

OFFICE OF FINANCE & ADMINISTRATION ANNUAL REPORT: FY 2017-2018**Overview**

The Office of Finance Administration (OF&A) has furthered all five of the University's Strategic Goals, recognizing the interdependency of student success, faculty and infrastructure investment, interdisciplinary scholarship, organizational excellence, and local and global engagement through 1) strategic, outcomes-based collaboration and partnerships; and 2) a culture of continuous organizational improvement.

Strategic, outcomes-based collaboration and partnerships

Partnering with ORIED, Advancement, Athletics, DASA, OGC and the Colleges, OF&A effectively supported a vibrant, sustainable campus (including continued development of Centennial Campus); enhanced the student and faculty experience with a focus on interdisciplinary research, shared space and entrepreneurial opportunities; and served as a responsible steward of the University by leveraging existing resources and automating processes to improve operations, and restructuring financial operations and investments to ensure long-term financial stability for the University through:

- New strategic and collaborative capital planning methodologies,
- Oversight of multi-disciplinary construction and renovation projects critical to student and faculty success including Fitts-Woolard Hall (under construction), Plant Sciences Building (in design), Hill Student Success Center (in design) and completed BioMedical Partnership Center, CTI renovations,
- Continuing to develop Centennial Campus as a university-led use innovation district to leverage private investment to support the University's academic and research mission statewide,
- Optimization of long-term, high-dollar, high-opportunity corporate partnerships such as PNC Bank – driving faculty research opportunities and major funding to DASA to enhance student activities,
- Implementation (underway) of the new Enterprise Research Administration (ERA) system to electronically administer grant awards and improve compliance, in support of faculty research,
- Responsible, prudent and innovative stewardship of the University's resources including financial management of \$1.6 billion in total assets with continued clean audits; strategic stewardship and management of the University's real estate; and sustainability projects across the University.

Culture of continuous organizational improvement

To materially improve workforce productivity and skillset, OF&A (within one year) implemented 2-day mandated management training for most non-faculty managers across the University (1200+). Nearly all OF&A divisions implemented organizational restructuring, focused on improved management structure, cross-training, productivity and customer service. OF&A Budget and Finance divisions are considered leaders in the adoption of new financial technology to improve internal processes, reduce risk, enhance customer service and grow revenue in areas that are not typically revenue producing – notably Accounts Payable' university-wide PCard rebate program. To enhance strategic financial and administrative management among the Colleges and units, OF&A facilitated "Operations Group" meetings designed to promote best practices, share institutional expertise and build working relationships among Assistant Deans of Finance and Budget Officers.

To create an entrepreneurial culture throughout the University, OF&A collaborated with external units, resulting in measurable financial gains for the University and uniform, compliance-oriented procedures for University partners – focused on lowering potential risk, quickening administrative tasks, enhancing reporting capabilities and improving customer service:

- Collaborated with Advancement to produce additional revenue by revising operational protocol for gifts and endowments,
- Worked with Donor Services to implement new administrative procedures for the Capital Campaign, improving customer service via more timely, market-oriented reporting,
- Partnered with UNC-CH to execute a 4-year joint trademarks licensing agreement to substantially increase trademark royalties and lower administrative costs,
- With DASA, Athletics, Advancement and University Communications, drove maximum benefits from the new PNC Bank partnership including financial gain and free financial literacy programs.

Summary

OF&A has focused and will continue to focus on 1) strategic, collaborative, university-wide partnerships to promote highest and best use of University resources, 2) entrepreneurial opportunities to enhance faculty and student experiences and expand resources, 3) examining operations for potential process improvements and cost-efficiencies, and 4) instilling professional management training as a long-term strategic core value to enhance supervisory skill sets, improve productivity and staff engagement.

Key goals for next year include continuing the development of Centennial Campus and teaming DASA, Admissions, Dining, Facilities, Parking and additional units to develop a strategic, long-term plan for housing, dining and student-related campus activities intentionally designed to improve the students' campus experience. OF&A will continue to engage locally, regionally and statewide to promote University interests, working with University leadership to support local and state economic development initiatives including Dix Park, Spring Hill and statewide efforts to recruit major employers to the state and triangle region. OF&A looks forward to building on a collaborative, strategic-oriented work environment across its organization and the University, focused on overall "success" of the University, its students, faculty and staff. For more information pertaining to OF&A FY17-18 Goals, Accomplishments, and Initiatives, please see below.

