

The Office of Finance and Administration (F&A) leads business operations across the university, actively supporting student and faculty success to position NC State University as a premier land grant university and world-class institution. Effective October 1, 2020, Charles A. Maimone was appointed Vice Chancellor for the Office of Finance and Administration, and began working with senior leadership to implement three fundamentally new approaches to managing business operations for the university, as described below:

- Principles of Work
- University Effectiveness
- Service Maturity Model

Principles of Work – Employee Engagement, Customer Service, Resource Stewardship

Employee Engagement, Customer Service and Resource Stewardship are the three “[Principles of Work](#)” defined and adopted by the Office of Finance and Administration, to ensure all Finance and Administration employees are guided by the same core principles. F&A leadership articulated common definitions and expectations for each principle (summarized below). Each F&A division was charged with customizing the Principles of Work to reflect the division’s specific scope and workforce, with the expectation to incorporate the principles into all operations.

Employee Engagement

Finance and Administration is developing strategies to empower, retain and reward a talented and productive workforce, and to equip each employee with the necessary tools and training to meet performance expectations. Finance and Administration will concentrate on ten factors listed below:

1. Supervisor interactions
2. Co-worker relations
3. Workplace environment
4. Collaboration and communication
5. Training on policies and procedures
6. Encouraging and rewarding job commitment and accountability
7. Recognizing job impact and duties
8. Valuing workplace diversity
9. Offering professional development opportunities
10. Identifying advancement opportunities and career path progression

Customer Service

Finance and Administration holds three fundamental expectations for all customer service programs: accountability (steward process from start to finish); customer experience (measure performance); and continual service improvement. Departments are expected to establish performance goals by analyzing service levels, developing plans for improvement and measuring progress against plans and goals for:

- Promptness
- Accuracy
- Reliability
- Effective Communication

Resource Stewardship

Finance and Administration will focus on stewardship of fiscal, physical and human capital, and work to ensure the highest measure of productivity and accountability with benchmarking processes and performance monitoring. Divisions are identifying efficiencies to redirect valuable staff time and financial resources to prioritized projects and programs, undergirded by a commitment to resource planning.

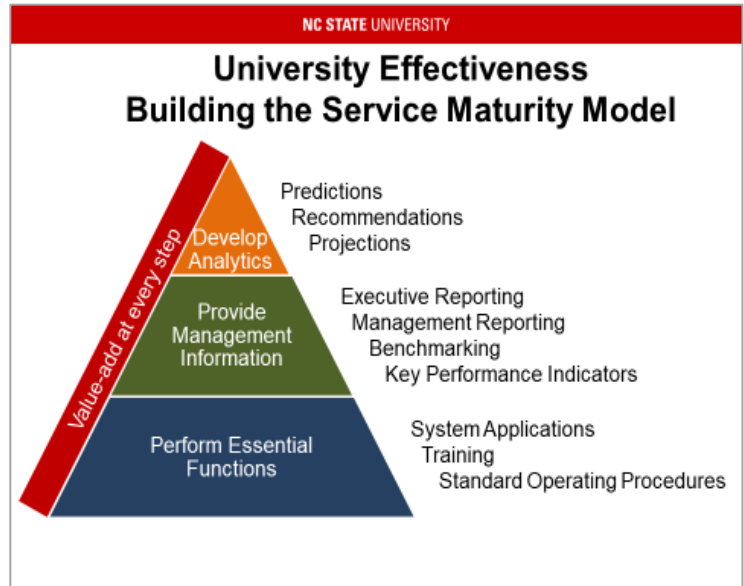
University Effectiveness

Every unit, division and college is involved in financial and administrative operations, and must work together to steward financial assets, optimize physical resources and invest strategically in human capital. To improve university effectiveness and move NC State forward, Finance and Administration is working to improve communication, coordination and collaboration with its business partners across the university – to recruit, hire and retain the best talent; to select, retain and graduate top students; to continue branding and communicating NC State's successes; to increase campus resources; and to slow the growth of administrative and operating expenses by improving the application of resources at all levels of the intuition. Finance and Administration is incorporating strategic goals and performance metrics into planning and initiatives, to ensure expected efficiencies are achieved and benefits are realized. An example of such performance metrics is measuring faculty and staff time that can be redirected from administrative tasks to program effort upon the adoption of new electronic tools and/or automated processing – providing a quantifiable means to measure program success and to hold leadership accountable.

Service Maturity Model

Finance and Administration is incorporating a service maturity model when planning, operating and evaluating functions within the unit to:

- focus on customer outcomes,
- hold employees accountable in owning the task from start to finish (regardless of where the tasks reside within the organization),
- implement sustainable improvements, and
- increase value at every step.



COVID-19 Impacted Operations

Finance and Administration has led fundamental change in university operations, supported crisis management, implemented numerous new and rapidly evolving policies, and supported all aspects of COVID-19 impacted operations, reactivation and planning for fall return to campus. Although some initiatives to address university effectiveness were put on hold due to COVID-19, Finance and Administration has made tremendous strides in operational efficiencies during COVID-19 impacted operations. Please see Appendix A for more information.

