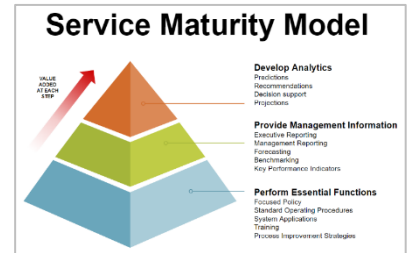


## Executive Summary – FY 23-24 Goals and Initiatives

The Office of Finance and Administration (OFA), home to 3,700 dedicated employees guided by our [Principles of Work](#): Employee Engagement, Customer Service and Responsible Stewardship, is an active part of university life, and student and faculty success. Over the past fiscal year, in service to the university community and in collaboration with many university partners, we managed NC State’s \$2.1 billion operating budget and \$2.4 billion in financial transactions, including payroll for more than 9,000 faculty, staff and student employees and billing for nearly 40,000 students. We supported the university’s physical environment 24 hours a day, 365 days a year by maintaining 450 buildings on the Raleigh campus and nearly 1,200 buildings and structures on more than 100,000 acres across the state. Emergency and safety operations, university policing, parking and bus lines were managed, along with student-facing services such as dining, student centers, the bookstore and golf course. We stewarded the university’s \$2 billion endowment and managed NC State’s real estate portfolio, on campus and around the state. We facilitated programs and events on Centennial Campus nearly every day, adding to the vibrant learning, research and innovation ecosystem. And, we led university human resources processes for all phases of employee life-cycles, introducing a new Employee Value Proposition, “You Belong Here” in partnership with colleges and units to ensure NC State is a great place to work.

In support of NC State’s upward trajectory and unprecedented growth, the Office of Finance and Administration successfully advanced 129 initiatives over FY23-24 as part of its new goal setting program - establishing university-level processes and programs to best manage NC State’s resources in support of the university’s strategic plan. Of these 129 initiatives, 99 initiatives (77%) completed as of June 30, 2024 and most of the remaining initiatives are expected to complete within the first quarter(s) of FY25. OFA initiatives were designed to specifically advance the NC State Strategic Plan, [Wolfpack 2030: Powering the Extraordinary](#), with most initiatives (81%) advancing NC State’s Strategic Goal 5: [Improve university effectiveness](#) through transformative technologies, cutting-edge processes and actionable data. The Service Maturity Model was introduced this year to university leadership, with the goal to empower administrative, financial and operational leaders with tools and data to:

NC State 2021-2030 Strategic Plan Goals	OFA FY23-24 Initiatives Complete by 6/30/24 (FY Total)
Goal 1: Empower students for a lifetime of success and impact.	2 (2)
Goal 2: Ensure preeminence in research, scholarship, innovation and collaboration.	1 (1)
Goal 3: Expand and advance our engagement with and service to North Carolina and beyond, defining the standard for a 21st-century land-grant university.	0 (1)
Goal 4: Champion a culture of equity, diversity, inclusion, belonging and well-being in all we do.	3 (4)
Goal 5: Improve university effectiveness through transformative technologies, cutting-edge processes and actionable data.	80 (105)
Goal 6: Lead in developing innovative partnerships, entrepreneurial thinking and applied problem-solving.	5 (7)
Goal 7: Elevate the national and global reputation and visibility of NC State.	8 (8)
<b>Total OFA FY23-24 Initiatives - Complete by 6/30/24 (FY Total)</b>	<b>99 (129)</b>



- Effectively manage the physical campus,
- Effectively build our workforce talent,
- Effectively leverage data and technology, and
- Effectively steward our financial resources.

In conjunction with the OFA-specific initiatives noted above, OFA collaborated with university partners to advance 35 (nearly one-fourth) of the 144 [NC State FY22-24 Strategic Initiatives](#) with all seven divisions represented in leadership roles.

- Goal 1 (Student Success) One initiative to enhance rapport between NC State University Police and the university community.
- Goal 2 (Research Preeminence) Five initiatives to support infrastructure, space, safety and compliance across our research enterprise.
- Goal 5 (University Effectiveness) Twenty-two initiatives to improve alignment of our physical resources with NC State priorities; to improve employee recruitment and retention; to adopt digital solutions to enable data-driven decision-making; to improve customer service, resource management and organizational structure.
- Goal 6 (Partnerships) Seven initiatives to support innovative partnering and our entrepreneurial ecosystem (Engineering North Carolina’s Future, Centennial Campus ecosystem and innovation district, research commercialization, innovation and economic development).

Highlights include the [University Strategic Budget Initiative \(USBI\)](#) which substantially upgraded NC State's business intelligence and budget planning capabilities, ensuring senior leaders have the data analytics needed to make the best strategic resource decisions for the institution - 20 strategic initiatives totaling \$26 million were funded via the second implementation year of this initiative. Completion of the 10-year Physical Master Plan: Framing the Future and creation of the new [Campus Development Process](#) with a new Campus Development Committee will ensure long-term physical resource planning aligns with university priorities, with a newly established, comprehensive and inclusive best-practice process to submit, review and approve capital projects - to date, 38 proposals submitted and evaluated via the new process and committee(s). Restructured workflows, improved training and upgraded technology enabled teams to expand services, quicken turn-times, better [protect the university against fraud](#) and similar risks, and position NC State as [a leader and best practitioner](#) within fields as diverse as procurement, sustainability and threat assessment. Intentional, sustainable, university-level programming served to elevate NC State's reputation as a top institution for students, faculty, staff and the public community.

To create more inclusive gathering spaces for students across campus, completed the largest renovation to date for the [Witherspoon Student Center](#), home to the African American Cultural Center and Jeffrey Wright Military and Veterans Services, upgrading student meeting facilities with contemporary conferencing technologies and enhanced accessibility; and [retooled dining menus](#) focused on culinary innovations and student dietary preferences and restrictions. Over 200 ['placemaking' events on Centennial Campus](#) (an event nearly every day) brought together faculty, students, staff, industry partners and the public at large. New Centennial spaces such as [The Corner](#) and [Reds and Whites](#) (at the newly dedicated Susan Woodson plaza), and new Centennial events such as Artist Notes concert series, AI Hot Topics and Cluster Conversation lecture series, Lake Raleigh Bike Library, Centennial Social Hour and Pop-up Pickleball, continued to build Centennial's reputation as a vibrant, innovative and collaborative ecosystem. And as noted above, the university's new [Employee Value Proposition, "You Belong Here"](#) provides tools and strategies for employee recruitment, retention and advancement for all levels throughout the university. The following annual report provides details about the Office of Finance and Administration FY23-24 accomplishments and contributions to NC State's mission and strategic plan, establishing university-level programs, procedures and processes in support of student and faculty success.

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## FY23-24 OFA Accomplishments - Highlights

### Service Maturity Model

To empower management teams across the university to continually measure and improve service delivery and optimal stewardship of our university resources in support of NC State's strategic plan, introduced the new [Service Maturity Model](#) at the January 9, 2024 Administrative Leadership Meeting, as part of the Transforming Operations and Improving University Effectiveness presentation. Established a framework to optimize value-added performance across administrative, financial and operational areas via management information, proven processes and robust analytics focused on effectively managing our physical campus, workforce talent, data and technology, and financial resources.

### University Strategic Budget Initiative (USBI)

To enable a long-term, data-driven approach to prioritizing strategic funding needs, completed the second year of the [University Strategic Budget Initiative \(USBI\)](#) implementation, NC State's new, comprehensive budget planning process. Formalized the university's annual budget development cycle. Adopted business intelligence and data analytics tools, such as the Executive Budget Resources Dashboard, a resource for senior leaders to ensure highest and best use of all funding sources available to the university. Deployed the new USBI process to fund 20 strategic initiatives totaling \$26 million including new faculty startups, CLAWS Hub and Bioinformatics Program and similar academic and research support, student mental health counseling, new occupational and lab safety positions, enhanced IT security and data warehouse infrastructure. Created a new [USBI website](#) to support trend analysis, forecasting and improved budget transparency, communication and engagement with university partners. Acquired a new enterprise-wide budget development application, OneStream, to assist stakeholders across all university colleges and units with:



- Simplified budget planning processes and workflows,
- Standardized funding request submission forms and reports,
- Improved analytics and dashboards for more informed budget management, scenario planning and forecasting,
- Clearer and more transparent communication of executive-level budgeting decisions.