Strategic, outcomes-based collaboration and partnerships

- Effectively use State and University resources to create and maintain a vibrant campus
- Continue to develop Centennial Campus as a university-led use innovation district to leverage private investment to support the University's academic and research mission statewide.
- Develop a robust staff and system resources in support of faculty research
- Ensure responsible stewardship of University resources

Culture of continuous organizational improvement

- Materially improve the productivity of OF&A units
- Support and enhance strategic financial and administrative management of the Colleges and units
- Create an entrepreneurial culture – with the Colleges and Advancement – that promotes academic partnerships with strategic corporations
- Create administrative partnership with UNC-Chapel Hill that produces numerous financial and operational benefits
- Successfully implement PNC Bank sponsorship

Additional information

- Additional Significant Accomplishments and Contributions
- Critical Staff and Organizational Realignment
- OF&A Priorities for Next Year
- University-wide Priorities for Next Year
- Diversity Initiatives
- Additional Divisional Accomplishments

Strategic, Outcomes-Based Collaboration and Partnerships

Effectively use State and University resources to create and maintain a vibrant campus:

- Oversight of major construction projects critical to the student and faculty experience including Fitts-Woolard Hall (under construction), Plant Sciences Building (in design), Carmichael Gym Addition (in demo) and Hill Student Success Center (in design).
- With stakeholders from across the University, completed Campus Capacity and Assessment Study. Follow-up analyses underway now include:
 - Cates Avenue Corridor Study (Leads: DASA & OF&A)
 - Library's Hillsborough Entrance (Leads: Library & OF&A)
- Developed Integrated Priority List (IPL), a transparent and collaborative platform to prioritize all capital project needs based on established criteria.
- Worked with the Provost and Vice Chancellor for ORIED to transform the focus of the University Space Committee from transactional focus to emphasize strategic planning of the University's physical assets including proactive review of Plant Sciences Building programming plans.
- Began "One Stop Shopping" for student services renovations in Harris Hall as well as upgrades to Fountain, Case and Atrium dining halls and a dozen classrooms. Worked with Housing to secure residency options with University Towers, to balance anticipated loss of North Hall residency inventory.
- The majority of on-going funds from the PNC Bank "sponsorship" agreement allocated to DASA to directly enhance student activities.
- University Police engaged the NC State community through responsible, professional and effective services including student-oriented outreach programs: Citizen Police Academy, Rape Aggression Defense (training), and Coffee with a Cop.
- In an effort to create a more pedestrian and bike-friendly campus, contracted with LimeBike (a bike share program) to provide bicycles across campus; 21,000+ rides occurred during past year.

Continue development of Centennial Campus:

- Continued to develop Centennial Campus as a university-led use innovation district to leverage private investment to support the University's academic and research mission statewide.

Develop a robust staff and system resources in support of faculty research:

- Worked with ORIED to move PNC Bank sponsorship to active partnership discussions. Hosted several Pittsburgh-based PNC Bank leaders to discuss University's capabilities – primarily in Computer Science – that has led to an agreement for several faculty to meet with PNC Bank leadership in Pittsburgh to explore joint research opportunities (fall 2018).
- With ORIED and OIT, Finance completed vendor selection for the new Enterprise Research Administration (ERA) system with a goal of providing critical information to Principle Investigators and College and central administrators by streamlining and automating pre- to post-award approvals and accounting as well as improve compliance. Five modules planned.
- With Provost's office and ORIED, the Budget Office led a working group to ensure comprehensive oversight of F&A funds distribution with plans to establish 'guiding principles' to ensure strategic, University-oriented approach to more efficiently utilize resources.
- Completed planning for three core facilities: METRIC (in Polk and Dabney Halls); Genomic Sciences Laboratory core (in Thomas Hall); and Cellular and Molecular Imaging Facility (in Plant Sciences Building).
- Numerous lab and research facility renovation and private construction development projects completed including BioMedical Partnership Center, Center for Technology & Innovation (CTI), MRC Cleanroom renovations, Varsity Research Building phase I renovations and BTEC 215 Lab renovation to support NIMBL grant.
- Reassigned (from OF&A to Provost) – and renovated – Primrose Hall for Global Engagement faculty and programming.