FY19-20 Accomplishments – Organizational Excellence, Culture of Constant Improvement

Finance and Administration has furthered all five of the university’s strategic goals. F&A’s most significant impacts have supported the **“Organizational Excellence”** strategic goal, as demonstrated by the following FY19-20 major accomplishments. Every division within Finance and Administration has created a **culture of constant improvement** with initiatives specifically designed to promote university effectiveness – in support of organizational excellence. Finance and Administration FY19-20 major accomplishments are listed below, categorized by organizational improvement strategies:

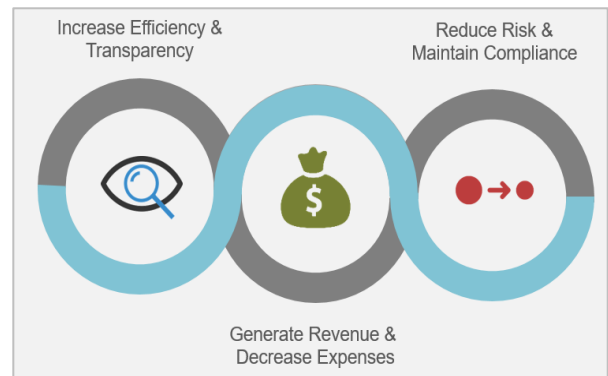
- Improve operations to enhance service and reduce administrative costs/burdens,
- Invest strategically in human capital to improve productivity and retention,
- Optimize physical resources to ensure highest and best use,
- Steward financial assets to ensure prudent and optimal use.

Improve operations to enhance service and reduce administrative costs/burdens

- In support of more informed, cohesive and faster decision making by university leadership, cultivated cross-functional working relationships across the university; collaborated with the Provost's Office, ORI, OGC, EAPED and DASA in leading task forces, organizing small working groups and serving as subject matter experts specific to UNC-SO Data Analytics Hub and Data Governance efforts (DataMarts), the university's Fee Review Advisory Committee, Tuition Review Advisory Committee, Ed & Tech Fee Advisory, Summer School allocations, newly installed Strategic Planning task force for organizational excellence, F&A funding, Enrollment metrics, mandatory fees, campus physical master planning, master security planning, transportation advisory and planning, and the Innovation District.
- To capitalize on staff expertise, streamline operational processes and steward university resources, coordinated several OUC reorganizations: moved the Juntos program from CALS to DASA, created the Belk Center for Community College Leadership and Research in the College of Education, moved Strategic Debt Management to the University Controller's Office, and created the Office of Strategic Brand Management within University Advancement which included moving Trademark Licensing from Campus Enterprises.
- University Human Resources (UHR) has been a leader in creating and promoting an agile culture (process improvement) at NC State, successfully implementing numerous "sprint" improvement projects internal to the division (background checks, job waiver, position hiring and approvals, employee recognition) and with university partners (Faculty hiring); senior UHR leaders are certified as agile HR coaches and sponsored on-campus training for 90+ HR professionals from across the university to learn agile principles and techniques – a game changer in enabling creative, quick and collaborative problem solving of complex and pressing concerns with a timely, flexible and customer-focused approach.
- Developed [Finance Division Knowledge Base](#), a central, online library with hundreds of curated articles addressing how-to tutorials, FAQs, troubleshooting guides and other finance and business operations topics.
- The Student Services Center continues to serve as an excellent example of the Service Maturity Model (noted above), due to collaboration and coordination between the Cashier's Office, Registration and Records and Financial Aid Services with the singular goal to serve students in the most effective and customer friendly model possible. Cross-trained, agile and sophisticated, the organization was able to quickly and competently process an unprecedented spike in financial transactions due to COVID-19 impacted operations and CARES funding (in spring 2020).

- Acquired new software to integrate student payment plans with the university’s student information system, to improve customer service and management reporting.
- Materials Management changed its name to Procurement & Business Services to reflect services provided by the department such as growing the use of Virtual Card payment methods to improve efficiency, reduce check fraud, improve payment speed and increase the annual PCard rebate.
- Implemented a secure electronic process (using ShareBase) enabling employees to remotely update key sensitive data in the Payroll system such as social security number, banking and other information.
- To reduce vendor fraud, installing an automated, up-to-date credentialing process for third party sources.
- Implemented a paperless purchase order system, quickening approval processes and reducing admin costs.

• Implemented Paymode-X, a payment network to support transition from paper to electronic vendor payments, maximize cost-savings, improve efficiency and enhance security by streamlining PCard, ACH, check and wire payments into a single, comprehensive payables program. NC State is the first university in the state to use this automated payment network.



- Established new minimum thresholds for eProcurement (MarketPlace) to decrease expenses and administrative costs related to purchasing supplies, increase efficiency and reduce risk.
- Transitioned Campus Enterprises accounts payable to university financial systems, to streamline administration, data sharing, reporting and ensure compliance and oversight.
- To improve operational effectiveness and efficiency, worked with the College of Sciences to incorporate the NC Science Olympiad into the college’s administrative and financial processes.
- Partnered with Athletics to transition athlete cash stipends to prepaid debit cards, to mitigate risk of cash loss.
- As part of the F&A rates proposal effort, developed a new space tool and data entry process to substantially lessen processing time for the space study – freeing staff to work on higher value tasks and ensuring greater accuracy and more timely data collection. Gained improvements on lease costs recognized as research.
- Re-engineered the Indirect Cost Proposal process, to establish a data driven process.
- Conducted seven small-group training sessions for nearly 70 business partners focused on cost analysis, to increase knowledge across the university of this complex topic and to strengthen cross-functional partnerships.

