

**Accomplishments for OFA Division – Fiscal 2018-19**

The Office of Finance Administration (OFA) has furthered all five of the university's strategic goals, through 1) strategic, outcomes-based collaboration and partnerships; and 2) a culture of continuous organizational improvement. Our revised mission statement (see below) articulates the essence of our unit.

*The Office of Finance and Administration is a collaborative partner to the university community, by providing value-added expertise and strategic guidance and delivering exemplary customer service, in all university operations. By stewarding financial assets, optimizing physical resources and investing in human capital, we will work with University constituencies to position NC State as a premier land grant university and world-class institution.*

Listed below are the major accomplishments for the OFA Division Fiscal 2018-19, sorted by the five university strategic goals, and organized by Division in alphabetical order.

**1. Enhance Student Success****Budget and Resource Management**

- Conducted space surveys--to prepare for the F&A cost proposal for Fiscal 2019. F&A receipts support major initiatives such as the Chancellor's Faculty Excellence Program and college start-ups.

**Campus Enterprises**

- Improved **Witherspoon Student Center** and had record use of **Tally Student Center**, with growth in fine arts and live performances open to the NC State community.
- Improved student-facing dining technology and reduced transaction costs. Meal plan sales this year reached an all-time high, nearly doubling over the past five years (both in number of plans sold and meal plan revenue) thanks to a new on-line meal plan signup and other factors.
- Created a web-based program that students could use to donate guest meals from their meal plans to the Pack Meal Share program; students donated 3,000 meals in less than a year.
- Dining employees received national awards for food quality and service.
- Developed Dining's first for-credit academic program for undergraduate nutrition and food science program, including real-work experience for enrolled students.
- Employed more students and provided a better work experience, management skills, and higher pay.

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- The All-in Course digital materials initiative saved students an average of \$95 per textbook. As of May 10, there are nearly 190 sections with a potential enrollment of 14,000 students for this fall 2019.
- Saw exceptional growth in trademark and licensing revenues (and increased scholarship distribution to Athletics) at a time when ACC and nationwide peers saw declining revenue; Howling Cow royalties (in support of student scholarships) exceeded expectations; completed a license for “Old Tuffy” with NBB.

**Environmental Health & Public Safety (EH&PS)**

- Improved transportation services to better campus flow, including procuring four additional buses for enhanced Centennial WolfLine service (fall 2019); began to plan for future parking needs due to aging parking decks, construction of new buildings and changes along Varsity Drive and Spring Hill campus.
- Enhanced outreach to student government, with student leaders supporting parking permit pricing, and established a Transportation Advisory Committee (with students).
- Implemented a new license plate reader system to better assess usage, enhance enforcement ability.
- Expanded campus outreach of EH&PS safety programs and training, with a dedicated classroom for first aid training in the new Carmichael Gym, and hired computer science students (Provost’s PEP Program) to develop an emergency management tracking tool.
- Emergency Management & Mission Continuity (EMMC) published integrated maps that include defibrillators on campus and reorganized the Emergency Operations Plan to facilitate coordination.
- Evacuation procedures and egress plans are now posted on the back of residence hall doors (similar to hotel signage) as a result of a joint initiative between EMMC, Fire Protection and DASA.
- University police provided additional enforcement/support to UNC-Chapel Hill (as requested) and UNC Wilmington (Hurricane Florence).
- Emergency Management & Mission Continuity (EMMC) took a lead role in emergency preparations for Hurricane Florence and adverse weather at the end of Fall Semester 2018.

**Facilities**

- Involving students in new construction projects through the Construction Administration Laboratory; hired student interns from the Colleges of Engineering and Design. Participated in the Student Housing Master Plan and narrowed down potential options for student housing development along Cates Avenue.
- Engaged in student-intensive sustainability efforts including real-world experiences for nearly 40 students including NC State Stewards, the university’s leadership program; co-hosted Make-a-Thon, a

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sustainability innovation competition that engaged 127 students and corporate sponsors. The student-led Sustainability Fund made \$250K of grants for campus sustainability improvements.

- The Sustainability Office served on the Steering Committee and helped lead progress on the Pack Essentials initiative; partnered with DASA on student programs hosting the ACC Leadership Symposium.
- Created a vibrant new entrance plaza in front of D.H. Hill Jr. Library.



- In anticipation of Hurricane Florence (Fall 2018), prepared campus for the potential hurricane, high winds and flooding, and deployed staff to CMAST and Castle Haynes for hurricane preparations as well.