Ensure responsible stewardship of University resources:

Financial Stewardship

- Finance managed over \$1.6 billion in assets across seven foundations with continued clean audits.
- Debt Management refinanced two variable rate bonds and terminated two swaps in FY18, generating a modest savings and preserving the University's ability to use variable rate bonds in the future when escalating market costs may make such financing critical.
- NC State Dining retired the debt service for the Oval dining project.
- The Controller's Office initiated quarterly financial reporting to provide timely and accurate insight into financial results throughout the year, including routine reporting to the BOT.

Real Estate Stewardship

- As a steward of public lands allocated to NC State and property owned by affiliated entities, the Office of Real Estate & Development managed all land under the University's control to protect its value and to serve NC State's programmatic mission.
- Through partnerships between faculty and private industry, the Office of Real Estate & Development identified opportunities to leverage the University's real estate portfolio to support cutting-edge research and to develop enhanced land use management practices.
- The Office of University Advancement and Office of Real Estate & Development worked with donors and gift officers to maximize the value of land gifts to the University's foundations and endowment.

Continuous Operational Improvements

- In spring 2018, Facilities safely, and with nominal impact to University operations, upgraded centralized electrical steam and chilled water systems to improve capacity for growth, enhance reliability and increase operational efficiencies.
- Holiday and Summer Energy Savings Initiatives resulted in continued annual energy savings.
- Facilities reduced operational and maintenance costs by using a new overlay technique to prolong roofs at Cates Steam Plant and First Year College.
- Facilities, EH&PS, Housing, Athletics and Campus Enterprises worked together on the Lock Shop Security Initiative, to improve safety and define stricter protocol.
- EH&PS led extensive campus-wide drills, partnering with all levels of law enforcement to assess safety protocol, potential risks and threats.

Resource Stewardship and Sustainability

- Facilities continued efforts to reduce energy and water use on campus.
- In partnership with the Sustainability Council, Facilities developed a five year sustainability strategic plan. First year efforts underway to upgrade exterior lighting fixtures across North Campus buildings, improving safety and reducing energy consumption.
- Gregg Museum achieved LEED Gold certification.
- Talley Student Union earned LEED Gold certification for operations and maintenance, due to partnership between Campus Enterprises, Facilities and College of Design including successful efforts to substantially increase Talley Student Union's waste diversion rates.
- Facilities partnered with DASA on a student led Sustainability Fund resulting in grants for campus sustainability improvements including a rooftop garden at Talley, bee hotels across campus, solar powered athletics scoreboard, and a major campus composting site.
- Facilities' Sustainability Office partnered with the College of Design to host LEED Lab, an interdisciplinary course, engaging students in sustainability improvements.

Culture of Continuous Organizational Improvement

Materially improve the productivity of OF&A units:

Implemented University-wide “Management Essentials” Training

- Within one year, assessed, developed and implemented 2-day mandated management training.
- Nearly 90% non-faculty managers and front-line supervisors across the University attended (1200+).
- Proposed next steps include 1) targeted management skills and best practices follow-up, and 2) collaboration with Academic Affairs to provide a similar training program for faculty administrators.

Improved Organizational Structure and Communications

- Improved inter-departmental and intra-departmental communication, coordination and cooperation via weekly stand-up meetings with OF&A leadership and key partners: OGC, ORIED, IA, etc.
- Reorganized Facilities, Budget Office, Human Resources (in process) and Real Estate units to improve leadership, management and communication structure, strengthen employee cross-training, improve productivity and emphasize customer service.
- Encouraged all senior management to collaborate across the University and with UNC System Office, acting in advisory capacities as appropriate.
- All OF&A AVCs worked closely and strategically with the offices of the Chancellor and Provost, providing advice on implementation of System Office and Legislative mandates.
- Continued monthly town hall meetings with participation from across the University, to promote communication and understanding of the University’s plans and actions, as well as to help the Vice Chancellor keep a pulse on the state of employee concerns.