### Campus Development Process

To establish an effective, long-term physical resource planning process aligned with university priorities, created a new [Campus Development Process](#) for capital projects over \$4M, stemming from the new Physical Master Plan, [Framing the Future](#) - with direction from the new [Campus Development Committee](#), chaired by the Executive Vice Chancellor and Provost and includes the Executive Vice Chancellor for Finance and Administration and Vice Chancellor for Research and Innovation. Developed a university-wide, transparent, 'call for needs' process, new scoring methodology based on key drivers and aligned with university strategic goals, new funding strategy tool and new training to engage key stakeholders on the submission, evaluation and approval process. 38 proposals submitted in spring 2024.

### Integrative Sciences Building

In support of interdisciplinary academic and research collaboration across the life science and STEM fields, completed the structural frame of the new [Integrative Sciences Building](#), celebrated by the ['topping out' ceremony](#) on May 22, 2024, when the uppermost steel beam was set in place. Successfully issued \$90M in bonds to support the building project while maintaining AA and Aa1 credit ratings from Moody's and S&P Global. The \$180M, 153,000 square foot building, expected to complete in August 2026, will enable new interdisciplinary approaches to the sciences including classrooms, teaching labs, research labs, core facilities, collaboration/study spaces and will house the largest cafe on campus, supporting a vibrant building community adjacent to the hallowed Brickyard.



### Poe Hall (Reassignments)

Upon the unexpected closing of [Poe Hall](#), home to the College of Education and Department of Psychology, relocated hundreds of faculty and staff to semi-permanent workspaces and reassigned more than 240 class sections. Freed up ~5,000 square feet of space within the Receipt Support Building portfolio on Centennial Campus, and repurposed future growth space from the College of Engineering to the College of Education and Department of Psychology, to house faculty and staff facing urgent/emergency space needs following displacement from Poe Hall. Real Estate and Development, Facilities and the Campus Development Committee continuing to work with the displaced units to address space needs.

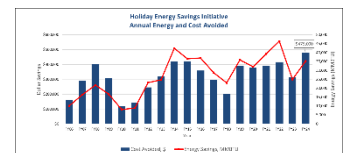
### Centennial Campus Ecosystem - Activation and Placemaking

In furtherance of NC State's education, research and outreach mission on Centennial Campus, expanded [placemaking programs](#) such as AI Hot Topics and Cluster Conversations lecture series, The Corner, Live@Lake Raleigh and Artists Notes concert series, pop-up pickleball, lunchtime yoga, Lake Raleigh hikes and Lake Raleigh Bike Library, lunchtime trivia series, Centennial Social Hour and food truck rodeos, offering events nearly every day and 200+ programs over the past year to engage students, academia, industry partners and the public at large. Launched the new Centennial Happenings e-newsletter, providing placemaking and programming announcements to over 1300 subscribers. Via the Centennial Campus Public Art Committee and support from many campus partners, facilitated the '[Reds and Whites](#)' public art installation at the newly dedicated Susan Woodson Plaza, just outside of the James B. Hunt Jr. Library. With UCOMM and the Partnership Office, developed brand messaging and mar/com strategies for campus 'place' in support of the Centennial Campus engagement mission. Continued to advance the innovation district project through the developer's planning, design and permitting stages.



### Sustainability

Aligned with NC State's strategic value focused on excellence, community, collaboration and sustainability, expanded sustainability efforts across construction, utilities and waste management efforts to ensure prudent stewardship of university resources - and supported student success via hands-on, career-building, leadership experiences within the field of sustainability. Earned [LEED Gold certification for the Plant Sciences Building](#). LEED (Leadership in Energy and Environmental Design) is a globally recognized symbol of sustainable achievement and the world's most widely used green building rating system. Focused, intentional efforts to reduce energy consumption and water usage continued, with energy consumption reduced by 35% and water usage reduced by 55% in FY23, compared to the 2002/2003 baseline, despite an expanding campus footprint. The annual [Holiday Energy Savings Initiative \(HESI\) and Summer Energy Savings Initiative](#) - lowering/raising unoccupied building temperatures during semester breaks - has saved more than \$6M in [avoided energy costs](#) to date. Other [energy management conservation efforts](#) included fume hood retrofit and decommissioning, natural gas strategic procurement, energy audits and an annual steam trap survey. The Materials Support 'Recycle, Repurpose and Restore' initiative significantly increased landfill diversion YoY, diverting 463 tons in FY24, up from 342 tons in FY23. NC State tied for 12th among US Schools ranked by the [Times Higher Education](#) for contributions to global sustainable development goals and ranked highly for goals specific to clean water and sanitation, life below water and life on land. Expanded efforts to provide students with hands-on, career-ready experiences with [sustainability initiatives](#) such as Campus As a Classroom, Make-A-Thon competition, Sustainability Stewards and NC State Sustainability Fund (grants).



### Course Ready (Accessible Course Materials)

In support of student success and in collaboration with academic and student partners, led efforts to evaluate and recommend a more affordable and accessible course materials delivery model via a Course Materials Working Group facilitated by Wolfpack Outfitters and comprised of faculty and student representatives along with key stakeholders from the colleges, libraries, DELTA, Provost Office and Office of Finance and Administration. Launching for the spring 2025 semester, [Course Ready](#) will provide degree-seeking undergraduate students the option to access digital course materials on the first day of class for one low price.

### Improved Services and Facilities

To support a record-sized freshman class and increased student enrollment - and to support students' well-being and belonging - increased dining services capacities and renovated student union facilities to better serve student groups.

- Converted One Earth retail dining at Talley Student Union into a traditional meal plan service, increasing customer load from 300 students per day to over 1,000.
- Completed cafe renovations at the Wilson College of Textiles, increasing seating and activity space.
- Increased student gathering and study space by ~125 seats at Talley Student Union by relocating WolfXpress print business from the first floor to the lower level of Wolfpack Outfitters, to generate more open space seating.
- Completed the largest renovation of the Witherspoon Student Center to date, home to the African American Cultural Center and Jeffrey Wright Military and Veterans Services. Renovated the [Washington Sankofa Room](#) to better serve student groups with upgraded AV and web conferencing capabilities. Remodeled first floor restrooms to enhance accessibility.



In service to university partners and customers - and to ensure effective and compliant administrative processes for core university functions - improved workflows, customer support and training across financial operations including approval workflows for college and division-level business offices, a revamped foundation chartfield request process to improve efficiencies for internal customers, an automated MarketPlace purchase order to PCard payment reconciliation process to improve accuracy and supplier compliance, a new PCard compliance report dashboard to provide interactive and timely reports, and new and refreshed [training courses](#) (Finance Professional 1 Certificate, three-year PCard refresher training and Asset Management Professional Certificate). Overhauled WolfCopy and WolfPrint (infrastructure and leasing) to upgrade on-campus printing options for students, faculty and staff at lower costs. At Talley Student Union, WolfXpress implemented a new website tool 'web to print', enhancing customer service and easing project submission and fulfillment.

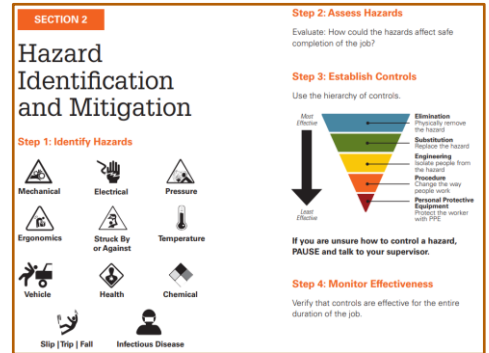
### Digital Transformation (Innovative Technologies and System Upgrades)

To better serve students (and their parents), faculty and staff, and to better manage the university's administrative and financial processes with stronger systems integration, archival and fraud-protection capabilities, implemented innovative, transformative technologies and upgraded systems.

