

## Executive Summary – FY22-23 Goals and Initiatives

The Office of Finance and Administration (OFA) heads into FY23, with renewed vision, focus and strategies in place to address the most challenging concerns in operating a \$2B university enterprise. Focused on growth strategies to support the university's strategic plan, State of North Carolina's Engineering NC's Future initiative and unparalleled economic growth in the region and state, Finance and Administration implemented strategic goal setting across all seven divisions, and defined **265 initiatives** to address OFA's principles of work and to support all seven of the university's strategic goals.

OFA FY22-23 initiatives are driving long-range, comprehensive planning efforts; investing in new technologies to streamline processes and provide data-driven visibility and reporting across all aspects of administration, finances and operations; building training, career growth and leadership opportunities across all ranks to address employee retention challenges; and collaborating with internal and external partners to advance major university initiatives such as the Innovation District. A goals progress reporting tool, OFA FY22-23 Goals Scorecard, is in use, to manage progress on each initiative; and to track initiatives by [NC State 2021-2030 Strategic Plan Goals](#) and [OFA's Principles of Work](#) (Employee Engagement, Customer Service and Responsible Stewardship) as summarized below.

OFA Principles of Work	OFA FY22-23 Initiatives	% of Total
Employee Engagement	35	13%
Customer Service	63	24%
Responsible Stewardship	159	60%
Safety (Principle Specific to Facilities)	8	3%
<b>Total OFA FY22-23 Initiatives</b>	<b>265</b>	<b>100%</b>

Of the 265 OFA FY22-23 initiatives, 188 (71%) primarily support university strategic goal #5: Improve university effectiveness through transformative technologies, cutting-edge processes and actionable data. 77 OFA FY22-23 initiatives support the other six university goals as shown below.

NC State 2021-2030 Strategic Plan Goals	OFA FY22-23 Initiatives	% of Total
Goal 1: Empower students for a lifetime of success and impact.	4	2%
Goal 2: Ensure preeminence in research, scholarship, innovation and collaboration.	13	5%
Goal 3: Expand and advance our engagement with and service to North Carolina and beyond, defining the standard for a 21st-century land-grant university.	7	3%
Goal 4: Champion a culture of equity, diversity, inclusion, belonging and well-being in all we do.	21	8%
Goal 5: Improve university effectiveness through transformative technologies, cutting-edge processes and actionable data.	188	71%
Goal 6: Lead in developing innovative partnerships, entrepreneurial thinking and applied problem-solving.	25	9%
Goal 7: Elevate the national and global reputation and visibility of NC State.	7	3%
<b>Total OFA FY22-23 Initiatives</b>	<b>265</b>	<b>100%</b>

## FY21-22 OFA Accomplishments - Highlights

The Office of Finance and Administration, undergirded by our [Principles of Work](#) (Employee Engagement, Customer Service and Responsible Stewardship), is committed to supporting the university's strategic initiatives, and taking steps to address the university's challenges. We acknowledge all of our employees, and our university partners, for their tremendous efforts over the past year. OFA FY21-22 highlights are listed below, followed by more detailed listings of FY21-22 accomplishments categorized by NC State strategic goals.

- Implemented strategic goal setting across all seven divisions, including a goals progress reporting tool.
- Implemented and continue to build-out a unified, comprehensive budgeting strategy (All Funds Budget) across all university units and all funding sources, providing robust data modeling, forecasting and visualization tools.
- Restructured departments to improve service delivery, such as Facilities' 800+ employee reorganization focused on a Plan – Build – Maintain service delivery model.
- Led and/or served on leadership teams steering long-term, major strategic planning initiatives including [Engineering NC's Future](#), [Physical Master Plan](#) and [Integrative Sciences Building](#).
- Created two new quasi endowments to position NC State for future growth: Integrative Sciences Building and Endowment Fund key strategic initiatives.
- Continued to automate financial processes ([Supplier Information Management System](#)) and expand e-training.
- Completed and dedicated major new facilities to support student and faculty success, including:
  - [Plant Sciences Building](#), a \$160.2M, 185K GSF research and innovation facility.
  - [Fitts-Woolard Hall](#), a \$150M, 277K GSF state-of-the art engineering facility.
  - [Visitor center](#) in Talley Student Union, providing prospective student information sessions and tours.
  - D.H.Hill Jr. Library, Dabney Hall, Jordan Hall Library [upgrades and renovations](#).
  - [Electrical Distribution System Upgrade](#) (phase 1 completed of the \$58.8M multi-year project).
- Restored auxiliary operations to near pre-pandemic levels, a challenge when also facing inflation, supply chain issues and labor shortages; seeing record student meal plan levels, thanks to new and [restructured offerings](#).
- Prototyped data platforms and tools to provide dashboard capabilities and manage projects, piloted data dashboards and performance metrics across Facilities, UHR and the University Budget Office, to name a few.
- Implemented programming to intentionally strengthen working relationships within the university community
  - [University Police Department](#) established a student advisory committee and enlisted a new therapy dog.
  - URED initiated a [Real Estate Stakeholder Group](#), to better communicate Innovation District matters.
  - University Budget Office facilitated the cross-functional [University Budget Advisory Committee](#).
- Achieved significant milestones to progress the [Innovation District](#) (signed development agreements, fully executed master declaration and zoning agreements, and fully adopted [Centennial Campus rezoning](#)).
- Implemented new programs to tackle employee recruitment and retention challenges.
  - UHR led efforts to implement new [flexible](#) and [remote](#) work strategies, including two new regulations.
  - Campus Enterprises, one of the largest and most diverse employers on campus, and home to 800 student employees, conducted job market studies, redesigned tier structures, increased minimum pay, and implemented clear career pathing and leadership programming to address extremely challenging labor shortages, and to intentionally grow a diverse workforce through its ranks.
  - Retooled [employee recognition programs](#) and returned to in-person employee recognition events, hosting large scale, on-campus ceremonies with 2,000+ employees in attendance at times.
- Hired a new [Associate Vice Chancellor for Human Resources and Chief HR Officer](#), a Cabinet-level role.



## FY21-22 OFA Accomplishments in support of NC State's 2021-2030 Strategic Plan Goals

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

#### Improved services, facilities and physical environment to support student learning, living and well-being.

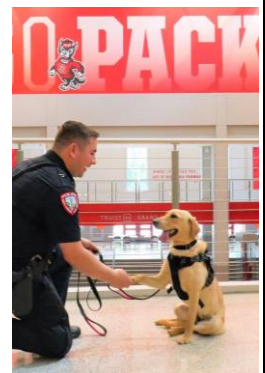
- Cashier's Office, with the Office of Scholarships and Financial Aid, facilitated emergency grants and federal COVID relief aid (CARES Act and HEERF) to students, in conjunction with increasing the number of students enrolled in direct deposit.
- Implemented a [new student meal plan structure](#) for the 2022-23 academic year, providing unlimited access to dining halls and improving visibility into plan balances for use in retail dining outlets; and expanded meal plan options for upperclassmen and student athletes. Meal plan sales returning to pre-pandemic (record) levels.
- Created a [new visitor center in Talley Student Union](#), a joint Campus Enterprises-EMAS venture, to provide prospective student information sessions, campus tours, and state of the art web conferencing for hybrid/virtual meetings and programming.
- Upgraded D.H. Hill Jr. Library Teaching and Visualization Lab (\$1M)
- Renovated D.H. Hill Jr. Library Data Science Academy (\$400K).
- Renovated Dabney Hall Teaching Lab (\$300K).
- Renovated Jordan Hall Library (\$1.5M).
- Centennial Campus activation efforts supported student well-being, such as the [piano installation at the Oval](#).