Streamlined and Automated Financial Operations

- Budget and Finance are considered leaders within the UNC System in adoption of new financial technology and data management to improve internal processes, reduce risk, grow revenue in areas that are not typically revenue producing and improve customer service.
 - MarketPlace First initiative maximized purchasing power through contracted vendors, units across the University recognized substantial savings;
 - PCard rebate program generated a significant rebate from streamlined credit card purchases and reduced Accounts Payable administrative tasks, rebate used to fund academic and university-wide initiatives;
 - Finance currently 1) implementing an electronic purchasing contract review system, to quicken the review process and ensure accurate approval process; and 2) reviewing automation tools to improve visibility into the requisition process.
- The Budget Office coordinated OUC reorganization for the University, an extensive process involving all three PeopleSoft modules: Financials, Student and HR.
- Finance and the Office of Cost Analysis, in collaboration with OIT, restructured internal billing of federal contracts and grant, improving efficiency, accounting, and providing greater data visibility to support F&A rate negotiations. University-wide training provided by the Office of Cost Analysis.
- Dining implemented an on-line portal enabling students to, in real-time, enroll, change and cancel meal plans electronically – automating billing, eliminating paper processing and manual data entry.
- Student Centers’ Rave! Events assumed responsibility for major outdoor venue space reservations to centralize and streamline the process.
- With support from OIT, EH&PS transitioned to a new onsite database to manage compliance for BioSafety, Radiation Safety and Hazardous Waste and to schedule inspections and training requirements determined by risk assessment.

Support and enhance strategic financial and administrative management of the Colleges and units:

- Continued evolution of University-wide monthly Operations Group meetings to better facilitate two-way communication of financial, budgetary and managerial decisions and policies.
- Achieving goal to build working relationships among 30+ meeting attendees (Assistant Deans of Finance, Budget Officers, etc.) via the monthly meeting structure and discussion-based format.
- Refocused meeting agendas to better promote financial best practices, institutional knowledge, compliance and to address university-wide concerns requiring university-wide responses. FY18 Meeting speakers from OGC, OIT, ORIED, CHASS, Budget Office, Facilities and Finance.

Create an entrepreneurial culture – with the Colleges and Advancement – that promotes academic partnerships with strategic corporations:

- Finance collaborated with Advancement to produce additional revenue by increasing Gift and Endowment Assessments and upgrading planned gift and endowment agreements and operations.
- Finance partnered with various University entities to diversify and grow revenue by improving and standardizing investment management practices, leading to growth in revenue.
- Finance worked closely with Advancement on the Capital Campaign, providing expertise regarding annual stewardship reports and management of gift agreements. Process improvements enabled Donor Services to provide more granular and timely, market-oriented informational reporting.
- Gameday retail sales increased to a record sales high and significant increase in revenue due to growing partnerships with Athletics and Advancement. Campus Enterprises sales events offered discounted Apple products and substantial savings for students through textbook rentals, yet realized positive revenue. Overall, strong Licensed Apparel & Gift sales and Technology sales offset continued downward pressure in the Course Materials market.

Create administrative partnership with UNC-Chapel Hill that produces numerous financial and operational benefits:

- Campus Enterprises executed a 4-year agreement with IMG-College Licensing beginning July 2018, resulting in lower administrative expenses and new tools to manage the licensing program. The collaboration helped fuel the RFP process and improved the agency agreement.
- Next steps include expanding the Trademark Licensing partnership with University Communications and Athletics to ensure more effective brand management.

Successfully implement PNC Bank sponsorship:

- Launched 15 year, multi-million dollar marketing relationship with PNC Bank, providing substantial new funding and corporate support for DASA, Athletics, Advancement, University Communications, and Campus Enterprises.
- PNC Bank providing free financial literacy programs for students, faculty and staff.
- June 2018 ribbon-cutting ceremony opened new PNC Bank E-Branch at Talley. Seven new ATMs installed across campus.
- DASA incorporating PNC Bank marketing campaign into summer 2018 student orientation.
- Introduced new Wolfpack One Card, with improved security functions linking to PNC Bank banking functionality.

Additional Significant Accomplishments and Contributions

- OF&A has played a prominent role in potentially altering the culture of NC State. The confluence of the collaborative process to create the Campus Capacity Plan and Facilities' Integrated Priority List as well as the new strategically-focused University Space Committee are at the center of a planning process that will dramatically improve – over time – the future development of the campus. While the evaluation criteria and the leadership's priorities may change in future years, a collaborative, strategic-oriented, defined planning process will ensure effective use of State and University resources to create and maintain a vibrant campus, in support of the student and faculty experience.
- In support of the University's strategic goal to engage locally and globally, OF&A worked with University leadership to support various local and state economic development initiatives including development of Dix Park, Spring Hill and statewide efforts to recruit major employers to the state and triangle region.
- On behalf of the University, OF&A played a key role in coordinating responses to UNC System Office requests; worked with Offices of the Chancellor, Provost, ORIED, Athletics and Colleges to ensure comprehensive, accurate and appropriate replies. Recently, a number of OF&A leaders developed strong working relationships with peers in the System Office and served on system-wide Task Forces, providing counsel on major initiatives such as Campus Safety, Construction, Enrollment Change Funding and the upcoming Data Modernization Project.

