PROGRAMS

Changes in scope of activities

- WolfAlert emergency notification system implemented, including text and sirens
- New mobile police station outfitted and deployed
- State-of-the-art internal card reader technology installed in all University parking gates
- $300,000 secured from Federal Transit Administration for Wolfline service improvements; clean diesel Wolfline fleet launched under new contract (*Focus Area #5, Driving Innovation in Energy and the Environment*)
- Capital Project Management and Facilities Division Budget Office created
- 22 bond projects closed out; construction of EB III, Terry Hospital, and Greek Village started
- Billing interface program developed to interface campus stand-alone billing applications and the University financial system
- 10 campus units switched to online billing; 11 more in progress
- State Controller’s EAGLE internal controls program implemented
- More than $2 M recurring salary for almost 800 campus SPA staff positions requested and received from State Salary Adjustment Fund for the first time
- Internal executive search service introduced by Human Resources for recruitment of senior level, nationally-recruited campus positions
- Human Resources Employment staff internally reconfigured to dedicate a senior recruiter to assist campus departments with hard-to-fill professional and technical jobs
- Numerous avenues pursued to expand campus-sponsored childcare; expect to finalize arrangements for dedicated facility by June 30, 2008
- PeopleSoft “Campus Community” implemented, consolidating HR and student system data into unduplicated master database; grievance/discipline tracking module implemented
- Comprehensive certificate training program, “HR Academy,” developed and piloted
- State indemnity healthcare plan phased out and three separate open enrollment periods held
- Campus worksite wellness advisory committee established
- System created by HR for electronic campus distribution of “3D” announcements
- Manual entry of departmental budget revisions transitioned to online entry
- Block-S logo and Centennial Campus word-mark submitted for renewal and approved by US Patent and Trademark Office
- Method developed to repay Centennial Campus Trust Fund from the utility rate structure through a utilities trust fund
- Aquarium proposal discussed with N C Department of Environment and Natural Resources
- Space analysis started for College of Agriculture and Life Sciences
- Training and partnerships being planned to change campus culture in regard to compliance with policies, statutes, and regulations
- Outdated purchasing practices being transitioned to more efficient electronic models
- Taxonomy for job categorization to address data management and reporting challenges proposed to UNC-GA by HR; model being developed for UNC system-wide implementation
- Collaboration on shared 403(b) voluntary retirement plans by UNC system institutions proposed by HR; core role being played by HR for implementation by January, 2009
- Special-purpose entities established to hold acreage on both Centennial Campuses in an effort to facilitate the delivery of private real estate projects (Focus Area # 2, Creating educational innovation; and Focus Area #4, Fueling Economic Development)
Volume of Activities

- Near-100% occupancy maintained on Centennial Campus
- 220,000 pounds of chemical, radioactive, and biological waste shipped
- Insurance managed for 1,545 statewide buildings/contents with insured value of $3.7 billion
- More than 20 tabletop emergency response training exercises conducted
- Electronic payments of student accounts increased by 9% for the 12 months ending 03-31-08
- Business Continuity and Disaster Recovery plans expanded for over 40 administrative units and 50 college departments; Over 400 academic and administrative continuity plans managed
- $384,570 allocated to athletic and academic scholarships from licensing revenues
- $254,226 in licensing revenues transferred to University Endowment Fund
- 3,148 designs approved for product online via Trademarx
- Five-percent increase in total “paycheck” volume (from 249,000 to 262,600) absorbed by HR
- States in which NC State conducts payroll activity increased from 37 to 40
- More than 980 separate employee-relations cases consulted on by HR staff, including 200 EPA professionals and 40 complex faculty cases
- Investigation of unlawful workplace harassment claims conducted in collaboration with OEO; formal unlawful workplace harassment grievances reduced from nine in 2007 to 0 in 2008
- Campus departments advised on more than 218 SPA disciplinary actions (+17%) and 15 EPA at-will discontinuations
- Background checks conducted by HR on 4,800 job candidates
- 24 complex permanent residency applications and 151 H1-B visa applications prepared by HR for highly skilled researchers/scholars on behalf of campus departments
- 733 temporary staffing requests filled through University Temporary Staffing (+27%)
- More than 175 SPA jobs and 221 EPA jobs created
- 88 job reclassification requests, 508 career-band and 91 in-range salary adjustments processed
- 190 retirements, 395 workers comp claims, and 435 FMLA leave requests processed
- Total net market value of assets under management by FAI grew 11% to $540 M
- Bookstore total net sales grew 11% to $17.2 M resulting in $1.5 M in net income
- $47 M in gift properties and conservation easements and over $4.5 M in purchases and sales transactions handled by Real Estate Office (*Focus Area #4, Fueling Economic Development*)
- In Facilities, the following volume of activities conducted, as compared to 2006-2007:

<table>
<thead>
<tr>
<th></th>
<th>2006-2007</th>
<th>2007-2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Work Orders</td>
<td>43,683</td>
<td>55,717</td>
</tr>
<tr>
<td>Gross Sq. Ft. Maintained</td>
<td>9,034,557</td>
<td>9,181,354</td>
</tr>
<tr>
<td>Gross Sq. Ft. Custodial</td>
<td>7,273,929</td>
<td>7,420,726</td>
</tr>
<tr>
<td>Tons Recycled</td>
<td>1,675</td>
<td>1,960</td>
</tr>
<tr>
<td>Tons Composted</td>
<td>810</td>
<td>777</td>
</tr>
<tr>
<td>Tons of Trash to Landfill</td>
<td>3,920</td>
<td>4,024</td>
</tr>
<tr>
<td>Landfill Fees Avoided</td>
<td>$83,232</td>
<td>$82,118</td>
</tr>
<tr>
<td>Projects Initiated / Cost</td>
<td>287 / $127 M</td>
<td>189 / $154 M</td>
</tr>
<tr>
<td>Projects Completed / Cost</td>
<td>224 / $61 M</td>
<td>201 / $157 M</td>
</tr>
<tr>
<td>Modification Requests Processed</td>
<td>107</td>
<td>157</td>
</tr>
<tr>
<td>Classroom Hotline Calls</td>
<td>296</td>
<td>329</td>
</tr>
<tr>
<td>% Total $ Won by HUBs for Informal Projects</td>
<td>16.0%</td>
<td>13.4%</td>
</tr>
<tr>
<td>% Total $ Won by HUBs for Formal Projects</td>
<td>21.24%</td>
<td>21.39%</td>
</tr>
</tbody>
</table>

**Special Achievements of Significance**

- Centennial Campus designated as 2007 Research Science Park of the Year by Association of University Research Parks (AURP)
- Campus Police earned accredited status with the International Association of Campus Law Enforcement Administrators, first in North Carolina and one of only seven in the US
- Victory won in residence hall water conservation challenge with UNC-Chapel Hill
- Assisted by the Treasurer’s Division, the NC State Investment Fund (NCSIF) voted in May, 2008 to deploy all uncommitted capital to the UNC Management Company
- Bookstore’s on-time adoptions for Fall, 2008 exceeded 70%, up from 49% in Fall, 2007
• Trade book department (Catalyst) received national Award for Excellence in general book management from the Independent College Bookstore Association
• Moody’s Rating Agency upgraded the University’s credit rating to Aa2

Special Program Reviews, Studies or Plans
• Property management focus and new financial model implemented for Centennial Campus
• Transit night service optimization plan scheduled for implementation in Fall, 2008
• Energy Star program implemented to improve strategic energy management and demonstrate environmental leadership (Focus Area #5, Driving Innovation in Energy and the Environment)
• UNC Operation Capacity Assessment conducted on campus and coordinated system-wide
• 2007-2009 biennial budgets completed and submitted, including results-based budget version
• Annual Budget Office customer survey conducted online
• Monaghan Group is assessing internal controls for NCSIF and Foundations as the result of new internal control auditing standards effective for 2007-2008, with no issues being noted
• Clean audit opinions and no reportable management letter items received by Bookstores and all affiliated entities under the oversight of FAI