- Supported extensive Financial and HR PeopleSoft system changes including testing and validation with EAS.
- Along with other stakeholders, continued to implement the new, state-of-the-art Enterprise Research Administration system (now named the Research Enterprise Data system), one of the largest system implementations to occur at the university.
- With SPARCS, Contracts & Grants developed a new, shared [research administration website](#), to streamline information needed for research funding, research integrity and compliance, and to improve ease of use.
- Environmental Health and Safety worked with SPARCS to improve the Hazard Classification Form and submission process in support of the Institutional Animal Care and Use Committee (IACUC) research review, to better inform and streamline the decision process.
- Developed a case management database for Youth Programs and Compliance (Minors on Campus).
- Procured magnetometers to enhance security for large events across campus; magnetometers are portable and can be used at Carter-Finley to ease congestion and crowd control at various entrances to the stadium.
- Revamped the [Insurance & Risk Management website](#) and posted online forms to replace paper forms, improving access to current documents and minimizing processing time for customers seeking insurance products and services or wishing to report a claim or incident.
- EH&PS Director of Risk Assessment provided specialized training for all UNC-System school Threat Assessment Chairs; NC State is identified as a model program, using best practice standards in threat assessment and threat management.
- Streamlined student meal plan options to provide better value and meal coverage; with University Housing, NC State Dining developed joint marketing and enrollment materials to effectively communicate student meal plan offerings aligned with the student's housing decisions – providing students and parents with a combined and cohesive approach to selecting inter-dependent Housing and Dining options.
- NC State Dining collaborated with Multicultural Affairs, the Office of Global Engagement and several international student groups to design and host internationally themed meals in the residential dining halls, with the goal to connect students, faculty and staff over shared dining experiences.
- Wolfpack Outfitters (university bookstore) expanded the All-In Course Materials program offerings for students and faculty, to increase the availability of online course materials; served 23,000 students across 700 course selections; savings to students totaled \$2.3M over the past academic year.

- Partnering with NC State Athletics, Wolfpack Outfitters successfully launched SHOP.GOPACK.COM, an e-commerce site serving as the official online retailer for NC State Athletics.
- In collaboration with NC State Athletics, implemented the first-ever and highly successful beer concessions operation at Carter-Finley Stadium, Reynolds Coliseum, Doak Field and other venues; first year operations were revenue positive, including efforts and costs associated with the ABC permitting process, configuring stadium concessions for beer sales and associated ID checks, and training and security needs.
- The Lonnie Poole Golf Course transitioned outsourced online advertising to in-house management, achieving better results while cutting spending and turn times.
- Executed over 65,000 Facilities work orders using in-house workforce inclusive of all grounds, housekeeping, building maintenance and operations, utility distribution, building services, energy controls and fire protection systems; used revamped purchasing processes and employee training to ensure prudent expenditures.
- Dramatically improved Facilities' On-Call Administrator function by limiting the number of senior staff who rotate through this off-hours duty; improved response times and resolution of campus emergencies by focusing the rotating pool to fewer, but more select, employees.
- Initiated Customer Support Teams (CST), assigned to each college or major unit (DASA, Athletics, etc), comprised of Facilities management to meet routinely to build customer relations and better assess needs.
- Continued to recognize substantial utility efficiency improvements thanks to formal [energy and water conservation](#) and [sustainability](#) efforts, including a 34% reduction in energy use per gross square foot since 2002 and a 50% potable water reduction per gross square foot since 2001.
- Installed a new 3.3 million gallon [chilled water storage tank](#) on Centennial Campus as part of a thermal energy storage project to reduce energy costs by more than \$250,000 annually.
- With student groups, the Sustainability Office hosted Make-A-Thon, a student innovation competition focused on sustainability. About 50 interdisciplinary teams (160+ students) attended this year's event, representing all ten of the university's colleges.
- With NC State Athletics, developed the "Sustainable Wolfpack" initiative; hosted (virtually, this year) the second annual ACC Sports Sustainability Conference with 300+ attendees from across the nation.
- Incorporated the outdoor reservation process into the current student event reservations to ensure a central, standard process for all reservations, increasing administrative efficiencies and client satisfaction.