Critical Staff and Organizational Realignment

- Reorganized Budget Office, Facilities, Finance, Human Resources (in process) and Real Estate divisions to improve leadership, management and communication structure, strengthen employee cross-training, improve productivity and emphasize customer service.
- In close partnership, EH&PS and Facilities created a new role: Safety Engineer for Facilities. This position provides workplace safety expertise to support over 800 Facilities employees.
- Dan Adams (Campus Enterprises), Jim Semple (EH&PS) and David Price (Controller) retired.
- Rich Steele served as interim AVC for Campus Enterprises.
- Heidi Kozlowski served as interim Controller.

OF&A Priorities for Next Year

- Continue to develop Centennial Campus.
- Expand managerial and supervisory training, including working with Academic Affairs to provide similar offerings to faculty administrators.
- Finalize initial plan to improve students' campus experience via strategic, long-term collaborative plan for housing, dining and student-related campus activities, in partnership with DASA, Admissions, the Graduate College and OF&A units.
- Launch PNC Bank marketing plans and partnerships across the University
- Strengthen collaboration across the University through partnerships and collaborative, cross-functional initiatives
- Improve project management and rollout of university-wide initiatives, changes, etc.
- Reduce OF&A operational costs

University-Wide Goals for Next Year

- Work with the Provost's Office to ensure retention of faculty
- Continue to develop Centennial Campus as a university-led use innovation district to leverage private investment to support the University's academic and research mission statewide.
- Create financially valuable corporate partnerships to promote research opportunities and benefits; optimize existing partnerships and identify potential partnerships
- To increase resources for University infrastructure, work with the new Office of External Affairs, Partnership and Economic Development and Advancement (Communications) to develop a support for public funding initiatives

Diversity Initiatives

- OF&A must focus on diversity hiring and retention, and will continue to work with OIED to improve diversity hiring, retention and promotion – particularly at the senior management levels – with goals to promote a workplace culture of invitation and inclusion.
- OF&A divisions partnered with OIED to develop relationships with employment organizations representing underrepresented communities, cross-train staff to provide promotional opportunities and provide workplace training specific to diversity initiatives (Unconscious Bias Awareness, Title IX, Sexual Harassment, etc).
- Executive Search Services incorporates OIED training into nominating committee protocol. Unit Equity Officers monitor and assess AA/EEO statistics for the division and review job descriptions, hiring practices, applicant pools and employment offers.
- Onboarding training of all new University personnel and mandated Management Essentials Training include diversity training, focused on Title IX, Sexual Harassment and Workplace Discrimination.

ADDITIONAL DIVISIONAL ACCOMPLISHMENTS

Budget & Resource Management

- On behalf of the University, completed numerous mandated System Office and Office of State Budget and Management monthly, quarterly and annual reports, including Quarterly Vacant Position, Quarterly Salary Increase, December 1st Salary and Position and Annual Fee Survey. Ensured University was able to certify financial information within month- and year-end closure deadlines.
- Successfully closed FY17 fiscal year for State and Capital Improvements in a timely and accurate manner. Successfully closed each month (YTD) for FY18, year-end fiscal year closure underway.
- Trust Funds – Cost Analysis group managed setup of new projects, including working closely with units and Colleges to determine appropriateness of trust fund based activity steered by legislation.
- Collaborated with OGC to interpret existing legislation to ensure optimal and compliant use of state appropriated funds. Advised Provost's Office, OF&A and University entities on funding mechanisms to support numerous capital projects including Hill Student Success Center, Dabney renovations and backfill of Steam Phase 8C.
- Managed multi-million dollar University benefits pools, ensuring financial stewardship of the Academic Affairs Personnel Benefits Pool and five fringe benefits pool. Worked with Facilities to manage Utility Savings and University Utilities Budget.
- Partnered with ORIED and the Provost's Office to create and lead F&A 'small working group', ensured comprehensive, strategic oversight of university-wide F&A funds distribution.
- Worked with ORIED, COS and CALS to develop METRIC budget and business plan including identifying funding sources.
- Oversaw annual and 5-year budget process for 30+ auxiliary units, managed all phases of the budget lifecycle, advised on compliant and optimal use of funds.
- On behalf of the University, coordinated university-wide, multi-functional responses to System Office requests and served as a Subject Matter Expert on major System Office initiatives (e.g., Enrollment Management, Data Modernization).
- Worked with the Office of External Affairs to provide support for the legislative budget process.
- Provided university-wide training classes customized for individual Colleges on Service Centers – setting billing, rates and other administrative functions.
- Reorganized unit to enhance strategic planning and analysis to better serve the University.