- Implemented a new chatbot help function for the [Student Services Center website](#), supporting student billing, financial aid, registration and records inquiries from students and families 24/7.
- Installed handwave biometrics for athletes at the Wendell H. Murphy Football Center, to properly capture meal swipes and billing without requiring athletes to carry their IDs during workouts - planning to expand functionality to other dining venues.
- Launched two new online applications in [MyPackPortal](#) to automate the student appeal refund process and to automate the mobile communication device allowance payment process.
- Enhanced MyPackPortal security measures to protect the process of updating employee direct deposit information in response to [phishing](#) attacks.
- Implemented the state's new financial system (NCFS) to integrate with the university's PeopleSoft financial system.
- In support of a growing investment portfolio, deployed new investment accounting software to upgrade reporting, precision and user-friendliness.
- Initiated a source documentation project to organize real estate documents into a records management repository, to ensure integrity of historical real estate files, and to create a summary of key attributes such as purchase price, dates, etc.
- Streamlined accounting processes and improved asset management processes within Campus Enterprises, via partnerships with EAS and new workflow tools such as OnBase and SnipeIT.
- Evaluating an alternative time and attendance system for units with complex payroll applications including Campus Enterprises, UHR, EAS, OIT, OGC and UHR and developing a business case for a new guest and affiliate system (no pays).

## Safety Culture (Facilities)

As responsible stewards of university resources - especially NC State's most valuable resource, its people - Facilities continued to prioritize a [culture of safety](#) and commitment to reducing incidents throughout its 900 employee division - seeing a 26.6% reduction in workplace mishaps from July 1, 2023 to June 30, 2024. The Facilities Safety department managed safety initiatives for the division, with customized training modules for every employee alongside a tracking database to monitor progress and ensure compliance. Ongoing analyses of job hazard data by the Safety Management Advisory Panel (MAP) led to new targeted initiatives such as WorkWELL, a new effort to identify and address leading causes of injuries (sprains and strains). New protocols and dedicated training for high risk areas (critical electrical and steam systems) served to strengthen the safety culture, practices and priorities throughout the division.



## HRNow and OneHR Strategic Initiatives

In service to NC State faculty, staff and student employees, continued to enhance the new [HRNow](#) service-oriented technical platform, to improve and modernize UHR customer service across the university. 12,210 HRNow cases created over the past fiscal year with most customer survey respondents noting 'very good ease of use' and timely case resolution. 527 Knowledgebase articles published to date providing HR resources 24/7. OneHR efforts to build a network of standard processes, training and credentials across all HR professional roles (central and field) continued via UHR's annual HR professional conference with 227 attendees from the colleges and units; and credentialing efforts piloted with Campus Enterprises and Division of Academic and Student Affairs - training field HR partners in approval tasks, leading to a 41% drop in time to hire for some critical roles (DASA) and zero error rate (Campus Enterprises) for key tasks.

## Employee Value Proposition "You Belong Here"

To ensure NC State continues its reputation as a top employer, and to bolster employee recruitment, retention and job satisfaction, created NC State's new Employee Value Proposition (EVP), "[You Belong Here](#)". The EVP serves as a valuable tool for recruiting and retaining highly qualified professionals, and articulates meaningful work opportunities and building blocks for personal growth and professional development - helping employees to achieve their highest potential at work. EVP generated by an interdisciplinary committee of HR professionals, incorporating best practices and input from university stakeholders.

## In Memoriam - David Rainer

David Rainer, Associate Vice Chancellor for Environmental Health and Public Safety, passed away on January 30, 2024, following a 30+ year career with NC State. He served in one of the most critical roles within university operations - leading campus safety - and worked tirelessly to ensure NC State was a safe environment for students, faculty, staff and visitors. AVC David Rainer cared deeply about our university and left a tremendous legacy at NC State, focused on preparedness and partnerships. In memoriam, please read: [Leading by Example: In Remembrance of Dave Rainer](#).



AVC David Rainer (far right), with his EPHS Direct Reports: Than Austin, Scott McInturf, Amy Orders, Tina Nelson-Moss, Christian Davis, Dan House and Bob Segura. EPHS Division Cookout, May 2023.

## Strategic Plan Alignment and Advancement (Accomplishments by Strategic Goals 1-7)

### Goal 1: Empower students for a lifetime of success and impact.

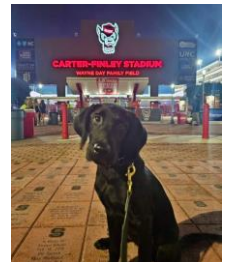
- Increased dining services capacities in support of a record-sized freshman class and increased student enrollment; expanded food offerings to better serve student demand.
  - Converted One Earth retail dining at Talley Student Union into a traditional meal plan service, increasing customer load from 300 students per day to over 1,000.
  - Built more hybrid markets + cafes with greater variety of vendors and expanded food options such as daily fresh made sushi at several locations.
  - Completed cafe renovations at the Wilson College of Textiles, increasing seating and activity space; renamed cafe to Social Fabric with logo designed by a College of Design student; and converted from Port City Java brand to Starbucks, providing the first Starbucks location on Centennial Campus.
  - Converted two Port City Java cafes to Caribou Coffee cafes, renamed to reflect the colleges where they are located: The Exchange (Poole College of Management) and Creature Comforts (College of Veterinary Medicine).
  - Retooled dining menus and events to better support students including Plant-Powered Mondays on the Oval, [Black History Month Menus at One Earth](#) and [Sweet Relief late night dessert celebration](#) during fall exams.
- Increased student gathering and study space by ~125 seats at Talley Student Union by relocating WolfXpress print business from the first floor to the lower level of Wolfpack Outfitters, to generate more open space seating.
- Completed the largest renovation of the Witherspoon Student Center to date, home to the African American Cultural Center and Jeffrey Wright Military and Veterans Services. Renovated the [Washington Sankofa Room](#) to better serve student groups with upgraded AV and web conferencing capabilities. Remodeled first floor restrooms to enhance accessibility.
- Installed handwave biometrics for athletes at the Wendell H. Murphy Football Center, to properly capture meal swipes and billing without requiring athletes to carry their IDs during workouts. Working with Athletics to enhance dining menus at the football center, with a greater focus on athlete-oriented nutrition.
- With University Housing, initiated a financial modeling study for the development of the Cates West residential community, potentially doubling (remodeled) Fountain Dining Hall capacity.
- Implemented a new chatbot help function for the [Student Services Center website](#), supporting student billing, financial aid, registration and records inquiries from students and families 24/7.
- Facilitated state-of-the-art [Teaching Kitchen](#) collaborations between NC State Dining, student organizations and academic programing, located at Carmichael Gymnasium. Over 50 teaching kitchen events held during spring semester 2024.
- Quickly provided apparel, gifts and novelties celebrating the mens and womens [basketball teams success](#) (ACC Championship, NCAA Final Four) via Wolfpack Outfitters partnerships with Athletics, OSBM and vendors. Apparel sales increased by ~\$1.6M, a 34% YoY increase. Softlines generated ~\$8M in total sales, a new record.
- To improve course materials access and affordability, facilitated a Course Materials Working Group comprised of faculty and student representatives and key stakeholders from the colleges, libraries, DELTA, Provost Office and the Office of Finance and Administration. Recommended a new course materials delivery mode. Launching for spring semester 2025, [Course Ready](#) will provide degree-seeking undergraduates access to digital course materials on the first day of class for one low price.
- Facilitated the expansion of Athletics 'short game' golf practice area at Lonnie Poole Golf Course, following 1440 expansion and loss of golf team practice areas.



- Formal [sustainability programming](#) and university events such as Earth Day provided hundreds of students with hands-on, career development opportunities via the Campus As a Classroom program (91 students across 31 projects), Make-A-Thon competition (250 students, a new record), Sustainability Stewards program (31 students, 3,330 hours) and NC State Sustainability Fund (awarded \$175,000 in FY24 grants and funded 15 projects in FY25).