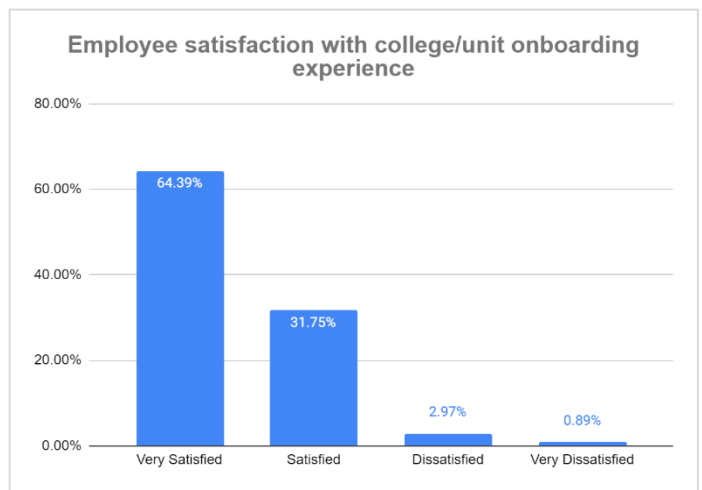
- With UComm, established a new UHR Communications department to quickly and accurately disseminate HR information to faculty, staff and students (of paramount importance during COVID-19 impacted operations with rapidly changing HR policies); revamp and maintain the UHR website; publish the division's first [annual report](#); and launch UHR's monthly e-newsletter, "[Howl You Know](#)".
- Continued to progress University Human Resources' three-year strategic plan (FY2018-2021), inclusive of a new, holistic HR strategic roadmap for the university and division with articulated vision, mission and 'CREATIVE' (customer-focused, results-driven, engaged, agile, trustworthy, inclusive, valued HR services and excellence) values statement; produced first annual report, to hold the division accountable for stated strategic priorities:
 - People and Culture
 - HR Continuous Improvement
 - Professional Development and Training
 - HR Metrics and Workforce Analytics
 - HR Strategy and Operations Administration.
- Established and documented standard operating procedures (SOPs) to improve effectiveness and customer service, facilitate business continuity and transfer knowledge upon the retirement of a key senior leader within the Office of Real Estate and Development.
- With UComm and the Partnership Office, launched a new [Centennial Campus website](#), to market Centennial as a destination for local neighbors, visitors to Raleigh, the high tech industry, and to attract corporate partners.

Invest strategically in human capital to improve productivity and retention

- With the Director of Survey Research, conducted the 2020 NC State Employee Engagement Survey on behalf of the System Office; due to an extensive communication campaign, NC State participation rate (57%) increased several percentage points above the 2018 survey participation (54%), and Finance and Administration participation rates jumped substantially from 38% (2018) to 58% (2020).
- With the Director of Survey Research, co-chaired the university's Employee Engagement Survey Committee, responsible for FY19-20 rollout of the 2018 NC State [Employee Engagement Survey Action Plan](#), part of the System Office's five year employee engagement effort to implement action plans focused on 1) Diversity and

Inclusion, 2) Professional Development, 3) Policies, Resources and Efficiency and 4) Institutional Pride and Employee Recognition.

- Upon the Board of Governors approval of a dedicated paid leave program for new parents who have welcomed a new child through birth, adoption, foster care or other legal placement, implemented a new Paid Parental Leave program effective January 1, 2020 – furthering NC State’s commitment to employee well-being.
- With campus stakeholders, implemented a faculty hiring ‘agile sprint’ project to redesign the faculty hiring process; intended to quicken processing, leverage best practices and enhance the applicant experience; phase 1 enhancements scheduled to ‘go-live’ August 2020; specifically designed as a sustainable, scalable process.
- Collaborated with several colleges and units to develop customized onboarding programs and resources for faculty and staff, to enhance the new employee experience and improve the new employees’ productivity and sense of engagement during their early stages of employment with NC State; early stages of employment at NC State; pilot onboarding efforts include Wilson College of Textiles, Nuclear Engineering, UHR (in progress), Campus Enterprises, Mathematics and College of Veterinary Medicine (in progress); post 90-day surveys reveal 96% of new employees are satisfied/very satisfied with their (pilot) onboarding experience.
- Reorganized Budget and Resource Management division to improve staff efficiency, expertise and outreach.
- Budget and Resource Management established a formal career growth program to increase competencies for each employee within the division. Benefits realized from employee investments include a new website, new data dashboard and expanded data reporting to assist in executive-level data analysis and decision making.
- Campus Enterprises initiated an ongoing Comprehensive Workforce Culture Project to continually analyze its workforce composition, to strategically plan a workforce mix to meet future business needs, explore ways to reduce reliance on temporary roles and expand student employment opportunities while preserving quality employment for SHRA staff.