Campus Enterprises

- Led university-wide launch of new 15-year PNC Bank partnership, opened new PNC Bank E-Branch at Talley and installed seven new ATMs across campus.
- Talley Student Union welcomed over 18,000 students, faculty, staff and visitors on a daily basis.
- Launched new initiatives to expand dining, merchandise and technology offerings, improve customer service and lower costs - including new services, expanded marketing and brand campaigns, redesigned websites and sales events:
 - Dining introduced new meal plan options to allow unlimited access to campus dining facilities, increasing social engagement among students and reducing food insecurity.
 - Implemented Tapingo, an online-order platform to enhance dining services, reduce wait time
 - NC State Stores piloted All-in Course Material program in fall 2017; expanded spring 2018 offerings to serve 1,500 students. Current Opt-in model provides students with free digital access to course material during first two weeks of class, enabling informed purchase of course materials.
 - NC State Stores' online store re-platform nearly complete, web sales increasing rapidly.
 - Developed "Look for the Label" marketing campaign to promote recognition and sales of Officially Licensed Merchandise.
 - New "Wolfpack Tartan" (Pack Plaid) merchandise introduced at Homecoming 2017, exceptionally well-received line led to doubled offerings within first year.
 - FY18 Trademark royalties reached record-levels for both gross and net royalties.
 - NC State Stores' sales events offered discounted Apple products to students, faculty and staff and significant savings for students through textbook rentals – and realized positive revenue over the fiscal year.
- Collaborated with African American Cultural Center, Student Centers Board of Directors, University Architects Office and other stakeholders to complete study of Witherspoon Student Center; identified potential renovation options.
- In process of developing business and marketing plans to expand campus dining, catering and golf course offerings.
- Lonnie Poole Golf Course secured three new events (NCAA Regional, Colonial Athletic Association Championship, and Operation 36); voted #1 public golf course in Raleigh, #16 public golf course in the state by NC Golf Panel, top 30 College golf course in the world for 9th straight year by Golfweek Magazine; completed website redesign to promote new offerings and services; partnered with StateView Hotel to house golf tournament spectators.
- Two campus chefs achieved level of Certified Executive Chef increasing University total to seven; chefs and dining staff achieved numerous regional accolades and national recognitions.
- Implemented division-wide staff development program for student employees and student supervisors, including leadership training. Campus Enterprises employed 1200+ students (FY18).

Environmental Health & Public Safety

- Collaborated with Provost's Office and Facilities to enhance AIM data and functionality, the Facilities database for university-wide space management.
- Trained 3,500+ lab personnel and 150+ non-lab personnel on new hazardous waste management procedures, necessitated by new 2018 hazardous waste regulations.
- Partnering with OIT and Office of the University Architect, Security Applications & Technologies (SAT) and Fire and Life Safety completed an integrated campus map of emergency resources equipment across the University.
- SAT managed growth in deployed security systems and wireless card readers over the past year.
- In partnership with OIED, University Police provided Unconscious Bias Training to all officers.
- University Police completed crowd control training through the Raleigh Police Department.
- Completed year one of two year effort to develop customized emergency plans (PACK Plans) for all academic units.

- EH&PS' Violence Prevention and Threat Management risk assessment case manager, a subject matter expert, developed system-wide threat assessment training for all NC public universities.
- To create a more pedestrian and bike-friendly campus, provided standard and electric assist bicycles across campus (contracted with LimeBike, a bike share program), 21,000+ rides occurred.
- Woffline bus operations increased ridership to 3.6 million trips over the past year, supported by a (contracted) fleet increase.
- Initiated License Plate Reader technology in lieu of parking permits to capture data necessary to optimize parking space utilization across the University (July 2018 go-live).