#### Provided students with hands-on learning and career-building experiences.

- University Real Estate and Development relaunched its internship program, providing undergraduate internships specific to activation programming.
- Launched '[Campus as a Classroom](#)', a new internship program within the Sustainability Office, providing yearlong, hands-on learning experiences for 11 undergraduates across 5 colleges.
- Managed the distribution of nearly \$200K in grants across 21 student and faculty led sustainability projects, thanks to the [NC State Sustainability Fund](#) and partnership with DASA.
- Campus Enterprises expanded its higher tier employment positions and leadership opportunities for students, intentionally growing career-ready experiences and leadership skills – in addition to addressing retention concerns. CE employs 800 students annually, comprising 65% of its workforce.
- The Cashier's Office employed students as front-line representatives, resolving student billing concerns.
- Foundations Accounting and Investments held its first Student Engagement Day, for students interested in investing; the event has become a source of interns for the Office of Investments.
- Procurement & Business Services engaged a student as a social media influencer to promote [Restore sales](#).

#### Built trusted, collaborative, supportive community with students to address complex problems and concerns.

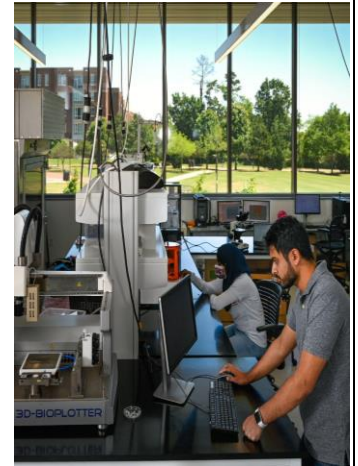
- [University Police Department](#) worked with Student Government and the Student Body President to develop an informal committee to address arising issues in the community, focused on the student perspective.
- UPD is onboarding a new therapy dog, Sasha, to reduce anxiety and improve rapport between police officers and the community; and to provide comfort to individuals in crisis.
- The [Department of Risk Assessment](#) received 2300+ concerning behavior referrals this year, specific to students possibly presenting with concerning or threatening behaviors, or being a victim or witness to potentially violent behavior; and provided direct care, support and referrals to support students in times of need.
  - [Violence Prevention and Threat Management](#) case managers directly managed 300+ cases involving students over the past year, connecting students with resources and mental health care.
  - Risk Assessment provided training to about 6400 university community members, to ensure best practice and compliance standards related to youth programs, suicide prevention, etc.



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

### Significantly improved research and collaboration space for faculty, providing state-of-the-art facilities, labs.

- Completed and dedicated the [Plant Sciences Building](#), a \$160.2M research and innovation facility, designed to establish North Carolina as the global hub for plant sciences.
- Completed and dedicated [Fitts-Woolard Hall](#), providing state-of-the-art laboratories and collaboration space, and serving as home to the Department of Civil, Construction and Environmental Engineering, the Edward P. Fitts Department of Industrial and Systems Engineering, and the College of Engineering Dean (photo below).
- Advanced \$1B in capital projects including design, construction and closeout phases.
  - Completed and dedicated Fitts-Woolard Hall (\$150M, 277K GSF)
  - Completed Plant Sciences Building (\$160.2M, 185K GSF)
  - Completed Varsity Research Building Lab and HVAC renovation (\$1.5M)
  - Managed 200+ capital programs (design and construction phases)
- Completed phase 1 of the Electrical Distribution System Upgrade, [Power Forward](#), a \$58.8 multi-year project on Central Campus and North Campus, to ensure safe and reliable power to buildings. Phase 2 is underway.
- Initiated the College of Engineering Growth Study, to prepare for the impacts of 4,000 new students and associated additional faculty and staff across several colleges (short-term growth plan approved to accommodate additional faculty and teaching in Research IV and Mann Hall).
- Worked with the Provost Office and others, to develop strategies for Receipts Supported Buildings in support of university growth over the next 5-10 years (as private leases expire).



### Led efforts to promote safe laboratory operations, compliance and culture, in partnership with researchers across campus.

- Revamped EH&PS Occupational Safety & Health team into Research Safety Support, to clearly convey the group's mission, role and authority.
- The Radiation Protection Program successfully oversaw all safety and regulatory compliance objectives, ensuring continuity across unique clinical and diagnostic services.
  - CVM Terry Center's Hospital Accelerator license inspection by the NC Radiation Protection Section identified no compliance issues.
  - 135 authorized radioactive material and equipment user permits, under 4 licenses and 9 registrations within 200+ lab spaces, utilized by nearly 1200 trained and authorized faculty, staff and students.
- Environmental Affairs completed laboratory chemical moves into the new Plant Sciences Building, requiring pre-move consultations with each impacted PI to discuss process, proper packing of chemicals and move coordination.
- In follow-up to the 2021 Main Campus Hazardous Waste Inspection Notice of Violation, Environmental Affairs revamped the Laboratory Chemical Waste Management Module, re-inspected all labs on campus and facilitated successful re-inspection of non-compliant labs for NCDEQ Hazardous Waste Inspectors.
- Safely and compliantly disposed of 19,000+ items of regulated waste over the past year.
- A laboratory safety cross-functional inspection group was created with Environmental Health and Safety, to streamline provision of inspection support and to track action items.

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

#### Implemented long-term, formal planning efforts to support growth strategies and the new strategic plan.

- Advanced the new [Physical Master Plan](#) initiative, a 10-year, cross-functional outlook including Athletics, Dining, Housing and Transportation programmatic synergies. Process has engaged 2,400+ individuals to date. 50% complete.
- In association with Physical Master Plan, engaged a food service advisor to provide a dining master plan, examining facility needs, program concepts and service elements in support of campus enrollment growth and serving the campus community.
- Finalized Security Applications and Technologies' Security Master Plan (Aug 2022 release date), defining growth strategies to support current and future building needs.



#### Enhanced external communications and outreach to external stakeholders within the region, to garner support for public-facing NC State initiatives and to promote NC State's interests.