- Campus Enterprises developed a performance management training program for supervisors including student supervisors; NC State Dining launched a culinary ‘bootcamp’ training for student employees to strengthen workplace skills needed to work and advance with NC State Dining.
- Environmental Health and Public Safety implemented advanced leadership development programming for all EH&PS managers, focused on core leadership skills and designed to create a more cohesive, collaborative and consistent talent group with the ultimate goal to lead and manage more effectively
- EH&PS implemented a six-month leadership development program for EH&PS Directors and their direct reports with sessions focused on applied leadership skills, enhancing collaboration and a 360 feedback assessment.
- Facilities implemented a “No One Gets Hurt – Go for Zero” formal safety initiative to create a formal culture of safety; designated full-time safety staff, established a three-level safety committee to execute safety training, education and data collection customized by various work-based groups; conducted “Safety Stand Downs”.
- Facilities implemented a Leadership Development Program, a two-year, three module curriculum for selected applicants to build leaders and leadership skills within the organization; and continued the Team of 42 Leadership program with about 50 senior supervisors meeting regularly to address divisional concerns.
- Started an apprenticeship program at Wake Tech to bolster skilled trades and expand the job applicant pool.
- Across all departments within Finance, staff are encouraged to complete continuing education and similar training in line with career planning and skills development.
- Staff within the Real Estate and Development division engaged in professional and team development.
- To support a variety of campus initiatives, gain first-hand knowledge of the academic side of the university, and promote employee engagement, Finance and Administrative employees chaired the F&A Awards for Excellence Committee, volunteered for the NC State Feed the Pack food pantry, collaborated with the College of Design and Poole College of Management to develop real-world curriculum, and served as interviewers for the Goodnight Scholars Transfer Program;
- In partnership with the Department of Horticultural Science’s Design Build Studio, Facilities provided students with hands-on experience, transforming an existing landscape in front of Kilgore Hall into a [rain garden](#) to improve accessibility and stormwater management.

Optimize physical resources to ensure highest and best use

- Completed or substantially progressed the following capital construction and renovation projects, providing state-of-the art teaching and research space, adding vibrancy to student life and preserving hallowed places:
 - Fitts-Woolard Hall expected to complete, on time, summer 2020 – a four story, 22,400 GSF structure for complex teaching and research labs, to house 400 faculty, staff and graduate students, expected to serve 1500 students on Centennial Campus.
 - Plant Sciences Building expected to complete winter 2022 – a high-end, plant research based building, to include flexible lab space, and bio-safety level 2 and 3 growth chambers and green houses.
 - Carmichael Gym addition and renovation nearing completion – a student-funded project to add 60,000 GSF to the existing recreation and wellness complex.
 - D.H. Hill Library Academic Success Center nearing completion - transforming space into an inviting study and advising complex for students.
 - Memorial Belltower project two-thirds complete – to add 55 forged bells, carillon, stairs and HVAC to the iconic 100 year old building, and to provide a universally accessible plaza.
 - Bureau of Mines Building renovation expected to complete fall 2020 – to house the Dean of the College of Sciences.
 - Creamery Café and Education Center at Lake Wheeler Farms completed – to support CALS programming and provide NC State's first off-site delivery of Howling Cow Ice Cream (hand scooped) to the public.
- Submitted more than two dozen capital authority requests to BOT and BOG; all approved. Managed two Connect NC Bond Capital Improvement projects, including reporting to the Golden Leaf Foundation.
- Executed over \$10M in repair and renovation projects to preserve university buildings and grounds.
- Restructured the Electrical Distribution Upgrade strategic initiative to complete the \$65M multi-phase project with a sole designer and single construction manager to unify design and construction effort and substantially reduce cost and time to complete this mission critical project; phase 1 is complete, phase 2 is underway.
- Worked with the System Office and State Construction Office to enable use of design-build procurement method (an integrated design-build approach to capital projects, which was new to both entities) to ensure the university had access to the most capable and proven teams of designer and contracts; design-build approach

used successfully for Belltower Restoration and Creamery Café projects, delivering best designed and highest quality project as feasible for the university.

- Renovated Fountain Dining Hall, the university's largest residential dining facility; improved atmosphere by creating open and bright serving area, added a large, customer-centric salad bar with more choices to encourage healthy eating; reorganized serving procedures to reduce duplication and improve access; renovation well-received by students and staff, and achieved on a modest construction and equipment budget.
- To support expansion of the African American Culture Center located in Witherspoon Student Center, reconfigured the original layout of the reception, library, and administrative office areas.
- Relocated the coffee shop and reconfigured the existing creamery to support the new Academic Success Center in D.H. Hill Library; converted coffee shop to "we proudly brew" Peet's Coffee with new menu and décor.
- As supported by the contract with Starbucks, renovated Talley Starbucks to expand the customer service area, and improve the prep and storage areas; renovation led to quick increases in customers and resulting revenue.
- Improved Witherspoon Theater, the largest classroom on campus and critical component of the Witherspoon Student Center; improved quality of teaching environment for faculty and students, and caliber of cinema experience; installed new LED lighting, new seating and new sound partitions.
- Campus Enterprises overhauled its Preventative Maintenance Program, implementing a more comprehensive preventative maintenance model to provide better oversight and assessment of the asset lifecycle (commercial kitchen equipment, building systems equipment such as UV system, air and humidification systems).
- Facilitated the FY19-20 NC State Stewards program, providing real-world experience for 30+ students across 8 colleges; grants used for campus water efficiency, solar installation and campus engagement projects; in addition to conducting 21 campus events and industrial tours, students participated in the Environmental Justice Symposium, Energy & Water Challenges and Sustainability is for Everyone Series.
- The FY20 Holiday Energy Savings Initiative (HESI) resulted in nearly \$400K in avoided energy costs; the program has led to over \$4.4M in avoided energy costs since its established baseline in FY2005.
- Plans to install NC State's largest solar array atop the new Fitts-Woolard Hall are underway; this array, coupled with a battery storage system, is NC State's first solar project designed to reduce campus utility costs.
- Continued to refine and incorporate the Integrated Priority List (IPL), to establish a transparent, university-level approach to project planning and priorities; Facilities works with university partners to manage the Integrated Priority List (IPL), a catalog of more than 500 \$50K+ projects submitted by units across the university).