- To support student well-being, created a [virtual sustainability map of green spaces, gardens and other habitats](#) across campus.
- Successfully closed on University Towers (UT) acquisition, adding 900 new residential beds to NC State's on-campus housing inventory in support of student enrollment growth. This effort included successfully issued bonds in support of the acquisition while maintaining AA and Aa1 credit ratings from Moody's and S&P Global.
- To expeditiously meet increased dining services demand stemming from the UT acquisition, incorporated UT Dining's 400 seat facility into NC State Dining's operations and meal plan portfolio - ahead of the building acquisition via a management agreement with the previous building owner.
- Served 2,670,000 passengers on Wolfline buses, reducing campus congestion and ensuring safe transit.
- Adding 450 student parking spaces with the start of the [Varsity Parking Lot Expansion project](#). This project earned the Apex Award for Surface Parking Facility Design at the 2024 International Parking and Mobility Institute conference and expo.
- University Police's Therapy Dog K9 Handler program continued to build student engagement and community rapport via regularly scheduled engagements with Campus Health, the Counseling Center, Risk Assessment, the Women's Center, Office for Institutional Equity and Diversity and similar student-facing partners.
- University Police and Emergency Management implemented quarterly meetings with Student Government, Student Senate and similar student groups, to discuss emergency notifications and safety notices, leading to new security programming proposals for student engagement at football games, and new communications content for safety and security notices.
- Risk Assessment partnered with Prevention Services on the awarded North Carolina Governors Emergency Education Relief (GEER) grant to provide enhanced ['Question, Persuade, Refer \(QPR\)' - suicide prevention training](#) for students, faculty and staff; and case management support for student cases. Risk Assessment's free training to faculty and staff yielded 17 sessions with 129 participants. And, Risk Assessment certified two additional staff members to provide training, increasing the number of total certified instructors to five.
- Partnered with DASA to support the [Student Mental Health Task Force](#) and [JED Foundation](#) onsite programming with subject matter expertise, programming and assessments.
- Employed dozens of student employees and interns, providing hands-on, career ready expertise across finance, real estate, facilities and sustainability operations, EHS research projects, EMMC exercises and drills, UPD operational shadowing and Youth Programming programmatic support. Launched a new UHR Student Internship Program also.





## Goal 2: Ensure preeminence in research, scholarship, innovation and collaboration.

- Completed the structural frame of the new [Integrative Sciences Building](#), celebrated by the [‘topping out’ ceremony](#) on May 22, 2024, when the uppermost steel beam was set in place. Successfully issued bonds in support of the building project while maintaining AA and Aa1 credit ratings from Moody’s and S&P Global. The \$180M, 153,000 square foot building is expected to complete in August 2026, and will support interdisciplinary collaboration in the life science and STEM fields. ISB will house the largest cafe on campus, supporting a vibrant building community adjacent to the hallowed Brickyard. To watch livestream construction, [click here](#).
  - Managed \$1.5B of [capital projects](#) in planning, design or construction to directly support academics, research and extension services:
    - Design (formal) - 52 projects worth \$658M.
    - Design (informal) - 190 projects with \$39M.
    - Construction (formal) - 38 projects worth \$754M.
    - Construction (informal) - 323 projects with \$17M (258 in-house projects worth \$3.5M).
- 
- 90% of State Capital and Infrastructure Fund (SCIF) projects are in the design or construction phase. Approximately \$561M of the total \$567M SCIF projects (99%) will [bolster research capabilities](#).
  - Continued to transition Receipt Supported Buildings to more university-centric occupancy and operating models, with four of six buildings transitioned as of July 1, 2024 (Partners II, Partners III, Research I and Research II). Secured ~5,000 square feet of available space for university use within this building portfolio
  - Developed a business case and RFI for lab co-working space on Centennial Campus (Partners I - 2nd and 3rd floors) in response to the identified need for additional incubation laboratory spaces on Centennial Campus to serve both private companies and NC State short-term needs.
  - As a Research 1 university, submitted extensive documentation support for the Facilities and Administrative (F&A) Proposal base year FY22-23 to the Department of Health and Human Services (DHHS), NC State’s cognizant agency. The F&A Proposal is based on a comprehensive analysis of institutional expenditures for a given base year reconciled to university financial statements. The negotiation process to establish a new approved F&A rate is pending. Once established by DHHS, the new rate will be effective on new federal research grants and contracts.
  - In collaboration with OIT, developed a website search feature integrated with REPORTER to assist employees in identifying and registering for training. Currently, the search tool can track 55 courses within UHR’s professional training inventory of required and recommended courses.

## Goal 3: Expand and advance our engagement with and services to North Carolina and beyond, defining the standard for a 21<sup>st</sup>-century land-grant university.

- Advanced a \$30M facilities upgrade initiative, funded by Engineering North Carolina’s Future, supporting anticipated enrollment growth of 4,000 students in engineering and computer science.
  - Offered over 100 Wolfware Outreach courses for 51 EHPS focused programs, supporting 17 instructors and 17,000 registrations. WolfWare is NC State’s enterprise suite of academic technologies and tools for instructors, students and staff with a cohesive online environment for course engagement and delivery.
  - In partnership with Registration and Records, DASA and UCOMM, launched a new [major campus events website](#), in support of university and external participant programming for campus events, providing policies, guidelines and resources to assist with event planning and to facilitate risk, safety and compliance reviews.
- 

## Goal 4: Champion a culture of equity, diversity, inclusion, belonging and well-being in all we do.

- Completed the largest renovation of the Witherspoon Student Center to date, home to the African American Cultural Center and Jeffrey Wright Military and Veterans Services. Renovated the [Washington Sankofa Room](#) to better serve student groups with upgraded AV and web conferencing capabilities. Remodeled first floor restrooms to enhance accessibility.
- University Police partnered with Student Government leadership and a newly appointed working group to identify programming opportunities to build our culture of security and inclusion - such as regularly scheduled Chats with the Chief, Campus Safety Night Walks and shared discussions centered on timely social topics and current events.
- Implemented training for [Youth Program Coordinators](#) focused on supporting minors from diverse backgrounds including the importance of cultural humility and impact of bias. A three-part professional learning series explored foundational concepts in equity, inclusion and diversity with effective responses to identity-based bias incidents and interactions in the classroom. More than 20 Youth Program Coordinators participated across five in-person and virtual sessions.
- With the Provost Office and Chancellor's Office, hired a new [Faculty and Staff Ombuds](#) to offer independent and confidential support for faculty and staff within the workplace, re-establishing this role post-COVID via outreach, resources and a new [website](#). Nomination committee included representatives from Faculty Senate, Staff Senate, OGC, UHR, DASA (Student Ombuds), Provost Office and Office of Finance and Administration.
- Piloted the Digital Access and Inclusion Program within Campus Enterprises, to enhance employees' digital access and knowledge via personalized training - to build skill sets, improve retention and remove barriers.
- Hosted the annual HR Professionals Conference, [Connecting Red, White and You](#) on July 27, 2023 with 227 HR professionals in attendance from across NC State - focused on building a 'OneHR' community via training, networking and career development.
- Launched the Administrative Professionals Program in January 2024, to empower individuals with skills and knowledge needed to excel in administrative roles at NC State. 19 participants attended the inaugural course.
- To assist employees during annual benefits enrollment, created a comprehensive [annual enrollment website](#) and hosted 13 information sessions available in English, French and Spanish.
- Setup laptop survey stations across campus to assist employees wishing to participate in the UNC System's online Employee Engagement Survey, who may not have had strong technical skills nor easy access to PCs.
- Hosted an in-person [Ready to Retire workshop](#) in August 2023 and several [virtual mini-sessions](#) in March 2024, providing 800+ faculty and staff with relevant retirement benefits information.
- During [Mental Health Awareness Month](#) (May 2024), provided employees with mental health resources, webinars and virtual activities to increase awareness and support efforts.
- To provide a greater sense of university community and knowledge about campus, [hosted tours](#) of Reynolds Coliseum, the Memorial Belltower, North Campus, PULSTAR Nuclear Reactor, Wendell H. Murphy Football Center and James B. Hunt Jr. Library with nearly 200 employees attending.
- Increased minority-owned firms' participation in design and construction projects via NC State's [Historically Underutilized Business \(HUB\)](#) program thanks to outreach efforts resulting in an average 10% increase across 40 finalized projects. Nine projects achieved 100% HUB participation.
- Hosted university-wide employee appreciation events to recognize outstanding contributions, build workplace culture and thank colleagues for their service to NC State:
  - [Red and White Fest: An Employee Celebration](#) on October 27, 2023 at Miller Fields, coinciding with NC State's Red and White Week. Over 1,400 faculty and staff attended the outdoor event, which included lunch, games and music.
  - [Our Extraordinary Pack Employee Appreciation Week](#) (May 5-11, 2024), with a [website](#) for the weeklong event, daily themed emails to all university employees, social media blitz, and hosted campus tours and webinars providing team building and employee appreciation opportunities for all NC State employees.
  - [Service Awards](#) and [Quarter Century Club](#) breakfasts to honor hundreds of employees who reached service milestones. An employee was honored for 55 years of service to NC State, this year.