- University Real Estate and Development redesigned its [website](#) and launched new content to provide more customer-focused navigation capabilities – laying the groundwork for future Innovation District web content and promotion of NC State's land-grant mission on Centennial Campus.
- Continued ongoing engagement with the City of Raleigh, building relationships with city staff to facilitate collaborative and proactive discussions across planning, facilities, transportation, utilities, engineering, emergency management and public safety (fire/police) – including hosting an inaugural NC State/City of Raleigh Operations Coordination meeting (spring 2022) with plans for ongoing meetings.
- Vice Chancellor for Finance and Administration served on local and regional municipal boards, to strengthen NC State ties and to support education-related infrastructure interests locally and statewide:
  - Raleigh Chamber of Commerce - Member
  - [EDGE 6 Wake County Economic Development program](#), a Raleigh Chamber EDGE program - Member
  - EDGE 6 Wake County Economic Development - Board Member
  - EDGE 6 Wake County Economic Development - Talent and Workforce Committee Member
  - To support broadband infrastructure needs across the state in service to the North Carolina Research and Education Network, served on the [MCNC](#) Board of Directors, MCNC Endowment Board of Directors and as Chair, MCNC Finance and Audit Committee.
- To promote NC State interests, Campus Enterprises AVC served as one of three NC State board members on the [Hillsborough Street Community Service Corporation](#); role assumed by URED AVC, going forward.
- University Real Estate and Development AVC served on [Dix Park Leadership Committee](#), on behalf of NC State University and Chancellor Woodson, representing NC State's interests and creating a bridge for communication and collaboration between the university, the City of Raleigh and the Dix Park Conservancy.

#### Continued to intentionally engage and serve the university community, citizens of North Carolina, and beyond through campus beautification and activation efforts, and acts of leadership and service.

- Facilitated the [Centennial Campus Art Committee](#), organizing university and non-university stakeholders to progress a public art project to completion within established funding and scope parameters. Completed the plaza study and preliminary design. Forthcoming [public art installation](#) will create the most significant public art site on campus.
- With university partners, supported the [installation of UNC System President, Peter Hans](#), in conjunction with celebrating the 50<sup>th</sup> anniversary of the UNC System, by preparing Hunt Library facilities and grounds, and provided catering for this major VIP event.
- The Finance Division hosted the statewide [UNC System Financial Conference](#) (March 2022), 200 attended.
- The Materials Support team hosted the [2022 University Surplus Property Association](#) at the StateView Hotel.

- University Police Department was selected to pilot a State of North Carolina accreditation program, in partnership with the North Carolina Criminal Justice Education and Training Standards Commission and Sheriff's Standards Commission. On-site visit completed; full accreditation expected in fall 2022.
- For the past 13 years, NC State's [Behavior Assessment Team](#) has been recognized as the model in multi-disciplinary threat assessment and threat management team programming, with many private and public institutions developing similar programs based on NC State's model.
- The [Office of Youth Programs and Compliance](#) led monthly 'Protection of Minors Compliance' calls for all UNC System institutions over the past year, and led a two-day workshop for this UNC System group.
- Fine-tuned operational and maintenance requirements for the Memorial Belltower Carillon during its first year of operation, along with the [Memorial Belltower renovation and installation of Henry Square](#) (June 2021); providing a beautiful and inspirational landmark entry to campus, and visible – and now audible – tribute to NC State alumni killed in World War I.
- Advanced Activation Programming for Centennial Campus, bringing Centennial Campus to life for students, faculty, staff, corporate partners and visitors.
  - Implemented the Centennial Activation Program Strategic Plan, including a five-year glide path for ramp-up of activation programming.
  - Solidified plans to activate space at Research Drive/Main Campus Drive (targeting fall 2022).
  - Launched the Centennial Campus Activation Partners Group.
  - Centennial activation examples include lunchtime and weekend food trucks, pop-up events, Lake Raleigh recreational programming, lunchtime yoga, the outdoor [piano installation at the Oval](#) (a faculty/URED collaboration) and [Live@Lake Raleigh](#), a spring and fall series of free, family-friendly, live music concerts on the shores of Lake Raleigh – open to all.
- Stephen Smith, Environmental Health and Public Safety, and Jimmy Wright, Campus Enterprises, were [selected for the Governor's Award for Excellence](#) this year, for safety and heroism, and public service, respectively.



Members of NC State's ROTC programs stood guard at the Belltower the night of Nov. 11 and into the morning of Nov. 12.



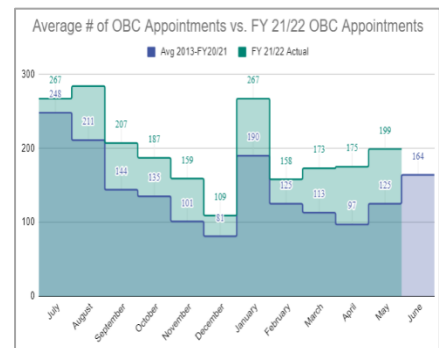
#### Goal 4: Champion a culture of equity, diversity, inclusion, belonging and well-being in all we do.

##### Advanced initiatives with intentional and prioritized focus to build a culture of equity, diversity and inclusion.

- Facilities' [Historically Underutilized Business \(HUB\) program](#), which connects design and construction opportunities for minority firms on campus, reached an all-time high of 55%.
  - Eleven of the 31 designers selected for the open-ended service agreement designer selections are small businesses, disadvantaged businesses or woman-owned businesses.
  - Shon Burch-Crispin, Capital Projects Program Manager, Capital Projects Management (Facilities), received the 2021 HUB Advocate Award from the [Hispanic Contractors Association of the Carolinas](#).
- Campus Enterprises Human Resources conducted a Job Market Research Study, providing guidance and DEI strategies to support underrepresented groups rising in CE's management hierarchy, and new recruiting channels focused on diverse communities.
- [University Police Department](#) initiated a review of its hiring process to remove unintended barriers that may discourage or eliminate potential candidates who otherwise are compliant with NC Administrative Code requirements to become a police officer. Streamlined the application process with the goal to attract a more diverse applicant pool for future employment with UPD.
- Raven Evans, Lead Staffing Specialist, University Temporary Services (University Human Resources), one of three NC State employees awarded the [Chancellor's Creating Community Award for Outstanding Staff](#), recognizing excellence in the incorporation of diversity, equity and inclusion into administrative roles.

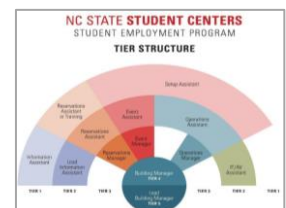
### Built sustainable and scalable programming to support employee safety, belonging and well-being.