Facilities

- Oversaw multi-disciplinary construction and renovation projects critical to student and faculty experience including Fitts-Woolard Hall (under construction), Plant Sciences Building (in design), Carmichael Gym Addition (in demo), Hill Student Success Center (in design) and Bureau of Mines Renovation (in design); managed capital projects approval processes including BOT approval.
- In support of a vibrant campus, completed numerous infrastructure projects, repairs and renovations: BioMedical Partnership Center, Center for Technology & Innovation renovations, Greek Village Phase II (two houses), MRC Cleanroom renovations, Varsity Research Building Phase I renovations, Agroecology Farm Building, METRIC Polk Hall First Floor Renovations, BTEC 215 Lab Renovation to support NIMBL grant, Harris Hall renovation including new Student Success Center, upgrades to Fountain, Case and Atrium dining halls and nearly a dozen classroom renovations.
- With stakeholders from across the University, conducted Campus Capacity and Assessment Study, a comprehensive assessment of the Raleigh campus (including all precincts); established a planning methodology to vet development ideas and infrastructure needs based on most urgent and impactful projects resulting in collaborative, university-wide yet focused approach to capacity planning and development. Follow-up analyses underway including Cates Avenue Corridor and DH Hill Library's Hillsborough Entrance.
- Developed Integrated Priority List (IPL), a transparent, collaborative and centralized platform to prioritize all capital project needs based on established criteria and input from the Colleges and units.
- The IPL, combined with the Campus Capacity and Assessment Study, provides University leadership with a comprehensive, strategic, university-wide analysis to support decisions on the highest and best use of available resources in line with University strategic goals.
- To promote collaboration and innovation, support growth and leverage existing resources, partnered with the Colleges and related entities (including the Budget Office to identify funding sources) to develop shared space and repurposed design strategies:
 - University Research Core Facilities plans include expanding METRIC (Molecular Education, Technology and Research Innovation Center) in Polk Hall and Dabney Hall, GSL (Genomic Sciences Laboratory) core in Thomas Hall and CMIF(Cellular and Molecular Imaging Facility) in new Plant Sciences Building.
 - University Architect Office's Academic Space Analysis led to renovation of underutilized DH Hill bookstacks space to house Hill Academic Success Center, Libraries visualization labs and an undergraduate resource office; and repurposing of underutilized space in Institute for Emerging Issues to co-locate Shelton Leadership Center in Hunt Library as shared space.
- Completed renovations to reduce energy consumption, improve operational efficiencies and increase reliability: Winston Hall HVAC – Phase II, Steam Phase 8B, LED upgrades, emergency generator replacements, boiler replacement.
- Over the past FY, maintained over 17 million GSF of space, comprised of nearly 1,200 buildings and 45,000 rooms. Nearly 6,000 rooms had coding of physical changes during the last FY.
- Safely generated 800+ million lbs of steam, 70+ million tons of chilled water, and 80+ million KW of electricity to cost-effectively support campus residential, instructional, research and infrastructure utility needs.
- Constructed five sustainable landscape rain gardens around the Brickyard to prevent flooding of nearby buildings (Dabney Hall, Cox Hall and Bureau of Mines). Using in-house expertise and sustainable practices, an attractive drainage system was created at minimal cost.

- Partnered with DASA on a student-led Sustainability Fund resulting in grants for university-wide sustainability improvements including the Talley Edible Green Roof which includes a horticulture teaching component and sustainable vegetable production for Dining, bee hotels across campus, solar powered athletics scoreboard and a campus composting site.
- Hosted UNC Systems Historically Underutilized Business (HUB) Coordinators meeting, expanded HUB promotion and outreach to increase participation, Capital Project Management staff member received HUB Advocate of the Year Award at State Construction Conference.
- Led UNC System to open the use of “Design-Build” as a procurement method, hosted system institutions and the State Construction Office in a collaborative learning session with the Design-Build Institute of America.