- Structured [Award for Excellence](#) program for units and colleges, providing standard categories, criteria, nomination tips and [website](#). 53 honorees advanced to the NC State Awards for Excellence ceremony from a total of 326 nominees across unit and college-level programs.
- Hosted [NC State Awards for Excellence ceremony](#) on June 4, 2024, the most prestigious honor bestowed upon non-faculty employees, recognizing outstanding accomplishments and contributions across seven categories. 53 employees advanced to the NC State Awards for Excellence ceremony. Honored 12 employees as 2024 NC State Award for Excellence recipients, including three OFA employees (David McNulty, Assistant Budget Director, Budget and Resource Management; Olivia Moore, Utilities Plant Operator, Facilities and Claire Stevens, Engineering/Architectural Supervisor, Facilities).

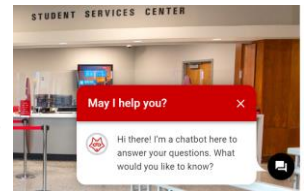


Eleven of the 12 winners of the 2024 Award for Excellence pictured above (left to right): David McNulty, Pamela Bunce, Abinadi Ehrisman, Susan Varnell, Claire Stevens, Olivia Moore, Maurice Mathis, Georgia Brown, Ryan Hutchinson, Wall Crumpler and Kalysa Wall (not pictured: Mitsuo Suyemoto).

## Goal 5: Improve university effectiveness through transformative technologies, cutting-edge processes and actionable data.

### *Transformative technologies*

- Implemented a new chatbot help function for the [Student Services Center website](#), supporting student billing, financial aid, registration and records inquiries from students and families 24/7.
- Launched two new online applications in [MyPackPortal](#) to automate the student appeal refund process and to automate the mobile communication device allowance payment process.
- Enhanced MyPackPortal security measures to protect the process of updating employee direct deposit information in response to [phishing attacks](#).
- In support of a growing investment portfolio, deployed new investment accounting software to upgrade reporting, precision and user-friendliness.
- Automated the Marketplace Purchase Order to PCard payment reconciliation process to improve accuracy and supplier compliance.
- Overhauled WolfCopy and WolfPrint (infrastructure and leasing) to upgrade student, faculty and staff on-campus printing options at a lower cost.
- Streamlined accounting processes and improved asset management processes within Campus Enterprises, via partnerships with EAS and new workflow tools such as OnBase and SnipeIT.
- Installed handwave biometrics for athletes at Wendell H. Murphy Football Center, to properly capture meal swipes and billing without requiring athletes to carry their IDs during workouts. Planning to expand technology to other dining facilities.
- Completed phases 1 and 2 of the [Power Forward](#) electrical distribution system upgrade project on north and central campus, a \$65M, multi-phase project to improve reliability and safety, and to position for growth. Phases 3 and 4 are underway. The multi-year project is expected to complete by August 2025.
- Launched the new [Facilities Service Portal](#), a new online process to streamline the intake of service requests and work orders from campus partners - and to improve communication regarding status of the request or work order thereby improving transparency and lessening the need for follow-up inquiries.
- Partnered with Industrial Systems Engineering to design automated, real-time fire extinguisher inspection routes for campus, streamlining monthly fire and life safety code required inspections of over 5,000 devices.
- Added new space-counting technology to parking decks on campus, with new digital display boards showing the number of available spaces at deck entrances. Now, the [Transportation website](#) provides real-time parking counts for each deck, saving drivers valuable time and reducing congestion on campus.
- Launched a redesigned [Transportation website](#), with streamlined content and incorporation of recent parking operational updates focused on improving the customer experience, conversion of annual employee parking permits to non-expiring permits, and new real-time parking space-counting technology for parking decks.
- Implemented upgrades to Security Applications and Technologies software and hardware, enabling department level building access control initiatives via Security Liaison roles - a goal within the new security master plan.



- Added key transportation and safety features to the OnCampus App including modified WolfAlert and emergency content, interactive mapping, real-time bus tracking and parking lot occupancy data.
- Continued to enhance the new [HRNow](#) service-oriented technical platform, to improve UHR customer service across the university. 12,210 HRNow cases created over the past fiscal year. Based on 622 customer survey responses, 82% rated ease of use and experience as 'very good', and 83% reported that cases were resolved in a timely manner. 527 Knowledgebase articles published to date, providing 24/7 access to HR resources.
- Continued to implement the [Wolfpack Performance Program \(WPP\)](#), replacing the university's paper-based annual evaluation process with a more effective and efficient automated process - ensuring more consistent and uniform electronic record-keeping for about 6,000 non-faculty employee performance evaluation reviews. Established a dedicated website, user training manuals and 'how-to' videos for supervisors and employees.

### ***Cutting-edge processes***

- To establish an effective, long-term physical resource planning process aligned with university priorities, created a new [Campus Development Process](#) for capital projects over \$4M, stemming from the new Physical Master Plan, [Framing the Future](#) (a year-long effort to generate a ten-year, strategic, cohesive, principle-based campus development plan for all precincts within NC State with input from more than 3,250 students, faculty, staff, alumni and community members).
  - Created a new [Campus Development Committee](#), chaired by the Executive Vice Chancellor and Provost and includes the Executive Vice Chancellor for Finance and Administration and Vice Chancellor for Research and Innovation.
  - Developed a university-wide, transparent, 'call for needs' process and new training to engage key stakeholders on the submission, evaluation and approval process.
  - Implemented a new scoring methodology based on key drivers and aligned with university strategic goals and a new funding strategy tool to support the evaluation process,
  - 38 proposals submitted in spring 2024.
- Initiated the Landscape Framework Plan, incorporating Physical Master Plan concepts for smaller projects on north and central campus. Conducted two workshops with over 50 faculty, students and staff providing insights.
- NC State University Police achieved accreditation from the North Carolina Law Enforcement Accreditation (NCLEA) this year, the first state agency to earn this award. Additional accreditations include Commission on Accreditation for Law Enforcement Agencies (CALEA) and International Association for Campus Law Enforcement Administrators (IACLEA). All officers are sworn, including reserve officers.
- Conducted active threat training and preparedness, de-escalation training, security consultations and walkthroughs for various groups on campus, due to an increase in requests for training and resources following the fatal shooting of a faculty member at UNC-Chapel Hill.
- Restructured all administrative areas within Campus Enterprises, including Accounting, Human Resources, Marketing, IT and Facilities to improve effectiveness and build capacity, as necessary to meet growing service demands driven by increased student enrollment.
- Facilities, a 900 employee division, addressed a 14% vacancy rate by enhancing its human resources construct from end to end, onboarding a workforce recruiter, a vocational staff developer and an additional training specialist to attract, retain and grow the best technical staff available - dropping the vacancy rate to 13% with the goal to decrease to 10% by FY25.
- Talent Acquisition and Employment deployed new organizational strategies to quicken time to fill open positions from 80 days to 47 days, a 41% improvement for some key roles:
  - Created and hired two new recruiter positions, focused on talent-competitive roles.
  - Realigned Executive Search Services as part of Talent Acquisition and Employment, to better support recruiting and hiring for key roles,
  - Surveyed HR partners regarding recruitment and hiring challenges, to determine top-priority needs.
  - To pilot the OneHR strategic initiative, trained and credentialed Campus Enterprises HR and DASA HR professionals on hiring and approval tasks typically completed by central HR, resulting in a 41% drop in time to hire for key roles (DASA) and zero error rate for key tasks (Campus Enterprises).