- Implemented new flexible work strategies and new remote work strategies, including new university regulations and processes; and developed a dedicated [website](#) and reporting to assist employees and supervisors in managing new hybrid work culture at NC State. New strategies based on recommendations from cross-functional workgroups.
- Examined recently implemented Paid Parental Leave (PPL) program, to improve processes.
- Learning & Organizational Development and Office of Faculty Excellence partnered to design and deliver the second running of the [Faculty LEAD certification program](#), training 28 faculty on leadership strategies.
- UHR facilitated six major, in-person staff and faculty appreciation events:
  - [Staff and faculty appreciation event](#) at Reynolds Coliseum (May 2022) in conjunction with North Carolina's Employee Recognition week; attended by nearly 2,000 employees.
  - [2022 NC State Awards for Excellence](#) in-person event, recognizing 43 non-faculty employee nominees from across the university; 12 selected as NC State award winners, and will advance to the Governor's Awards for Excellence program.
  - Four in-person events to honor employees who reached [service milestones](#) of 5, 10, 15 and 25 years of service (right photo).
- Created a new employee spotlight series, [How! About You](#), highlighting faculty and staff members and building workplace community. Staff from the Gregg Museum of Art & Design, Athletics, DASA, Jeffrey Wright Military and Veteran Services, UCOMM, OFA, the Provost Office, and the colleges, have been profiled, to name a few.
- Enhanced [Paws and Say Thanks peer-to-peer recognition program](#) with e-card functionality and standard templates. Nearly 1,000 employees received Paws and Say Thanks e-cards last year.
- The Onboarding Center resumed in-person appointments (in addition to continuing virtual options) (right image), and provided campus-walking tours to 271 employees since the in-person tours restarted (Jan 2022), to build a sense of campus community.
  - [Walking tours of North Campus](#).
  - [Tours of Centennial and Main Campus](#).
  - [Fitts-Woolard Hall tour](#).
  - [Memorial Belltower tour](#).
  - [Murphy Center tour](#).
  - [Carmichael Gym tour](#).
  - [Hunt Library tour](#).
- Annual enrollment information sessions for employee benefits were conducted in Spanish and English, resulting in a 96% enrollment rate for the 2022 cycle.
- All UHR employees completed Lean Six Sigma yellow belt training, providing level setting and common culture around core principles, concepts and tools necessary to deliver quality service. Ten UHR staff members on track to obtain black belt certification by Dec 2022.
- Facilities continued to prioritize workplace safety, implementing training and protocols across all ranks.
  - [ElectriCities'](#) Safety Award awarded to Power Systems for no lost time mishaps.
  - Implemented 'Hot Line Tag' relay settings on switchgear at the Centennial Biomedical Campus substation, to reduce arc-flash risks for anyone working on the electrical distribution system.



### Established leadership programs to engage and mentor employees, and grow leadership skills across ranks.

- Completed the first cohort for Facilities Leadership Development Program (12 participants, mid-level focus).
- Campus Enterprises Human Resources updated tier structures to provide more higher-tier positions for employees including student employees, and expanded formal career growth and leadership opportunities throughout the division (right image).



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

### Implemented a new, unified budget strategy across all units and funding sources, providing comprehensive budget data and modeling capabilities – to drive most strategic and informed use of university funds.

- Established a streamlined and standard all-funds budget process for the university, as necessary to support UNC System reporting requirements and in support of university-level strategic budgeting and forecasting.
- Implemented reporting templates, trained budget personnel across all university units, and produced a dedicated website to communicate progress on the initiatives and to provide key materials.
- Generated an interactive budget dashboard with drill-down capabilities and graphic reporting, to provide current, integrated and comprehensive data in an easy-to-understand format (release expected fall 2022).
- Successfully submitted an FY22-23 all-funds budget to the UNC System and BOG, upon BOT approval.
- Refined annual budget process and templates, and incorporated data visualization tools to support comprehensive data-driven decision making (in progress).
- Completed additional budget tasks to support executive-level decision making and best use of funds.
  - Certified 2021-23 budget and distributed allocations from the UNC System (LI, Benefits Bonus, and Building Reserves) within abbreviated timeframes due to the Nov 2021 passage of the budget.
  - Managed \$100M+ HEERF COVID relief funds to date (as of spring 2022), including data collection to support relief claims and distribution of HEERF funds for student emergency aid, personal protective equipment, COVID testing and digital learning enhancement initiatives (right image).
  - Modeled and assessed dramatic funding impacts stemming from enrollment model changes.
  - Facilitated executive level, routine budget meetings with the Provost, VC for Research and Innovation, VC for External Affairs, Partnerships and Economic Development, and VC for Finance and Administration, including Budget Routine and F&A (and staff support workgroups).
  - Facilitated University Advisory Budget Committee, to disseminate budget communications across campus; cross-functional committee includes deans, faculty senate chair, staff senate chair, student body president and administrators.

#### Federal COVID Relief Funds Summary

- Federal Government extended the spending deadline for HEERF Funds for an additional year to **June 30, 2023**.

Funding Source	Award	Event to Date Expenditures	Balance Remaining	Percent Remaining
HEERF I - Student Emergency Aid	\$ 8,947,941	\$ 8,947,941	\$ -	0%
HEERF II - Student Emergency Aid	\$ 8,947,941	\$ 8,947,941	\$ -	0%
HEERF III - Student Emergency Aid	\$ 25,189,169	\$ 25,189,169	\$ -	0%
GEER (Oct 2020) - Student Emergency Aid	\$ 483,875	\$ 483,875	\$ -	0%
<b>Total Student Emergency Aid</b>	<b>\$ 43,568,926</b>	<b>\$ 43,576,876</b>	<b>\$ -</b>	<b>0%</b>
HEERF I - Institutional Funds	\$ 8,947,940	\$ 8,947,940	\$ -	0%
HEERF II - Institutional Funds	\$ 19,208,621	\$ 8,386,219	\$ 10,822,402	56%
HEERF III - Institutional Funds	\$ 25,014,854	\$ 7,152,762	\$ 17,862,092	71%
NCSU Discretionary Allocation - NC CRF	\$ 4,500,000	\$ 4,500,000	\$ -	0%
Personal Protective Equipment - NC CRF	\$ 835,269	\$ 835,269	\$ -	0%
COVID Testing - NC CRF	\$ 473,365	\$ 473,365	\$ -	0%
Digital Learning Enhancement Initiatives	\$ 369,930	\$ 369,930	\$ -	0%
<b>Total Institutional Aid</b>	<b>\$ 59,349,979</b>	<b>\$ 30,665,485</b>	<b>\$ 28,684,494</b>	<b>48%</b>
<b>Total</b>	<b>\$102,918,905</b>	<b>\$ 74,242,161</b>	<b>\$ 28,684,494</b>	<b>28%</b>

Note: Expenditures as of March 28, 2022

### Employed best-in-class processes and installed new technologies to cut operating costs, and improve performance.

- Continued to automate key financial processes to streamline processes, reduce staff hours and mitigate risk.
  - The University Controller's Office led NC State's portion of the Office of the State Controller's [Financial Backbone Replacement Project \(FBR\)](#), to replace the State of North Carolina's financial, accounting and cash management control systems. Phase 1 completed; phase 2 expected to go-live in 2023.
  - Procurement Services implemented [Supplier Information Management System](#), a supplier portal using Payment Works, saving business offices 1200+ staff hours thanks to eliminated manual tasks; and furthering payables automation and growth in PCard rebates.
  - Contracts and Grants, along with university partners, advanced the [Research Enterprise Data](#) initiative, through workflow process improvements and financial system readiness.
  - [Finance Knowledge Base](#) initiative, an online repository of finance related materials, continued to expand, with 72K unique views over the past year.
  - Grew e-training offerings and outreach, exemplified by the new [Certified Departmental Purchasing Representative Program](#) (~300 credentials awarded to procurement professionals across campus last year); and conversion of MarketPlace training to an online Moodle course, available 24/7.
- The Cashier's Office led efforts to establish a [cashless campus](#), to reduce administrative costs and mitigate risk, including a new [3D memo](#) promoting the use of electronic payment methods across the university.