**Finance**

- Engaged student interns in the investment office, developed case studies for PCOM, hired marketing interns, and assisted Bell Tower Management Group (Student Managed Investment Fund) in start-up.
- The Cashiers Office, with Registration and Records and Financial Aid, began the operations of the Student Services Center in Harris Hall to better serve students through a one-stop shop--serving as a model for several UNC institutions exploring this approach for their student facing financial offices.
- Moved towards full electronic adoption of reporting for students and communications on billing.
- Various employees received awards for their work with students (Vets, Trio Program, Investments).
- Payroll implemented a scanning process for Payroll in the ICT area, to eliminate paper files, secure data, and allow easier access for information for foreign students.
- Used rebate generated from past PCard program revenues to support Pack Promise scholarships.
- Devoted \$10.8 million of the \$35.9 million in endowment spending for fiscal 2019 to scholarships.

**Real Estate and Development**

- Planned and hosted four spring 2019 concerts on Centennial Campus (with an average of 900 attendees per concert).
- Expanded the Food Truck program, receiving praise from faculty, students and corporate partners.

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- Continued the REI partnership for outdoor recreation classes around Lake Raleigh, providing bike rentals and water craft rentals, and exploring other potential recreation enhancements.
- Implemented the Centennial Wellness Series, working with University Recreation, to host free weekly lunchtime Yoga, Zumba, FitFusion and Tai Chi programs on Centennial Campus.
- Collaborated with City of Raleigh to jointly plan and mutually support events on Centennial Campus and Dix Park, including Raleigh's Dreamville concert.
- Partnered with private businesses and university partners for new activation opportunities on Centennial Campus, including NC Brewers Guild, NC Art Museum, NC State's Gregg Museum, and Artspllosure
- The new HQ Centennial Incubator/Garage led to 22,000 S.F. of new space for the Garage, to strengthen NC State's student entrepreneurship program and Raleigh's reputation as a tech hub without cost.
- Worked with Housing on alternative residency options including leasing University Towers.

**2. Invest in Faculty and Infrastructure****Budget**

- Worked with PCOM to hire a new Assistant Dean of Finance; helped to train new business office staff.

**Facilities**

- Fitts-Woolard Hall and the Plant Sciences Building will support cutting-edge research.
- Implemented the Integrated Priority List (IPL) as a transparent tool for strategic campus resource prioritization to enhance, clarify and better communicate submission and decision-making processes; coordinated with university stakeholders to score over 500 projects for important criteria.
- **Improved customer service** by developing Customer Support Teams for colleges and auxiliaries; enhanced Customer Service Center to assist in prioritizing, scheduling, and communication to ensure prompt work order flow; rebuilt the On-Call Administrator process to improve consistency and support to campus 'after hours', including restructured staffing approach to improve consistency and follow-through.

**Finance**

- Along with HR, implemented a revised relocation allowance policy/process to streamline payments for relocated EHRA employees; this serves as a faculty recruiting tool and reduces inefficient processing.
- Annual endowment spending, including distinguished professorships, grew to \$32 million for Fiscal 2019 and will be \$44 million for Fiscal 2020.

Accomplishments for OFA Division – Fiscal 2018-19Human Resources

- Successfully implemented Phase I of our organizational structure reorganization plan.
- Managed the transition of child care services from Dix Child Care Center to other Bright Horizons locations, and tripled the number of available spaces for faculty and expanded the number of Bright Horizon facilities in the RTP area that may be used by eligible NC State families.
- Completed the Phase I roll-out of **Management Essentials** and commenced additional training.
  - By Oct 2018, nearly all non-faculty managers (1,411 employees) attended the two-day Management Essentials training; conducted 90 sessions on campus and five custom extension training programs.
  - Management Essentials Phase II for newly hired / promoted managers and supervisors (non-faculty) was launched in February 2019.
  - Provided management education and training focused on performance management (SHRA & EHRA), HR and the law, and difficult conversations.
- Hosted the second annual **HR Professionals Conference** focused on (organizational) agility and attended by nearly 200 campus HR professionals.
- Collaborated with Academic Affairs, OIED, Faculty Senate and HR campus partners to develop recommendations to enhance faculty searches and recruitment processes.
- Enhanced hiring and onboarding processes for new 9-month tenured/tenure track and non-tenure-track faculty by streamlining hiring action approval processes.
- Evaluated, implemented and/or enhanced processes for conducting faculty and staff 'stay and exit' interviews; preparing 2018 year-end exit interview data for distribution to colleges and divisions.
- Successfully applied all legislative, SO and university driven rules to grant ARP raises to university faculty and staff, under rules and instructions that change from year to year.

Real Estate and Development

- In collaboration with campus stakeholders and aligned with the Chancellor's vision, developed comprehensive development phased approach for Centennial Campus; engaged and negotiated development agreements with development partners on Centennial Campus.
- Leasing Activity on Centennial Campus
  - Leased all remaining marketable spaces in Receipts Supported Buildings to private companies and firms, achieved commitments for nearly 100% occupancy.

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- Conducted in-depth financial and accounting analysis of receipts supported buildings.
- Negotiated or renegotiated leases for University users in private buildings on Centennial Campus.