- Progressed the Innovation District via a multi-functional working group including OGC, executed initial ground leases and drafted terms for the Master Development Agreement – key milestones to achieving the university's vision for an innovation-focused, large scale, mixed-use development on Centennial Campus.
- In collaboration with the Partnership Office, established HQ Raleigh on Centennial, a co-working office space designed to strengthen NC State's reputation as an innovation hub for Raleigh and the region; this effort required establishment of a new LLC.
- In collaboration with HQ Raleigh, developed a new, engaging space for Entrepreneurship Garage ([E-Garage](#)) to provide transformational innovation and entrepreneurial opportunities for students.
- In support of the [activation](#) vision for Centennial Campus, produced 4 family friendly outdoor movie nights, 3 food truck rodeos (to enhance the daily food truck program), Centennial Wellness series with lunchtime yoga and Zumba classes; REI community programming on Lake Raleigh increased three-fold. The family-friendly, live music series, [Live@LakeRaleigh](#), is expected to continue once COVID-19 restrictions have been lifted.
- Executed nearly 50 lease transactions on behalf of the university (both on and off campus, and across the state) to provide space resources in support of NC State's academic and research mission; completed numerous easements and property transactions to facilitate university construction and space needs.

Steward financial assets to ensure prudent and optimal use

- Worked with university leadership to maximize the university's cash position by modeling funding sources such as tuition receipts and analyzing projected year-end state appropriated cash balances to determine best funding solutions for long-term university strategic initiatives such as the Electrical Infrastructure Upgrade.
- Led F&A small working group with senior staff from the Provost's Office and ORI to methodically and routinely examine use of F&A funds, and to recommend optimal use of funds from an institutional perspective.
- Refinanced outstanding debt and issued new debt for capital projects on campus; achieved historically low interest rate levels and millions in gross savings thanks to the refinancing effort.
- Exceptional performance of NC State Investment Fund and SRI portfolio continued, ranking in the top quartile for endowment performance among universities nationwide.
- Although portfolios performing exceptionally well, created a fully funded reserve in the event of an investment market disturbance (specifically for the NC State Intermediate Term Fund).
- Produced timely, clean audits with unqualified opinions for ten associated entities and eight LLCs.

- Restructured the NC State Investment Fund Members Board to improve board member participation.
- To capitalize on current investment operations and expertise, worked with Student Aid Association, Wolfpack Club, to complete a new operating agreement and transfer management responsibility of the endowed investments to NC State Investment Fund.
- Transitioned accounting and reporting services for the NC Textile Foundation to NC State Investment Fund, developing a system of financial records and banking, board recommendations, and training for textiles staff.
- With Advancement, established a Complex Assets Gift Acceptance Policy and automated signature process.
- Created the Research Foundation LLC under the Partnership Corp, to support the university's strategic goals.
- The student-led Sustainability Fund enabled grant funds across thirteen projects for campus sustainability improvements, providing students with combined financial and sustainability learning experiences.
- Served as key subject matter experts and primary liaison(s) in working with the System Office on several DataMart initiatives including providing data and serving as a beta test site – to better integrate, standardize and report financial, student and HR data between the System Office and system institutions.
- To optimally manage funding sources, established a university initiative to enhance budgeting tools, historical trend analysis and planning/forecasting via data dashboards and reporting; phase 1 addressed auxiliary units.
- Office of Cost Analysis completed monthly monitoring of nearly 6,000 upper ledger 3, ledger 7 and ledger 9 projects (auxiliaries, gifts, special funds) for deficits/compliance; worked with departments to rectify concerns.
- Campus Enterprises implemented Strategic Market Aware Response Time (SMART), an approach to evaluating potential initiatives, programs, hiring, etc to ensure that proposals advance only when they support the organization's strategy, meet a customer need (either unmet or underserved) and can be implemented within a relevant timeframe – to minimize extraneous, non-value add programming, effort and spending.

New Hires and Promotions

- Charles A. Maimone, Vice Chancellor for Finance and Administration.
- Lindsay Batchelor, Director for the University Sustainability Office.
- Adam Brueggemann, University Budget Director.
- Erica Cooper, Director of Clery Compliance.
- Margaret Erickson, Assistant Vice Chancellor for HR Operations.
- Ursula Hairston, Assistant Vice Chancellor for HR Strategy.
- Shawn Hoch, Senior Director for NC State Dining.
- Dan House, University Police Chief.
- Blake Kannarr, Payroll Director.
- Alicia Knight, Associated Vice Chancellor for Real Estate and Development.
- Lauren Smith, Director for Nutrition and Wellness.