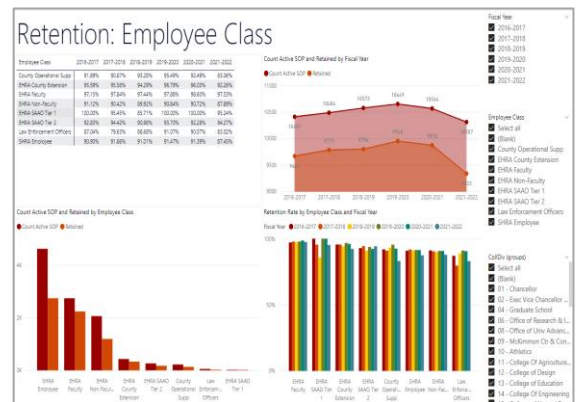
- The University Controller's Office implemented new GASB leasing standards, serving as a leader within the UNC System and state agencies, in establishing best practices for reporting disclosures. Templates advanced to the State Auditor by the System for system-wide proforma; and will also support URED lease management.
- Again attested PCI compliant for all three merchant chains (NCSU, Dining, Foundations).
- Procurement and Business Services' [MarketPlace](#) initiative continued to grow, with attendance at the MarketPlace Expo, the annual supplier showcase, increasing by (50%) due to a virtual attendance option. The Nov 2021 event saw 250 in-person attendees and 462 virtual visitors.
- The new electronics [Restore](#) used industry best practices in the electronics restoration process to increase:
  - Number and quality of devices sold; Restore sold 6,728 items, generating \$320K in sales (FY22).
  - Recycled materials and landfill diversion by harvesting parts from inoperable electronics (right photo).
  - Sale of refurbished electronics to students, university entities and employees, and the public.
- Foundations Accounting and Investments upgraded the use of Fundriver to improve the customer experience.
- Successfully implemented Stripe, an industry best practice for mobile payments in gift giving.
- UHR launched the HR Service Center, combining the background check program, I-9 program and HR front desk, to increase service capacity across key HR services. Within the first six months of the new center:
  - I-9 on-time compliance rates improved six percentage points (Section 1 rose from 71% in Oct 2021 to 77% in May 2022; Section 2 rose from 81% in Oct 2021 to 87% in May 2022).
  - The percentage of background checks endorsed 5+ days prior to an employee's planned start date doubled (35% in Sept 2021 rose to 70% in May 2022).
- UHR, in partnership with OIT, implemented a new electronic performance management system, replacing a paper-based process and improving task management and record keeping (implementation ongoing).
- UHR established a project management framework and employed Monday.com to develop project management standards, forms and dashboard to track project progression. Development of training materials to support Agile Certified Practitioner (ACP) for project managers through the Project Management Institute (PMI) is underway.
- International Employment launched a [new immigration case management system](#), Sunapsis, to provide a single immigration system for all immigration sponsorship needs across the university, and to provide more efficient case management, and more secure data storage and security. Over the past year, 99 cases have launched via this new system, with a 100% petition approval rate from the federal government.
- Partnered with a new vendor, InfoMart, to provide background checks, foreign education verifications and motor vehicle records checks – to streamline data entry, quicken processing, and enable integration with JAR and other reporting software. Seeing 81% reduction in processing time, from nearly 9 days down to 1.5 days (monthly average, 4300 background checks completed since Nov 2021 InfoMart implementation).
- NC State Dining selected Oracle Symphony 2 to upgrade its point of sale system, providing seamless integration into PeopleSoft and other Oracle products plus new management dashboards (installation expected fall 2022).
- NC State Stores (includes Wolfpack Outfitters) implemented Oracle's NetSuite point of sale system, replacing an end-of-life point of sale product. This new tool provides better integration and management of sales and inventory data, plus customizable dashboards. Leveraging data integration across the platform with Google Analytics, MailChimp and other social media platforms, NC State Stores gained greater visibility into its online customer activity, achieving 30% cart abandonment rate (FY22Q4), well below the industry average of 70-75%.
- Fully transitioned Dining and Auxiliary Accounts Payable to the university's PeopleSoft financial system, completing a multi-year effort to integrate with university accounting systems.
- Wolfpack OneCard upgraded to a new state-of-the art cloud-based ID card printing system, to better serve virtual customers and better protect student data at lower operating costs.



- Campus Enterprises implemented ServiceNow to manage its IT device inventory, SLA and customer service requests; streamlining data entry through a single web-based portal and supporting workflow.
- The Building Maintenance and Operations (BM&O) Commissioning Team, which evaluates mechanical systems in campus buildings, generated a total \$10M in energy savings since the team’s start in 2014.
  - Optimized buildings’ automated control systems to improve occupant comfort levels while reducing energy consumption.
  - Via mechanical calibrations to improve HVAC system efficiencies, cut operating costs by \$2.7M across campus over FY21.
- Recognized \$1.6M in annual savings, thanks to the new Centennial Campus Utility Plant, which converts waste heat from power production to steam-generated electricity.
- Lowered peak demand for operating electric chillers at the Centennial Campus substation, upon year two of the newly operational Thermal Energy Storage tank. The tank stores 3.4M gallons of chilled water, generated off-peak when electricity prices are lowest. Peak demand lowered 10 of 12 months, last year.
- Utilized drone and infrared technologies to detect roof maintenance concerns including moisture, storm water control measures, and tree canopy – providing clearer data in a faster and safer manner.
- Waste Reduction and Recycling implemented Loadman routing software to rebalance waste/recycling/composting routes to improve staffing efficiencies and customer service.
- University Housekeeping implemented QR coding of equipment, to better manage use of resources.
- Security Application and Technologies (SAT) increased building security via high-tech equipment installations.
  - Added 339 card access points and 187 camera points, including completion of Plant Sciences Building.
  - In addition to PSB, SAT completed 100+ security projects (including Holladay Hall).
  - Completed ~11,280 security requests from campus partners.
  - To better serve customers, SAT reviewed and updated access control reporting functions for building security liaisons.
- UPD deployed a virtual reality training system to improve officer scenario training.
- Insurance and Risk Management implemented new enterprise software, Origami, to manage university auto and property insurance policies. This new tool will enable units to self-manage policy related information and to review annual billing information.
- Transportation installed new auto-pay stations in visitor lots and implemented a program to pressure wash and clean all of the parking decks on campus.
- Transportation developed a proposal for new transit software to provide better data analytics necessary to optimize Wofline bus service.
- F&A Cost Analysis automated processes to better collect and utilize data for analysis.
- Advanced efforts to incorporate upper ledger 3, ledger 7 university gift and ledge 9 trust fund authorities into WRS/PeopleSoft to improve data access and transparency (anticipated to complete in FY23).