### Actionable data

- As part of the new [University Strategic Budget Initiative](#) (USBI), acquired a new enterprise-wide budget development application, OneStream, and adopted business intelligence and data analytics tools, such as the Executive Budget Resources Dashboard, to support trend analysis, forecasting and resource management.
- Facilities continued to prioritize a culture of safety and commitment to reducing incidents throughout its 900 employee division - seeing a 26.6% reduction in workplace mishaps from July 1, 2023 to June 30, 2024, attributable to a data-driven approach including:
  - Employing a tracking database to monitor progress on training, to ensure compliance.
  - Ongoing analyses of job hazard data by the Safety Management Advisory Panel (MAP) leading to new targeted initiatives such as WorkWELL, a new effort to identify and address leading causes of injuries (sprains and strains).
  - New protocols and dedicated training for high risk areas (critical electrical and steam systems).
- Piloted a program to build a comprehensive database of campus infrastructure, cataloging major systems across 13 categories with details on current condition, replacement priority, expected lifespan and costs (renewal and operation).
- Focused, intentional efforts to reduce energy consumption and water usage continued, with energy consumption reduced by 35% and water usage reduced by 55% in FY23, compared to the 2002/2003 baseline, despite an expanding campus footprint. [Energy management conservation efforts](#) included annual energy saving initiatives (holiday and summer), fume hood retrofit and decommissioning, natural gas strategic procurement, energy audits and annual steam trap survey.
- Completed external audits with no findings, ensuring NC State financial systems and fiscal management are sound: NC State Financial Audit, NC State Single Audit, ten associated entity audits and numerous audits related to research awards.
- Generated new PCard compliance report dashboards, providing interactive, accurate and timely data.
- Initiated a source documentation project to organize real estate documents into a records management repository, to ensure integrity of historical real estate files, and to create a summary of key attributes such as purchase price, dates, etc.



### Goal 6: Lead in developing innovative partnerships, entrepreneurial thinking and applied problem-solving.

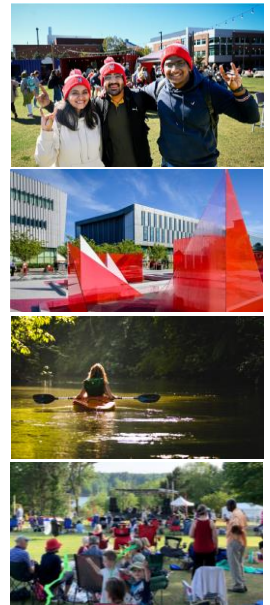
- Strong partnerships with the State Construction Office enabled innovative delivery methods such as Construction Manager at Risk on University Towers, Wood Hall HVAC Replacement, Dabney Hall Renovation and Doak Field expansion projects, enabling faster construction schedules necessary to meet aggressive timelines.
- Novel partnerships with OSBM, Athletics and vendors enabled Wolfpack Outfitters to quickly design, market and fulfill extensive selection of apparel, gifts and novelties celebrating the mens and womens basketball teams success including ACC Championships and NCAA Final Four.
- With University Housing, implemented a shared housing and fire and life safety inspection program, resulting in full inspection compliance, reduced housing community standard violations and development of a new e-mobility device awareness campaign to better educate students.
- With Athletics and Student Conduct, implemented [Respect the Pack](#) programming at Carter Finley Stadium, to positively influence patron behavior and conduct expectations at football games,
- Continued to strengthen collaborative engagement with City of Raleigh, NC DOT, CAMPO, Wake County and other municipal entities, yielding improved coordination and support of NC State's priorities such as construction of the Pullen Road sidewalk, planning for pedestrian and vehicular improvement plans on Western Boulevard, resolution of North Shore permit issues, streamlined review of innovation district project submissions and proactive dialogue between EHPS Emergency Operations and City of Raleigh ahead of large-scale special events including Dreamville Festival, an annual two-day event at Dorothea Dix Park with more than 100,000 attendees.



- Continued to partner with various organizations to strengthen employment pipelines to address a 13% vacancy rate within Facilities including NC Works, Hope Renovations, Dress for Success, Durham Southern School of Energy, Vernon Malone High School, Mary Phillips High School, Institute for Veterans and Military Families at Syracuse University, NC National Guard, Navy Seabees, Miller-Motte and Wake Tech.
- Kicked-off the new employee retention program 'Professional Advance in Campus Enterprises (PACE)', with Student Centers Facilities Enhancement staff, including a career growth guide, training materials and employee communication plan to engage employees with career growth opportunities. Creating a NC State Dining PACE program, focused on culinary staff.
- Implemented 'stay' interview process within Campus Enterprises, providing managers with quarterly reports containing common themes from employee entry, stay and exit interviews.
- Evaluating an alternative time and attendance system for units with complex payroll applications including Campus Enterprises, UHR, EAS, OIT, OGC and UHR - including developing a business case for a new guest and affiliate system (no pays).

## Goal 7: Elevate the national and global reputation and visibility of NC State.

- Continued to establish Centennial Campus as a destination and community resource:
  - Expanded [placemaking programs](#) on Centennial Campus such as the new AI Hot Topics and Cluster Conversations lecture series, Live@Lake Raleigh and Artists Notes concert series, Lake Raleigh hikes and introduction of the Bike Library.
  - Via the Centennial Campus Public Art Committee, facilitated the '[Reds and Whites](#)' public art installation at the newly dedicated Susan Woodson Plaza, just outside of the James B. Hunt Jr. Library.
  - Completed a stakeholder outreach study to develop activation strategies for the Lake Raleigh Recreation Area, a uniquely beautiful asset on Centennial Campus. Engaged nearly 900 stakeholders via surveys and consultant interviews to assess potential use and conservation opportunities. Report expected in summer 2024.
  - With UCOMM and the Partnership Office, developed brand messaging and mar/com strategies for campus 'place' in support of the Centennial Campus engagement mission, yielding seasonal program guides, bi-weekly emails, increased social media activities and event-specific promotions.
  - Launched the new Centennial Happenings e-newsletter, providing placemaking and programming announcements to over 1300 subscribers within and external to the university.
  - Operationalized the Master Declaration for Centennial Campus, making the first transfer of funds from ground tenant contributions to Facilities and Environmental Health and Public Safety divisions, providing financial resources to support maintenance of common areas and public safety services across Centennial Campus.
  - Continued to advance the innovation district project through developer planning, design and permitting.
- Earned [LEED Gold certification for the Plant Sciences Building](#). LEED (Leadership in Energy and Environmental Design) is a globally recognized symbol of sustainable achievement and the most widely used green building rating system.
- Developed a threat assessment rubric/checklist based on best practice standards (Leads from the Front) to assess university compliance with industry standards on workplace violence prevention, threat assessment, and threat management. Shared the rubric with UNC System institutions, and similar higher ed institutions and agencies.
- In partnership with UCOMM, began a full redesign of the UHR website to promote the university as a premier destination for prospective employees, to better serve current employees and to fully integrate the [HRNow](#) platform. Redesigned website expected to launch in fall 2024.