Awards and Recognitions

- The Talley Student Center and Student Centers staff received the [Marquee Green Building Award](#) from the U.S. Green Building Council (USGBC) [North Carolina](#) and [USGBC South Carolina](#) as part of its annual Sustainable Business Awards. Talley is poised for consideration for LEED platinum level certification for the facility's operations, upping the level of achievement from an impressive Gold level certification awarded in 2018. This certification effort started as part of an interdisciplinary academic course in 2016, within the School of Architecture's LEED Lab Course, College of Design.
- [Zero Waste Wolfpack](#) earned the Innovator of the Year Award from the Green Sports Alliance, an international association with more than 600 member organizations. The Zero Waste Wolfpack program integrates fan experience, academic research, student leadership and community engagement to actively work towards zero waste at NC State athletics events. Zero Waste Wolfpack is the cornerstone of sustainability efforts at Carter-Finley Stadium, doubling waste diversion rates within a few years. This program brings together athletes, fans and diverse student groups including NC State's Hmong Student Association, National Society of Black Engineers and the City of Raleigh's Youth Council.
- NC State ranked 17th on the Princeton Review's 2019 "[Top 50 Green Colleges](#)", jumping 25 spots from #42 in 2018.

- Lonnie Poole Golf Course was recognized for its sustainability and environmentally-sound operations, receiving the [2019 North Carolina Sustainability Award](#) from the NC Golf Course Owners Association.
- University Housekeeping earned Green Seal's GS-42 Cleaning Services certification for effective and responsible green cleaning practices as recognized in the [Green Seal Impact Report](#). NC State was the first university in North Carolina and the sixth in the country to be certified by Green Seal. Via improved air quality and reduced exposure to harsh chemicals, green cleaning initiatives have improved employee health and lowered operational costs.
- University Housekeeping was honored with [the Business Innovation for Environmental Stewardship Award](#) from the City of Raleigh, part of the city's annual Environmental Awards. University Housekeeping earned this award due to its Green Seal certification (see above) and for demonstrating the business case for environmental stewardship.
- Senior leaders from the Finance Division, including Mary Peloquin-Dodd, Associate Vice Chancellor for Finance and University Treasurer, were selected to address NACUBO webinars and other industry conferences as topic experts specific to treasury, debt management, student financial services, investments and accounting.
- Mary Peloquin-Dodd, Associate Vice Chancellor for Finance and University Treasurer, was appointed to an additional three year board term for the Treasury Institute for Higher Education.
- The following Finance and Administration employees were honored with the [2020 Finance and Administration Awards for Excellence](#), and have been nominated for the university-wide 2020 Awards for Excellence.
 - **Lesley Schatz**, Research and Development Chef with NC State Dining, for Customer Service,
 - **Santos Mendez**, Vehicle Equipment Operator and Mechanic with Waste Reduction and Recycling, for Efficiency and Innovation,
 - **Hope Carollette Sidney**, Housekeeper with University Housekeeping, for Human Relations,
 - **Conner Hartis**, Detective with University Police, for Outstanding State Government Service,
 - **Andrew Shillingburg**, Officer with University Police, for Safety and Heroism,
 - **Catherine Phillips**, Director with the Office of Finance and Administration (Vice Chancellor's Office), for Efficiency and Innovation.

Appendix A: COVID-19 Impacted Operations

Beginning in mid-March 2020 due to the COVID-19 pandemic, Finance and Administration has led fundamental change in university operations, supported crisis management, implemented numerous new and rapidly evolving policies, and supported all aspects of COVID-19 impacted operations, reactivation and planning for fall return to campus. During COVID-19 impacted operations, Finance and Administration has made tremendous strides in operational efficiencies due to intentional collaboration, coordination and communication with partners across the university.

From Vice Chancellor, Charles Maimone: “Finance and Administration has solidified and is grateful for our collaborative working relationships with our university partners during this unprecedented time of rapidly changing operations. The professionalism, talent, expertise and genuine concern for the university community has been inspiring and sustaining – not just from Finance and Administration employees – but from all with whom we work including University Communications, OGC, OIED, ORI, OIT, Provost’s Office and DASA.”

Key concepts introduced in the March 10, 2020 ALM meeting 1) Principles of Work focused on Employee Engagement, Customer Service, Resource Stewardship, 2) University Effectiveness and 3) Service Maturity Model have been demonstrated and proven – and have guided NC State well – during a time of initial crisis, followed by COVID-19 impacted operations and as NC State moves in to a ‘new normal’ for university operations in fall 2020. Finance and Administration is grateful to our colleagues across the university who have collaborated, coordinated and communicated with us to address numerous and unprecedented challenges stemming from the COVID-19 pandemic.

- Emergency Management and Mission Continuity (EMMC), working with UComm, led university crisis efforts since March 2020, to organize and ensure safe campus operations within a pandemic environment.
 - Led numerous university-wide leadership and operational level working groups to quickly resolve complex operational and administrative concerns, and to ensure alignment among various entities.
 - Ensured students, faculty and staff were informed and up-to-date on rapidly changing university operations, timelines and new procedures via two new websites ([COVID-19 Response](#) and [Working@NCState during COVID-19](#)), weekly mass communication updates, and two new web-based

manuals, [Return to Work Guide](#) and [Return to Campus Guide](#) web-based manuals.