**Implemented data visualization tools to support data-driven decision making and management reporting.**

- HR Information Management & Analytics is developing online retention and recruitment dashboards, providing interactive data visualization tools to support data-driven decisions specific to turnover rates, new hire turnover rates, retention rates, time to fill and vacancy rates. UHR is on-track to rollout phase 1 to leadership by Aug 2022 (retention rates, turnover rates and vacancy rates).
- University Budget Office automated production of year-end BBA reports, reducing effort from 14-page multi-hour procedures to ‘a click of a button’; and created an interactive dashboard of year-end BBA data, with five-year trends, to improve data analysis capabilities.
- Facilities implemented Power BI, to provide user-friendly, interactive dashboards to better manage projects and finances; examples (under development) include Annual Spend Plan and Emerging/Urgent work dashboards.



- EH&PS adopted new software tools to better manage job tasks, deploying modules for environmental affairs, biosafety and radiation safety (research safety and inspections modules in progress).
- SAT deployed project management and ticketing systems to better manage workloads.

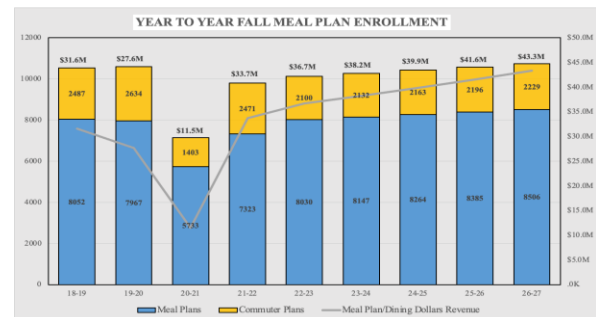
**Expanded communication channels across the university to better inform customer groups and colleagues.**

- University Human Resources completed phase 1 of its website redesign, re-focusing the website as a primary resource tool for prospective employees, and as a resource to better market HR information to current employees.
- [University Controller's Office website](#) was overhauled, to better inform and serve customers, and to drive accountability and compliance, via improved website navigation; new e-training manuals, certificate courses and an on-line finance basics course; and a new 'latest updates' section listing updates and changes to guidelines, policies, procedures and rates - to ensure the university's financial systems are accountable, compliant and easy to use.
- Campus Enterprises re-ignited its digital newsletter, providing current updates on hours of operation, dining specials and spotlighting employees.
- University Real Estate and Development established the Real Estate Stakeholder Group, to inform key Innovation District and similar stakeholders of news, updates and changes to ongoing initiatives.
- University Real Estate and Development established an online mechanism and framework to seek internal feedback on developer project submission from internal operational partners (including facilities, transportation, IT, security/safety and EHS) to improve quantifiable data analysis of project evaluations.
- Provided executive level presentations to leadership groups including Deans Council, DASA Leadership, Research Operations Council, College of Engineering Dean's Meeting, Chancellor's Cabinet, ALM and University Council
- Facilitated UBAC, Business Partners and college ADF meetings, enabling the VC to directly inform constituents regarding budget and similar matters.



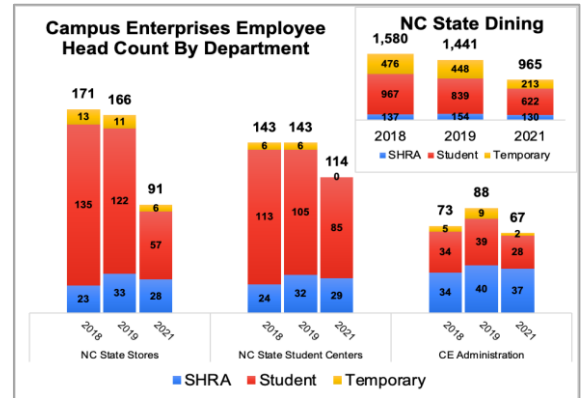
**Retooled service delivery to manage inflation, supply chain concerns and labor shortages with minimal impact to student and faculty facing services; seeing return to revenue growth in auxiliaries.**

- Emerging from the pandemic, Campus Enterprises achieved full restoration of services following extremely difficult operating conditions (pandemic-driven furloughs, inflation, supply chain and labor challenges), thanks to its workforce showing incredible perseverance, adaptability and creativity in implementing new strategies quickly.
  - Restructured staffing, service delivery and hours of operation to sustain highest priority venues.
  - Restructured student positions and wages, and implemented a new NC State Dining student retention bonus program, to build and retain an 800-person student employee workforce.
  - Contracted with new, independent restaurateurs on campus, such as Makus Empanadas and Ruckus Fast Fired, to meet customer demand for new foods and mitigate staffing concerns.
  - Meal plan enrollment returned to pre-pandemic (record) levels, and anticipating continued meal plan growth thanks to larger freshman class, [meal plan restructure](#) and successful marketing (right image).
  - Student Centers saw near return to pre-pandemic levels for general utilization and event booking.
  - NC State Stores sales are trending upward, and would have seen record growth if not for soft goods supply chain challenges.
  - Lonnie Poole Golf Course closed the fiscal year with its strongest financial position ever.



**Implemented new programs to tackle employee recruitment and retention challenges, and to build a diverse and talented workforce through all ranks.**

- Campus Enterprises completed comprehensive HR studies and implemented new programs to address staffing concerns, develop student employees, and empower its diverse workforce.
  - Completed a Job Market Research Study, providing guidance and strategies for new recruiting channels, competitive pay for SHRA, temporary and student employees, retention adjustments where applicable, and DEI strategies to support underrepresented groups rising in CE’s management hierarchy.
  - Developed a comprehensive Dining SHRA MRR Salary Plan, examining market reference rates (MRR) and providing a tiered compensation structure with data-driven support for market and retention wage increases, and defined career paths for employee development, DEI opportunities and competitive pay.
  - Increased student minimum wage to \$10/hour to improve workforce retention within NC State Dining.
  - Launched a new NC State Dining student worker retention bonus program, with 188 students (34%) qualifying since March 2022; Payroll and HRIM implemented a new earnings code to denote the bonus.
  - Created a HR Strategic Recruiting Plan and conducted a comprehensive recruitment methods assessment, providing statistical insight into recruiting effectiveness across various job advertising channels (job websites, job fairs, professional associations, DEI platforms, etc.).
  - Developing a new workforce forecasting tool for dining management to optimize staffing levels across SHRA, student and temp labor pools.
- Payroll successfully paid COVID and NC State COVID bonuses to all eligible employees, accomplished within three weeks to meet state-mandated deadlines; and successfully processed and paid FY22 six-month retro pay increases for all eligible employees.
- UHR, in support of university recruitment needs, piloted two programs over the past year to improve recruitment efforts:
  - Spark Hire provides one-way video interviewing capabilities for use in early-stage candidate evaluations, enabling candidates to record themselves answering pre-defined questions – intended to replace real-time early-stage interactions and screening, available off-hours if needed by potential applicants.
  - SkillSurvey provides electronic reference checking capabilities, to improve quality of reference checks and reduce time burdens.
- UHR, in collaboration with the Office of Institutional Strategy and Analysis, and the Office for Institutional Equity and Diversity, is in the process of revising the staff exit survey to better understand retention issues.