Finance

- Foundations Accounting & Investments managed over \$1.6 billion in total assets across seven foundations with continued, clean audits. Pre-planning, stringent internal controls and interim checkpoints assisted in an efficient audit process with reduced staffing overtime.
- In partnership with the Divisions of Registration and Records and Financial Aid, the Cashiers Office launched the new Student Services Center, a student-centric, one-stop-shop designed to streamline student financial services, improve student assistance. Center created with existing staff positions.
- Contracts & Grants’ intentional focus on compliance and written SOPs resulted in ‘No Deficiencies’ in compliance reporting this past year (SDFM Compliance and Disclosure), and good spending controls resulting in a successful NSF audit and account reconciliation.
- With OIT and ORIED, led university-wide effort to implement Enterprise Research Administration (ERA) system to automate and streamline pre- to post-grants administration across the University. Vendor selected and initial phase of three-year implementation underway.
- Procurement employed big data analytics to mine spending patterns, maximize purchasing power by contracted vendors through the MarketPlace First initiative.
- The PCard rebate program generated a significant rebate from streamlined credit card purchases, and reduced accounts payable administrative burden of low dollar, high volume purchases; rebate used to fund academic and university-wide initiatives.
- Materials Management implementing two new automation modules to reduce manual tasks, improve data visibility and quicken turnaround: 1) electronic contract review system and 2) requisitioning.
- Controller’s Office initiated quarterly financial reporting to provide timely and accurate insight into financial results throughout the year, including reporting to BOT.
- WolfCopy continues a pattern of healthy growth and support of changing printing needs on campus.
- NC Department of Administration Surplus Property Office authorized the Surplus Property Office to increase maximum surplus sale price to \$500, yielding immediate increases in surplus sale revenue.
- Solar farm lease option agreement executed, meetings continue to focus on monetization options.
- Continued to monitor capital projects funded by pledges including cash flow and potential funding shortfalls: Terry Hospital, Gregg Museum, Poole Clubhouse, Fitts-Woolard Hall and Plant Sciences.

Human Resources

- Division reorganization underway, focused on strategy, operations, compliance, cross-training and customer service; designed to leverage technology and institutional expertise.
- Implemented new, automated Wofltime Time and Attendance System for all University personnel; working with University community to complete system modifications.
- Led university-wide training initiatives to grow employee skillset, productivity and expertise:
 - Within one year, assessed, developed and implemented Management Essentials training, 2-day mandated management training attended by 1200+ non-faculty managers and front-line supervisors; plan to collaborate with Academic Affairs to provide a similar program for faculty administrators within the next fiscal year.

- Established annual NC State HR Professionals Conference to build capacity and competency of HR professionals throughout University entities. Speakers from last year's inaugural conference included System Office, OGC, OIED and HR campus partners.
- Employee Relations team hosted system-wide networking events to communicate and train employees on new OSHR mandates and changes in reduction-in-force policies.
- Successfully migrated e-learning courses, program data (including 3,200 existing registrations) and workflow to new Reporter software platform.
- Collaborated with Provost's Office, OGC, University Communications and OF&A units to implement new and revised HR policies including communications and training for the University community.
- Implemented numerous initiatives to better serve the University community:
 - Streamlined background check process to quicken tasks and improve transparency
 - Successfully installed new automated tool to better case manage I-9 administration
 - Worked with the Controller's Office to streamline billing processes for University Temporary Services, reducing paperwork and turn time
 - With Finance and Academic Affairs, launched faculty Offboarding services to improve overall process, ensure proper return of University property and appropriate knowledge transfer.
 - Successfully completed scanning of HR active employee files into Onbase, working with external units (including high volume entities CALS and CVM) to complete scanning tasks.
- Executive Search Services conducted a number of high-level employment searches over the past year, saving the University significant dollars in avoided external search firm fees.
- Conducted numerous wellness events across the University, nearly doubled number of Wellness Champions (promotion partners). Promoted University's Faculty and Staff Assistance Program (provides wellness resources), nearly doubling utilization over last year.
- Advised University leadership, Provost's Office, OF&A and Colleges on System Office policies and requests, as well as new and/or revised University policies, rules and regulations related to HR.

Real Estate & Development

- As a steward of public lands allocated to NC State and property owned by affiliated entities, the Office of Real Estate & Development managed all land under the University's control to protect its value and to serve NC State's programmatic mission.
- Through partnerships between faculty and private industry, the Office of Real Estate & Development identified opportunities to leverage the University's real estate portfolio to support cutting-edge research and to develop enhanced land use management practices.
- The Office of University Advancement and Office of Real Estate & Development worked with donors and gift officers to maximize the value of land gifts to the University's foundations and endowment.
- Continued to develop Centennial Campus as a university-led use innovation district to leverage private investment to support the University's academic and research mission statewide.
- Continuing development of new residential condominiums at North Shore on Centennial Campus and opening of StateView Hotel on Lake Raleigh in October 2017.