## Finance and Administration - By the Numbers

### Services and Operations

- Reviewed and approved 313 laboratory safety plans.
- Conducted 52 biosafety, 192 radiation safety, and 52 shop and kitchen research-related lab safety inspections.
- Conducted 60 post construction stormwater plan reviews, 137 erosion and sediment control inspections and 106 outfall assessments including 3 illicit discharge detections.
- 47,347 calls for service received by university police; 1,352 incidents (criminal and non-criminal) reported, requiring investigation.
- 417 traffic accidents reported and investigated by university police.
- University police made 661 referrals to Student Conduct and the Behavior Assessment Team.
- 228 safety programs conducted by university police officers.
- NC State University Police accredited by three associations: North Carolina Law Enforcement Accreditation (NCLEA) - achieved in August 2023, the first state agency to achieve this award; Commission on Accreditation for Law Enforcement Agencies (CALEA) and International Association for Campus Law Enforcement Administrators (IACLEA). All officers are sworn, including reserve officers.
- 11 new sworn police officers hired, trained and released from Field Training.
- 2,670,000 passengers served by Wolfline buses (67,000 service hours and 600,000 miles traveled).
- Commuter programs served 625 members in WolfTrails, 1,500 permits for Wolfline Park-and-Ride lots and 55,000 miles of sustainable commutes tracked via Share the Ride NC.
- 8,825 sessions and 484 NC State affiliated drivers served by the electric vehicle charging program, up 26-27%.
- 3,600 security camera firmware updates and seven new video stanchions installed across campus.
- 59 service level agreements with university partners implemented by Security Applications and Technologies.
- 3,028 concerning behavior referrals received by Risk Assessment (June 2023 - May 2024), with a 5% decrease in student reports, 28% increase in employee reports and 22% increase in non-affiliate reports.
- Opened 697 new Behavior Assessment Team cases, up 27%.
- Trained more than 17,000 participants on violence prevention and similar programs. Risk Assessment increased training opportunities by 85%, with 10,709 university members trained (June 2023 - May 2024), up 23%.
- 53% decrease in reported identifiable concerns to Youth Programs and Compliance. Highest reported behaviors of concern were participant behavior interactions.
- 408 major on-campus events reviewed for risk assessment and compliance with university operations and [regs](#).
- Facilitated over 200 Centennial Campus Placemaking events, with programming nearly every day.
- Over 1,300 subscribers to the new Centennial Happenings e-newsletter.
- 77.6% increase in Centennial Campus Placemaking social media followers over the past fiscal year.
- Nearly 900 stakeholders provided feedback as part of the Activate Lake Raleigh outreach survey.
- Nearly 150,000 square feet of lease transactions executed (as landlord or tenant).
- 12,000+ meal plans sold, continuing upward trends.
- 5M+ meals served (retail, residential and catered).
- Rave! Catering sales increased by \$1M, continuing a YoY upward trend - a notable accomplishment without catering revenue from Vaughn Towers nor Park Alumni Center (now outsourced).
- Record apparel, gifts and novelties sales stemming from mens and womens basketball teams success (ACC Championships, NCAA Final Four). Apparel sales increased by ~\$1.6M (+34% YoY). Gift and novelty sales increased by \$230,000 (+15% YoY. Softlines generated nearly \$8M in total sales, a new record.
- Managed more than \$1.5B of capital projects in planning, design or construction phases.
- Managed informal construction program of 323 projects totaling \$1M.
- Managed planning, design and construction programs valued at more than 1.5B.
  - Design (formal) - 52 projects worth \$658M
  - Design (informal) - 190 projects worth \$39M
  - Construction (formal) - 38 projects worth \$754M
  - Construction (informal) - 323 projects with \$17M (258 in-house projects worth \$3.5M)

- Increased minority-owned firms' participation in design and construction projects via NC State's Historically Underutilized Business (HUB) program thanks to outreach efforts resulting in an average 10% increase across 40 finalized projects. Nine projects achieved 100% HUB participation.
- Responded to 70,000 work orders and executed 596 facility modifications (FACMOD).
- Reduced workplace mishaps within Facilities by 26.6%, thanks to intentionally building a culture of safety.
- Provided hundreds of students with hands-on, career development opportunities focused on sustainability:
  - Campus As A Classroom involved 91 students on 31 projects.
  - Make-A-Thon competition engaged 250 students, a new record.
  - Sustainability Stewards program saw 32 students employ 3,330 total hours on sustainability projects.
  - NC State Sustainability Fund awarded \$175,000 in grants (FY24) and funded 15 projects (FY25).




### **Administration and Finances**

- Completed external audits with no findings: NC State Financial Audit, NC State Single Audit, ten associated entity audits and numerous audits related to research awards.
- Vetted and hired 15 new public and private fund managers of the NC State Long Term Investment Pool and reallocated funds to non-passive investments.
- Processed over 71,000 individual gifts; over \$91M total gifts received and 1,215 gift agreements completed.
- Over \$47M gifts added to the NC State endowment.
- Managed ~6,500 active contracts and grants project IDs.
- Managed over 2,100 awards totaling more than \$499M.
- Billed \$618M to over 37,000 students and processed over 45,000 refunds to students and parents.
- 3,600 invoices processed to third-party sponsors on behalf of students.
- Paid 18,233 employees, temps, students and graduate students; and issued 27,458 W-2s.
- Processed and paid 116,783 vouchers totaling \$669,270,134.
- Processed 696 foreign wires of \$11,142,254.
- 3,918 purchase orders processed with a spend of \$701,804,130.
- \$8,330,274 spent with Historically Underutilized Businesses (HUB).
- Card services processed 330,128 transactions with a \$160,069,758 spend.
- Facilitated 4,161 contracts for a \$1,237,334,731 spend.
- Hosted 12th Annual MarketPlace Expo with 648 registered attendees and 67 vendors.
- 1,788 employees completed 3-year PCard refresher training.
- 10,820,715 WolfCopy and WolfPrint impressions (student, faculty and staff on-campus printing).
- \$1,100,895 in Surplus Property Sales, diverting 463 tons from the landfill.
- Issued 229 Departmental Purchasing Representative certificates, 502 Payments Professional certificates, 93 Asset Management Professional certificates and 70 Financial Professional 1 certificates stemming from financial operations training efforts.
- 72 insurance policies managed for a total premium of \$10,177,865.
- Automobile insurance program included 2,563 vehicles (up 69% over the past 12 years) with a \$266,674 liability premium (up 25% over the past 12 years). Extrapolated annually, the fleet size has grown approximately 6% each year with a 2% increase annually in premium.
- Insurance claims included 39 vehicles and 10 tort liability.
- 12,210 HRNow cases created over the past fiscal year with 527 Knowledgebase articles published to date.
- 1,125 faculty and staff attended 18 UHR wellness webinars.
- 90% enrollment rate for 2023 annual benefits enrollment period.
- 2,690 employees attended 150 classes facilitated by Learning and Organizational Development.
- 1,395 recruitments initiated for permanent staff and faculty positions, attracting 50,306 candidate applications.
- 90.2% offer acceptance rate for SHRA/EHRA staff and faculty recruitments.
- University Temporary Services placed 1,049 temporary employees in roles at NC State and UNC-Chapel Hill.
- 196 temporary employees hired into permanent positions.
- 56,353 PeopleSoft position and job data transactions processed through May 31, 2024.