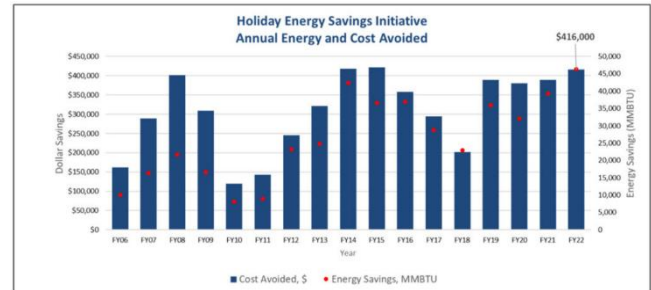


**Goal 6: Lead in developing innovative partnerships, entrepreneurial thinking and applied problem-solving.**

**Collaborated with university partners to develop comprehensive planning, management and problem solving.**

- Budget and Resource Management worked closely with the Provost Office and the Office of External Affairs, Partnerships and Economic Development, on a myriad of legislative and UNC System matters to ensure NC State interests were represented as strongly and accurately as possible.
- Finance Division worked with university partners to grow revenue by increasing virtual vendor payment options among the university’s supplier base, growing revenue from payables and PCard programs and savings via the Marketplace initiative; and worked with UNCMC to reduce administrative fees by \$700K (July 2022).

- Created two new quasi endowments to position NC State for future growth: Integrative Sciences Building and Endowment Fund key strategic initiatives.
- Foundations Accounting and Investments successfully merged the Tobacco and Agriculture Foundations, and achieved a smooth financial transition thanks to successful planning, board involvement and collaboration.
- Foundations Accounting and Investments worked with Advancement Services and Gift Acceptance Committee to establish a SOP regarding gifts of cryptocurrency, directing potential donors to a third party.
- Progressed the Integrated Priority List (IPL) with university stakeholders, to ensure priorities and funding were vetted transparently and aligned with university strategic goals.
- The annual [Holiday Energy Saving Initiative](#) realized the highest energy savings and third highest dollar savings (\$400K+) on record since the program's start in 2005, partnering with building liaisons to lower thermostats in unoccupied buildings over winter break.
- Successfully submitted a \$6M claim in energy and water savings to the state (House Bill 1292, Reinvestment Act of 2010), thanks to collaboration across multiple business units.
- Successfully completed [rezoning](#) of Centennial Campus west of Centennial Parkway, including Council of State approval thanks to strong partnerships between URED, EAPED, UCOMM and others. Rezoning was one of the crucial first steps to advance the Innovation District, and was successfully achieved in just over one year.
- Achieved Innovation District major milestones thanks to a strong partnership with the Board of Trustees of the Endowment Fund of North Carolina State University, as necessary to resolve final deal terms and securing initial development agreements with Lincoln Harris/Goldman Sachs (executed Aug 2021).
- University Real Estate and Development and the Partnership Office collaborated regularly to elevate and enhance the reputation of [Centennial Campus](#) as the top-tier public-private research campus in the United States, including recruitment of prospective partners and tenants; and established standing meetings with Lincoln Harris to better coordinate prospecting, messaging, economic development and related engagement. Collaborated on more than a dozen combined partnership and space proposals over the past year.



#### **Built strategic, working relationships with external partners in the best interest of NC State.**

- As noted above, strengthened partnerships with the City of Raleigh via routine stakeholder meetings with city senior management and Planning Division
- University Real Estate and Development AVC served on Dix Leadership Committee, along with College of Design Dean, to, likewise, build relations with Dix Park community.
- Campus Enterprises AVC served as one of three NC State board members on the Hillsborough Street Community Service Corporation, along with Assistant Vice Chancellor, EAPED and Assistant Vice Chancellor, DASA (ex-officio) to build relations with neighboring businesses. Role assumed by URED AVC going forward.
- Transportation and University Real Estate and Development established routine meetings with NCDOT and the City of Raleigh, to mediate issues relating to forthcoming Bus Rapid Transit infrastructure changes on Western Boulevard and sidewalk, and similar infrastructure improvements along Pullen Road.
- Partnered with Eastman Corporation, a Centennial Campus partner, at the [Compost Facility and Research Cooperative](#), a 3-acre compost facility able to process up to 1200 tons of organic waste annually.
- Campus Enterprises contracted with two locally owned restaurateurs (Makus Empanadas and [Ruckus Fast Fired](#)) to operate food service outlets and catering on campus, the university's first foray into strategic outsourcing to select dining operations – meeting customer demand for new cuisine with nominal outlay.

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

### Increased NC State's profile, ranking and accolades regionally and nationally.

- [2022 Top Green Colleges](#), Princeton Review – Ranked 18
- [Most Beautiful Urban Campuses](#), College Consensus – Ranked 14
- [2022 College Power Players](#) (university/college dining programs), Food Management Magazine – Ranked 21
- [Hispanic Contractors Association of the Carolinas](#) recognized NC State's efforts to expand design and construction opportunities for historically underutilized businesses (HUB) on campus with its 2021 HUB Advocate Award.
- [Association for the Advancement of Sustainability in Higher Education \(AASHE\)](#) recognized NC State's sustainability efforts to address student food and housing insecurity with the 2021 Campus Sustainability Achievement Award.
- [Bee Campus USA](#) designated NC State as a bee campus, recognizing pollinator conservation efforts.
- [Campus Safety, Health and Environmental Management Association](#)
  - 2021 Innovation Award for Resource Enhancement recognizing EMMC Pack Planning use of staffing models and COVID testing programs.
  - 2021 Marketing & Communications Campaign Award recognizing joint marketing partnerships by EMMC and Campus Enterprises throughout the pandemic.
- Triangle J Council of Governments' [2023 Triangle Transportation Choices Grant](#) awarded to Transportation's [Wolftrails](#) program, to support regional programming promoting alternative community and mobility options.

### Elevated NC State's reputation and visibility across industry associations, via board seats, conference presentations, news articles and similar services, to share best practices and improve industry protocols.