**3. Support Interdisciplinary Scholarship**

**Facilities**

- Sustainability Office partnered with Public Administration Department (Dr. Christopher Galik) to create the fall 2018 course on Applied Problem Solving.

**Real Estate and Development**

- Began discussions and negotiations for a new and expanded lab incubator on Centennial.
- Engaged with university stakeholders to educate and develop a structure for enhancing innovation partnerships through new development on Centennial Campus.

**4. Pursue Organizational Excellence**

**Budget and Resource Management**

- AVC served as primary university contact for UNC-SO Data Modernization / Financials Data Mart initiative; invited to attend concept definition discussions (planning, strategy) as key subject matter expert
- Led university responses to numerous legislative and SO requests requiring quick turnaround and coordinated input from multiple university units.

**Campus Enterprises**

- Hired Richard Berlin as the AVC of Campus Enterprises.
- Restructured the senior management organization to increase responsibility and accountability.
- Named 2018 Employer of the Year from the City of Raleigh Mayor's Committee for Persons with Disabilities and Randy Lait, Senior Director of Hospitality Services, awarded International Foodservice Manufacturers Association "Silver Plate Award", the highest recognition in his field, and one of the top awards in the food service industry.
- Effectively negotiated the distribution of Howling Cow royalties, with 40% of royalties received supporting student scholarships; Howling Cow is expected to be the largest non-apparel licensee in fiscal 2020.
- Developed new opportunities with vintage and youth graphics, outperforming the industry each year.
- Aggressively restructured new agreements to lower the commission rate paid or improve services.

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- Successfully continued roll-out of PNC Bank services (new ATMs across campus, free financial education events) and integration of PNC E-Branch with Wolfpack One Card Office.

**Environmental Health & Public Safety**

- Worked with Office of Risk Assessment and OGC to implement a Minors on Campus Program and issued a new REG 01.25.18; hired Director of Youth Programs & Compliance (Stacy Fair) to coordinate.
- Coordinated effort of University Police, Security Applications & Technologies (SAT) and Athletics to deploy magnetometers at select large events.

**Facilities**

- Created a formal campaign to promote a culture of workplace safety “No One Gets Hurt – Go for Zero”.
- Successfully awarded or negotiated 18 formal construction contracts worth over \$200 million, including Fitts-Woolard, Plant Sciences, Belltower, Creamery and 30 capital construction projects of over \$250 M.
- Successfully completed Case Academic Dining Renovation, Harris Hall Student One-Stop Shop Renovation, Varsity Research Building Phase I Renovation, MRC Cleanroom HVAC Renovation, Patterson Hall Basement Renovation, CC Thermal Utilities (COT and MRC), CCUP Cogeneration Expansion, Scott Hall HVAC Renovation, Murphy Broadcast Studio, Carbon Electronics, Dan Allen Drive Storm Water Improvements, Academic Success Center DH Hill Brickyard Impacts, Bureau of Mines & Dabney Storm Water Improvement.
- Developing an Apprenticeship Program for Facilities staff to address skilled trade shortage.

**Finance**

- Completed the first annual strategic plan review for private assets with NCSIF Board of Directors.
- As of 6/30/2019, the Park Endowment market value was \$54 million and had a fiscal year return of 8.0% exceeding the benchmark of 6.7%.
- The total University endowment was \$1.4 billion at June 30, 2019 and the fiscal year-performance for the NCSIF was approximately 7.3% vs the benchmark of 6.7%.
- Completed the first **Endowment University** in September 2018 and the second annual **State of the Endowment webcast**.
- Director of Investments (Libby George) received the Rodney H. Adams Endowment Management Award from NACUBO in February 2019.

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**NC State University  
Endowment Spending Summary  
Fiscal Years 2011 - 2020**

Total University\* (in millions)

Fiscal Year	Scholarships	Fellowships	Professorships	Other	Total Programmatic Spending
FY 2020	\$14.09 M	\$1.96 M	\$6.70 M	\$11.18 M	\$33.93 M
FY 2019	7.04 M	1.70 M	5.90 M	9.89 M	24.53 M
FY 2018	5.68 M	1.13 M	4.67 M	8.79 M	20.27 M
FY 2017	5.52 M	1.17 M	4.40 M	8.60 M	19.69 M
FY 2016	5.26 M	1.04 M	3.98 M	5.21 M	15.49 M
FY 2015	4.82 M	.96 M	3.54 M	4.67 M	13.99 M
FY 2014	3.89 M	.81 M	2.97 M	3.85 M	11.52 M
FY 2013	4.00 M	.82 M	2.93 M	3.74 M	11.49 M
FY 2012	2.47 M	.31 M	2.44 M	2.43 M	7.65 M
FY 2011	2.13 M	.23 M	2.45 M	1.97 M	6.78 M