## Employee Accolades and Accomplishments

- Bill Carlson, Assistant Director, Materials Support, awarded the [2023 Governor's Award for Excellence](#) in the public service category, the highest honor a state employee can receive in service to the State of North Carolina. The Memorial Belltower was lit red on August 14, 2023, in recognition of this honor. 
- David McNulty, Assistant Budget Director, University Budget Office, selected to participate in the 2023-24 NACUBO [Emerging Leaders Program](#), a comprehensive leadership development program for finance and business professionals.
- Megan Catt, Supplier Information Manager, Procurement and Business Services and Sharon Loosman, Director, Procurement and Business Services, inducted into [PaymentWorks Hall of Fame](#). 
- Ogaga Tebehaevu, Assistant Director, Environmental Health and Safety, awarded [Safety Professional of the Year 2024](#) by the NC Chapter of the [American Society of Safety Professionals](#).
- NC State University Police achieved accreditation from the North Carolina Law Enforcement Accreditation (NCLEA) this year, the first state agency to earn this award. Additional accreditations include Commission on Accreditation for Law Enforcement Agencies (CALEA) and International Association for Campus Law Enforcement Administrators (IACLEA). All officers are sworn, including reserve officers.
- Risk Assessment - Violence Prevention and Threat Management, along with Prevention Services, Office of Student Conduct and Office for Institutional Equity and Diversity, earned a gold award from the [National Association of Student Personnel Administrators \(NASPA\)](#) for excellence in the Campus Security, Crisis Management, Student Conduct and Community Standards, Violence Prevention and Related Units category, for the project, '[Seamless Silos: Collaborative and Culturally-Competent Crisis Management](#)'.
- Emergency Preparedness and Strategic Initiatives, in partnership with DASA and UCOMM, won the [Campus, Safety, Health and Environmental Management Association \(CSHEMA\) Award](#) for innovative resilience communications programming.
- Transportation Department's Varsity Parking Lot Expansion project earned 2024 IPMI Apex Award for Surface Parking Design, recognizing best-in-class, efficient and customer-first innovations.
- Chris Dobek, Assistant Director, Parking Services and Facilities awarded Professional Excellence Award for Operations at the 2024 [International Parking and Mobility Institute \(IPMI\) Conference and Expo](#). 
- NC State Dining and Campus Enterprises Marketing and Communications teams won Gold in the Special Events category for the 2023 [Collegiate Advertising Awards](#), recognizing their joint effort to produce the December 2023 '[Sweet Relief](#)' late night event, creatively supporting students during fall semester final exams.
- 13 UHR employees completed Lean Six Sigma Yellow Belt training, ensuring nearly every UHR employee has obtained [Lean Six Sigma](#) certification - gaining standardized, professional training necessary to drive HR improvements, project management and efforts to enhance workplace culture.
- All three unit directors within Real Estate and Development completed the [Center for Creative Leadership: Maximizing Your Leadership Potential](#) workshop, strengthening leadership skills and providing formalized leadership training for senior staff in the division.
- NC State tied for [12th among US schools](#) ranked by the [Times Higher Education](#) for contributions to global sustainable development goals.
- Subject Matter Experts presented at national conferences, served in leadership roles and as board members for national and regional associations.
  - Association of Threat Assessment Professionals (regional chapter president)
  - Praesidium (accreditation review team member)
  - International Atomic Energy Agency (US delegation member, presenter)
  - Carolinas Parking and Mobility (presenter)
  - CUPA-HR (presenter and panelist at annual national and regional conferences; chair-elect for southern region board of directors)

## ***Congratulations to our Office of Finance and Administration Awards for Excellence Winners 2024***

### **Shilena Armstrong for Public Service**

Shilena Armstrong is a Parking Operations Supervisor and was nominated by Than Austin for the Public Service category. Shilena championed an initiative to develop and implement a program to benefit low-income students. The bicycle donation program is a partnership with Pack Essentials. Transportation collects abandoned bicycles on campus and Shilena oversees the department's program to monitor and inspect the campus bicycle inventory. Shilena saw an opportunity to help those in need and contacted staff with the Pack Essentials program proposing a partnership between Transportation and Pack Essentials with a hassle-free experience with the goal of assisting qualified students to have viable transportation on campus at no cost.



### **Alexa DeFalco for Efficiency and Innovation**

Alexa Defalco is a Training Specialist and was nominated by Stephanie Davis for the Efficiency and Innovation category. Alexa introduced a groundbreaking student intern program for University Human Resources (UHR). This innovative initiative not only provides students with hands-on HR experience but also allows UHR employees to gain supervisory skills by managing interns. Through rotations in various HR departments, students contribute to projects and team collaboration. Alexa facilitated a cohort learning experience with team-building retreats, monthly lunch and learns, and community service initiatives. The program enhances interns' career readiness, competitiveness in the job market, and confidence. Alexa's effective program management skills and dedication highlight her as an invaluable asset to the team, consistently delivering exemplary work.



### **Ernest Harrell for Customer Service**

Ernest Harrell is a Facilities Maintenance Tech-Mechanic and was nominated by Andrew Sleeth for the Customer Service category. Ernest stands as the epitome of excellence within the university, notably for his unwavering dedication to solving the persistent issue of cold offices in Engineering Building 2. While others faltered, Ernest's expertise and relentless determination triumphed, bringing lasting warmth where it was sorely needed. His sharp problem-solving skills and transparent communication set him apart, fostering confidence and collaboration. Ernest's commitment to his customers surpasses expectations, making him truly deserving of recognition. In a realm where such dedication is rare, his exceptional qualities shine brightly.



### **David McNulty for Efficiency and Innovation**

David McNulty is an Assistant Budget Director and was nominated by Adam Brueggemann for the Efficiency and Innovation category. David developed multiple PowerBI dashboards which integrate with supporting budget resources through Sharepoint for university departments. The dashboards provide a simple way for campus to view five years of actual expenditures and revenues compared to budgets for all funding sources. Campus also uses the dashboards to manage resources at quarter and fiscal year end which previously required time-consuming manipulation of financial system queries. As part of the University Strategic Budget Initiative (USBI), David developed a dashboard that analyzes funding requests from campus. This suite of innovative dashboards allows leadership at all levels of the university to use data to make decisions and apply resources for their highest and best use. David was awarded [NC State's Award for Excellence](#) and will advance to the Governor's Awards program.



### **Olivia Moore and Claire Stevens for Safety and Heroism**

Olivia Moore is a Utility Plant Operator and Claire Stevens is a Utilities Distribution Engineer. They were nominated by Alan Daeke for the Safety and Heroism category. On June 26, 2023, an electrical contractor employee, working in the Yarbrough Plant, had a medical emergency and went into cardiac arrest. While a coworker of the employee administered CPR, Claire and Olivia located an automated external defibrillator and went to the electrical room to apply the device. Soon thereafter, NC State Fire personnel arrived on the scene and resumed patient care. Claire and Olivia reacted to the request for help swiftly and saved critical time by obtaining and applying the device. The lead firefighter/EMS highlighted that the willingness and fast response of these NC State employees saved the contractor's life. Olivia and Claire were awarded [NC State's Award for Excellence](#) and will advance to the Governor's Awards program.



**Congratulations to our Office of Finance and Administration Awards for Excellence Nominees 2024**

*\*Indicates Office of Finance and Administration Awards for Excellence winner, who advanced to NC State Awards for Excellence (see above)*

**BUDGET AND RESOURCE MANAGEMENT**

David McNulty\*

**CAMPUS ENTERPRISES**

Jason Carreras  
Chad Cliffe  
Debra Daniels  
Erica Glasco  
Breche Nupsia Makosso Mazzi

**EHPS**

Shilena Armstrong\*  
Kathy Froehlich  
Dave Hammermann  
Kassandra Kreplak  
Lauren Shea  
William Stanfield

**FINANCE**

Andrew Casey  
Dwayne Cook  
Christopher Hairston  
Lance Newsome

**HUMAN RESOURCES**

Laura Cooper  
Alexa DeFalco\*  
Angela Nicholson  
Avery Tuttle

**FACILITIES**

Brian Blaylock  
Alex Bringer  
Myrtle Bunch  
Wanda Colon  
Rafael Fernandez  
Danelle Gambrell  
Ernest Harrell\*  
Herb Headen  
Matthew High  
Robert Hoyle  
Scott Jennings  
Robin McCaffity  
Olivia Moore\*  
Tom Skolnicki  
Joan Songa  
Claire Stevens\*  
Carl White



OFA Awards for Excellence Nominees 2024, with division leadership at the April 29, 2024 awards ceremony.  
First row (left to right): Budget and Resource Management, Finance, Facilities  
Second row (left to right): Campus Enterprises, Environmental Health and Public Safety, University Human Resources