COMPACT PLAN
• Master plan completed for food service implementation on Centennial Campus; additional Port City Java and “Centennial Lunch Market” added; N-4 lease document negotiated to include 5,100 sq. ft. as prepayment of ground rent to provide dining space for student, staff and partner use
• Lonnie Poole Golf Course project on schedule for opening at year-end, 2008
• Centennial play field studied; Phases 2 and 3 of greenway system designed
• RFP for Conference Center / Hotel on schedule to be sent out at the end of June, 2008
• Ground lease finalized for Centennial N-4 parcel; construction to start in July-August, 2008
• Developer selected for Centennial Flex Lab
• Land lease negotiations underway for 363 market rate apartments on Centennial R-2 site
• Negotiations and design underway for MeadWestvaco’s addition of 8,000 sq. ft. on Centennial
• Environmental compliance management system implemented
• Regularly-scheduled risk assessment meetings established with Campus Police, Student Affairs, and Human Resources; procedures developed for response to threatening behavior; violence prevention PRR issued and case manager position created; Security and Applications Technology group created (Focus Area #3, Improving Health and Well-being)
• “Year of Energy” designated; water conservation projects and awareness promotions conducted, yielding annual savings of $261,000 based on reduction of 9,600,000 gallons (Focus Area #5, Driving Innovation in Energy and the Environment)
• Sustainability Office created (Focus Area #5, Driving Innovation in Energy and the Environment)
• No major or minor State Audit findings
• Statutory deadline met for Annual Financial Report information – first in UNC system
• Faculty Transparency Initiative implemented jointly with Research Office
• Wachovia fee structure reviewed and concessions received for reducing costs
• E-commerce and strategic purchasing implemented
• 100% paperless payroll system implemented
• State’s online retirement benefits enrollment and remittance system (ORBIT) implemented
• Labor-market study of 1,200 EPA non-faculty positions initiated
• Functional designs for E-learning and Manage Faculty Events modules developed by HR
• Final 25% of campus SPA employees (> 1,200) migrated to the competency-based banding system
• Design and delivery of campus staff well-being survey collaborated on by HR with UPA
• Budget Management System re-write within Wolfpack Reporting System development and testing assistance provided; implementation scheduled for late July, 2008
• Blended debt program implemented to give auxiliaries structural flexibility and budget stability

• Guaranteed textbook buyback program implemented in Fall, 2007 as PACE initiative, resulting in $200,000 increase in money paid out to students during December, 2007 buyback

• Hillsborough Street redevelopment efforts included BID discussions, landowner/tenant meetings, land acquisitions, and private development facilitation (Focus Area #4, Fueling Economic Dev.)

DIVERSITY

• Marvin Williams appointed to North Carolina Department of Administration Minority Business Capital Projects Advisory Board

• In Facilities, 54 employees participated in English as Second Language program, 12 in Diversity Training, 211 in Unlawful Workplace Harassment, 60 in Building Bridges, and 5 in Equal Employment Opportunity Institute

• Required Discrimination and Harassment Training completed by all supervisors

STAFF

• Barbara Moses appointed as University Budget Officer

• Carole Acquesta promoted to Director of Capital Project Management

• Tracy Dixon hired as Director, University Sustainability Office

• Jeff Hightower hired as Director, Utility Infrastructure Planning and Development

• Marc Okner hired as Director of Employee Relations

• Justin Lang hired as Director of Executive Search Services

• Bob Wood awarded Distinguished Service Award by National Assoc. of Educational Procurement

• Jack Colby, Mike Dickerson, Brenda Forster, and George Smith selected as winners of the Finance and Business Awards for Excellence
RECOMMENDATIONS and CONCERNS FOR THE FUTURE

- **Energy demands** of an expanding campus will be increasingly difficult to meet with the current volatility of fuel prices. (*Focus Area #5, Driving Innovation in energy and the environment*)

- **Endowment size** and strong investment performance are important to NC State. The ability of the NCSIF to diversify and deliver competitive performance through the UNC Management Company will be closely scrutinized.

- **Textbook affordability** will remain a focus, with emphasis on alternatives, including digital books, to lower costs. (*Focus Area #2, Creating Educational Innovation*)

- Funding is needed to address **Hillsborough Street** corridor acquisitions for redevelopment, as well as other targeted programmatic acquisitions. (*Focus Area #4, Fueling Economic Development*)

- **Managing diverse LLC operations**, the golf course and executive education in particular, will call for specialized expertise. (*Focus Area #2, Creating Educational Innovation; Focus Area #4, Fueling Economic Development*)

- **Demand and complexity of supporting functions** are increasing exponentially. **OIT support** will need to increase. Resources are needed to build expertise/capacity in **global initiatives management**. OSP pay ranges for some recently-banded groups are not accurately reflective of labor market, resulting in **recruitment/retention challenges**. Key professional staff positions are not adequately compensated to ensure retention.

- **Budgetary resources** concerns include the proposed budget reduction in enrollment increase funding, the adverse impact of per-credit-hour rates on tuition collections, and the impact that decentralized Summer Session and growth in distance education may have on enrollment.

- **Advancing Centennial Campus** initiatives will be important to stay on the leading edge of research campuses internationally and contribute to the economic development of North Carolina.