*\*Excludes NC State Student Aid Association, Inc. and NC Textile Foundation, Inc.*

- NACUBO recognized NC State as the 9th fastest growing endowment among the 100 largest in 2018.
- Finance is considered a leader within the UNC System in the adoption of new financial management technology to streamline internal processes, reduce financial risk and grow revenue in administrative areas that are not typically revenue producing such as Purchasing and Accounts Payable.
- Implemented automated tools and faster PO processes within AP/Travel department.
- Implemented a vendor sanctions software for timely and accurate debarment verification.
- Engaged in an effort to investigate vendor portal and information management options, including validation of identity and banking information; RFP prepared for FY20.
- Implemented Campus Technical Training and Compliance Program.
- Presentation to national UIDP conference on the subject of research and private use.
- Provided a webinar, delivered nationally, for NACUBO on compliance tracking.
- Converted manual training on “redflag rules” to Reporter to enhance tracking and efficiency.
- Completed work on Standard Operating Procedures (SOPs) in C&G, Purchasing, Payroll, and Real Estate. As experts in developing this streamlined processing, we have offered our services outside of Finance to SPARCs.



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- Continued to see positive results from the “Shop the MarketPlace First” initiative, in pre-approval of all purchases, increased contract compliance, greater supplier discounts, business process efficiency, and revenue generated by virtual payments.
- As MarketPlace supply purchases steadily increased 11%, the number of vouchers processed fell 46%, and led to business process savings of \$700K over two-years.
- Contract orders over \$5K increased by 31% saving an additional \$96K in soft process costs.
- AP, Purchasing and EAS financial system teams are implementing PaymodeX, the largest B2B electronic payment network with more than 400,000 member organizations of suppliers and payers, in early July 2019. This new approach will help to mitigate fraud risks, reduce labor-intensive management of supplier information, and earn dividends (potentially over \$150K annual revenue). NC State is the first UNC institution to adopt this technology.
- Contracts and Grants (C&G) personnel engaged with SPARCS, Campus, and Vendor personnel to workflow and scope the Proposal and Award Modules in the new ERA system.
- C&G worked with EAS to develop/enhance data dashboards for Fiscal Managers and campus grant managers, enabling ability to see progress on individual grants and aggregated detail on activity.
- Implemented an electronic contract authoring, review and signature system that includes document versioning, review, routing, signature, and archival; essentially eliminated manual, paper processes.
- Implemented a new vendor on-boarding process to set up virtual payment method terms, eliminate storage of vendor bank information by the university, thus reducing ACH and check fraud for vendors.

**Human Resources**

- Developed and conducted a university-wide rollout of the HR strategic plan, addressing provision of strategic services to meet long-term workforce needs, leverage technology, and enhance HR culture.
- With EH&PS, updated REG 04.20.07, Enhancements to Adverse Weather Policy for Mandatory and Non-Mandatory faculty and staff, clarified employee designations.

**Real Estate and Development**

- Implemented a real estate acquisition/disposition strategy for land gifts to university's affiliated entities.
- Collaborated with Office of Gift Planning to update university's land gift acquisition policies and procedures and begin targeting new donors for strategic property acquisitions.

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- Repositioned the Centennial Incubator from an operating loss to a positive net revenue.
- Enhanced staff skills and proficiencies, improved operational effectiveness and use of automated tools (DocuSign) and strengthened working partnerships with OGC, Endowment and others.

**5. Engage Locally and Globally**

**Facilities**

- Implemented Grounds Going Green (3G) and other sustainability efforts such as increased native plantings to reduce water needs, reduce pollution and use of chemicals.
- University housekeeping staff received a national Green Seal certification for cleaning services, the first university in NC and sixth in the United States to earn this rigorous certification.
- Deployed staff and resources to assist UNC institutions recover from Hurricane Florence; sent Facilities employees to UNC-Pembroke and UNC-Wilmington.
- Waste Reduction and Recycling won two awards: Carolina Recycling Association – Carter Finley Zero Waste Program and City of Raleigh Environmental Award for Wolf Pack and Give Move-Out program.

**Finance**

- Worked with Advancement on the Day of Giving, accounting for thousands of gifts.
- Worked with ORI and OGC to plan for the possible creation of a new research foundation.
- Provided monthly training to campus business leaders through the Business Connections Meeting.
- Completed the Members Board Task Force to create a new governance structure for the NCSIF.
- Provided assistance to UNC Asheville in their beginning investments in SRI-type assets.

**Real Estate and Development**

- In partnership with OGC, worked with NC DOT to develop a revised footprint for the proposed I-440 widening through the Centennial Biomedical Campus, the Brickhaven complex, and the USDA research complex, lessening the impact on university-controlled property.
- Renegotiated existing leases on behalf of University tenants around the state to save money.