- Worked with NC State's Director and Medical Director of Student Health Services, to serve as the trusted resource in articulating and abiding by State of North Carolina Executive Orders, CDC recommendations and various pandemic focused 'best practices'.
- Worked with organizations across the university to quickly and cohesively adapt administrative and operational procedures to a COVID-19 safe working environment, including designation of mandatory personnel, travel exception process, shipping exception process, workplace safety standards and related required training, and acquisition of personal protective equipment and sanitation supplies.
- Partnering with DASA, enabled Feed the Pack Food Pantry to remain open and capable of serving students, faculty and staff in need during a time of unprecedented crisis. Campus Enterprises worked quickly to staff and safely route employees, volunteers and customers through the food pantry space, and worked closely with DASA to coordinate hours and broadcast communications. Real Estate and Development secured pounds of fresh produce and a contractual arrangement with the Eastern Carolina Food Bank and DASA, Athletics, Advancement and other groups solicited financial and food donations. Volunteers from all of our divisions assisted in stocking and staffing the food pantry, enabling the pantry to remain open and well-equipped during a time of crisis.
- Facilities, Dining and Transportation continued to support limited on-site campus operations and ensured that students who remained on campus were safely housed, fed and able to move about campus without incident. Dining-Housing working relationships have never been stronger, especially as they combined efforts to 1) support 700 students living and dining on campus through spring 2020, 2) refund student housing and dining fees, 3) conduct virtual open houses and orientation programs for students, and 4) develop joint marketing materials and similar student communications.
- University Controller's Office pursued the return of sales tax paid on dining plans when COVID-19 related refunds were issued to students – saving the university over \$350K.
- Wolfpack Outfitters worked with faculty to expand online course materials for students, capably supporting the university's quick move to remote instruction (spring 2020) and hybrid plans for fall 2020.
- In spring 2020, the Cashier's Office and the Office of Scholarships and Financial Aid, together, processed over 10,000 housing and dining refunds (unduplicated) within a matter of days; distributed CARES funding to over 5,000 students, and issued DASA Emergency fund grants to 1800+ students as quickly as possible.

- Central Receiving and Mail Services ensured business continuity for the university since mid-March, continuing to receive and deliver packages and mail across the university and on behalf of those working remotely.
- University Human Resources and Payroll implemented completely new leave policies (Paid Administrative Leave), new processes to capture mandatory on-site pay as necessary for 1.5x compensation, and found an automated solution to processing new 9-month summer salary faculty supplements – alleviating hours of administrative work for Assistant Deans of Finance.
- UHR issued more than a dozen leadership directives (3D memos) and nearly weekly mass communications disseminating rapidly evolving, complex HR policy changes: pandemic-specific definitions for mandatory on-site employees and designation requirements, 1.5x mandatory pay for on-site work, Families First Coronavirus Response Act, Paid Administrative Leave (and voluntary shared leave bank), and Labor Day Holiday change.
- Budget and Resource Management immediately set up a data collection process to track COVID-19 related expenses and lost revenue from all university colleges and units, as necessary for UNC-SO, OSBM and FEMA reporting and potential reimbursement for COVID-19 related expenses; and to inform leadership decisions.
- Real Estate & Development ensured corporate tenants were informed about changing university operations and workplace safety protocol; and worked with tenants to resolve COVID-19 lease concerns both on and off campus.
- Finance and Administration leadership commenced weekly COVID-19 meetings with the college Assistant Deans of Finance to mutually address COVID-19 impacted budget, operation and administrative concerns.
- Upon phased reactivation of research and resumption of other on-campus activities
 - Finance and Administration Associate Vice Chancellors chaired several cross-functional task forces to prepare for campus reactivation.
 - Environmental Health & Safety established workplace safety protocol and standards, worked with ORI to develop standards guiding research reactivation.
 - Facilities recommissioned buildings and lab space that sat dormant for several months to support research reactivation and resumption of campus operations.
 - Facilities installed protective barriers and physical distancing measures and Campus Enterprises designed and produced signage to promote safe workplace habits within labs, classrooms, office space and high traffic areas such as student unions and dining establishments.
 - Talley Student Union was one of the first on-campus sites to reopen to students and the public; NC

State Dining, Talley Student Union, Witherspoon Student Center and other student facing entities determined best practices to serve front-line customers in a safe and friendly manner.

- Procurement & Business Services acquired personal protective equipment including face coverings for all students, faculty and staff returning to campus (fall 2020).
 - UHR worked closely with OGC and OIED to ensure university expectations regarding personal protective equipment are appropriate for all students, employees and visitors to campus.
 - Ongoing, Budget and Resource Management collected bi-weekly COVID-19 related expenses and lost revenue, to support OSBM and System Office reporting requirements and inform university leadership.
- With most of Finance and Administration employees working remotely, implemented electronic document processing to manage a distributed workforce with limited access to printers and scanners – examples include routing documents (correspondence, 3D memos, contracts) for review and electronic signature via email and DocuSign (or similar tool), reducing processing time from several days to several hours by eliminating manual documents and reliance on campus mail, and eliminating costs related to printing paper documents.