investment Fund's total assets (\$293 million) residing with the UNC Management Company.
- Completed the University's first Guaranteed Energy Savings financing of nearly \$20 million in March, 2010.
- Received no major audit findings or management letters from any audits overseen by the division.
- Implemented a Business Improvement District along Hillsborough Street and acquired additional property across from the Bell Tower.
- Completed the first multi-year phased student debt fee to support the addition and renovation of Talley Student Center.
- Established operational accounting for Lonnie Poole Golf Course
- Added the Cashier's Office and Materials Management to the division effective May 1, 2010..
- First used Build America Bonds and a bullet maturity for bonds issued in April 2010; ensured that credit agency interactions engaged high level administrators; the overall all-in cost of capital was less than 3.8% with some maturities extending 25 years.
- Completed the first full year of engagement with LaPaz, LLC – a controlled entity of the NC Agricultural Foundation which is growing sturgeon for future caviar production through research support of the Foundation and a bank loan.

RECOMMENDATIONS AND CONCERNS FOR THE FUTURE

- Positive employee morale, reasonable workloads, and an efficient and pleasant work environment must be maintained in this era of budget cutting, external economic stresses, and stagnant paychecks. Participation in the NC State-UNC Chapel Hill PeopleSoft partnership will exacerbate these issues by pulling talented individuals from NC State to work on the project and likely replacing them with employees requiring training and more oversight. Decisions related to the project will result in significant business process changes for one or both campuses over the next three years.
- Further budget reductions will have a long-term impact on the condition of campus facilities, reducing effectiveness and efficiency in creating and maintaining a physical environment that advances the University. Existing infrastructure systems will continue to degrade and erode Facilities Services' ability to maintain a high level of service to campus.
- In Environmental Health and Public Safety, additional cuts will require further reduction in the number of police per shift, and further reduction in Environmental Health and Safety compliance inspections. The need for operations and maintenance funding for Security Applications and Technology infrastructure has become increasingly pronounced, as the value of campus security infrastructure now exceeds \$5M. Supporting external community mass transit will be critically important to facilitate the transition from single occupancy vehicles and to move people to campus from local communities. Categorically, the two main traditional insurance risk exposures for the University are (1) Multi-claimant funding of tort liability claims with the tort claims limit of \$1M in the case of catastrophic scenario; and. (2) Insuring general-funded state appropriated assets for catastrophic windstorm exposures.
- In Human Resources, changing healthcare enrollment requirements will continue to be challenging with a second phase of changes to the State Health Plan. Another round of furlough activity and reductions in force would have further significant impact on HR units.
- On Centennial Campus, securing permission for the I-40 connector to campus is critical to the future viability of campus. Creating better pedestrian and transit connections to the North Campus will be important to integrating the students on Centennial campus with their peers on North Campus. A significant component of renewing existing tenant leases will be the success of adopting a rent model that more closely mimics the private sector and is more competitive with both the base rents and additional rents.