- Selection to prestigious national programs, board seats and committee roles.
  - NACUBO Emerging Leaders - Contracts and Grants Director selected for the prestigious program.
  - FBI National Academy - University Police Major selected to attend elite 10-week training program.
  - University Surplus Property Association - president
  - Treasury Institute of Higher Education - board member
  - Association of Threat Assessment Professionals - vice president, Mid-Atlantic chapter
  - Higher Education Protection Network, Resource Committee (youth programs) - chair
  - OSBM Certified Budget Analyst Training Program - advisory board member
  - Carolina Parking and Mobility Association - board of directors member
  - Flywire - advisory board member
  - Association of Talent Development - president, Raleigh-Durham chapter
  - Premier Foodservice Committee for the College & University Council - committee member
  - Association of College Unions International, Higher Ed Consortium for Student Affairs - led industry efforts to develop a certificate program for student union and student activities professionals
- Conference presentations and similar engagements, speakers and panelists.
  - Urban Land Institute - Carolinas chapter annual conference speaker
  - Treasury Institute of Higher Education - symposium speaker and panelist
  - National Association of Campus Card Users - national conference speaker
  - International Parking and Mobility Institute - national conference speaker
  - Carolina Parking and Mobility Association - state conference speaker
- Industry publications and similar profiles.
  - Lonnie Pool Golf Course profiled in [Carolinas Green](#) and [Golf Course Magazine](#).
  - Transportation (Parking) profiled in [International Parking and Mobility Institute publication](#).

## Spotlight on Divisions

**Budget and Resource Management** led the strategic, university-wide effort to establish a unified budget process across all university units and all funding sources, building on the UNC System All-Funds Budget initiative. The division capitalized on open staffing opportunities to grow core competencies in key areas with new hires and re-defined roles – quickly ramping up data-driven reporting and visualization (dashboard) capabilities in less than one year – and providing prototypes for executive dashboards and performance metrics (KPI) reporting to ensure resource prioritization decisions are data-informed and data-driven – while continuing to fulfill the core competencies and requirements for the division.

**Campus Enterprises** adapted effectively throughout the challenging business conditions imposed by the pandemic, and rebounded to successfully serve the large freshmen class and return to full residential capacity over the past fiscal year. Inflation, supply chain issues and labor shortages exerted pressures on the auxiliaries, requiring managers to address increased operating costs and staffing shortages innovatively and creatively to minimize impacts to student services. Revenues from meal plans sales, stable student fee income, NC State Stores adaptations to online commerce and labor savings from staffing shortages allowed CE cash reserve balances to move rapidly toward risk-ready reserve levels.

CE's impressive success in full restoration of services and adaptations emerging from the pandemic followed by a challenging economic environment cannot be understated. Thanks to impressive work throughout the division implementing HR solutions to staffing challenges, Campus Enterprises emerged as a more united, technically sophisticated and nimble division. Looking forward, CE is implementing strategies to retain employees (including student employees who make up 65% of CE's workforce), and provide career paths and leadership opportunities throughout its ranks (including enhancing DEI efforts for underrepresented groups rising within CE's management hierarchy).

**Environmental Health and Public Safety** (University Police Department) worked on multiple fronts to build trusted, informed working relationships with student groups and the university community; involving students in police hiring processes and working to reduce barriers to a diverse applicant pool. Likewise, the university and the UNC System have worked to improve recruitment and retention of NC State police officers, who are accredited by both the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) and the International Association of Campus Law Enforcement Administration (IACLEA), by restructuring class and compensation models.

EH&PS reorganized Emergency Management and Mission Continuity (EMMC) into Emergency Preparedness and EH&PS Strategic Initiatives, continuing a service delivery model used throughout the pandemic. The new department now includes EMMC, Fire and Life Safety, Insurance and Risk Management and Strategic Initiatives. EH&PS also revamped the Occupational Safety & Health team into Research Safety Support, to improve operational effectiveness and better reflect the group's mission and focus: safe laboratory operations.

**Facilities** continued its laser focus on safety, implementing its root cause analysis approach across supervisory ranks to reduce accidents and injuries; developed new contractor safety requirements and guidelines specific to contractor education and enforcement; and integrated safety into building operations such as integrating fume hood safety alarms into Building Automation System (BAS) for quicker response. As noted above, Facilities 800+ employee division reorganized, focused on a Plan – Build – Maintain service delivery model in support of the division's four strategic goals: Safety, Staff, Service, and Stewardship. And, Facilities continued to grow its project management capabilities and data visualization tools and dashboards.

**Finance** continued to focus on five critical areas: 1) ensuring an adequate, professional labor force, 2) training to reduce errors and standardize tasks, 3) developing systems to drive more efficient and consistent financial tasks and processes, 4) ensuring compliance and 5) developing new sources of revenue and/or cost savings. Payroll successfully paid COVID and NC State COVID bonuses to all eligible employees, a monumental task accomplished within three weeks to meet state-mandated deadlines; and successfully processed FY22 six-month retro pay increases for all eligible employees. The [University Controller's Office website](#) was retooled, to better serve customers and to drive compliance. The [Finance Division Knowledge Base](#), an online repository of finance related materials, continued to expand, with 72K unique views over the past year. Provision of e-training grew as well, exemplified by the new Certified Departmental Purchasing Representative Program awarding nearly 300 credentials last year. Process automation continued to define NC State's Finance Division as a leader within the UNC System. Implementation of Supplier Information Management System, a supplier portal using PaymentWorks, is saving business offices 1200+ staff hours thanks to eliminated manual tasks; and furthering payables automation and growth in PCard rebates. Strategic thinking led to the creation of

two quasi endowments to position NC State for future growth: Integrative Sciences Building, and Endowment Fund key strategic initiatives. And, efforts to reduce operating costs are seeing quantifiable benefits – recent Finance Division efforts led to a reduction in UNCMC administrative fees by approximately \$700K (July 2022).

**University Human Resources** led efforts to address employee recruitment and retention challenges, including developing remote work and flexible work strategies for NC State and developing data dashboards to accurately discern HR statistics including retention, time to hire and turn-over rates. Timothy J. Danielson was hired as the new Associate Vice Chancellor for Human Resources and Chief Human Resources Officer, effective January 2022. Danielson, a 20+ year veteran of public higher-ed HR, is known for his collaborative approach, success in implementing diversity and inclusion programs, and operational expertise – and heads into FY23 prioritizing efforts to ensure NC State continues as an employer of choice and recognition as the #1 large employer in the state ([Forbes 2022](#)).

**University Real Estate and Development** achieved major milestones in progressing the initial phase of the Innovation District initiative as noted above, continued to strengthen stakeholder partnerships with internal colleagues (Partnership Office, Facilities, Housing) and external constituents (City of Raleigh) alike, and expanded activation programming on Centennial Campus – all in support of elevating and enhancing the reputation of [Centennial Campus](#) as the top-tier public-private research campus in the United States. Emerging from COVID and the increase in campus activities, combined with the pace of growth and economic development in the Triangle region, laid the groundwork for tremendous progress last year and the years ahead.

## New Initiatives and Challenges

**Employee Recruitment and Retention** – As a university, we must work collectively to prioritize our workplace culture and employee engagement, to address recruitment and retention of talented employees across all units and throughout all ranks. This is an administrative, financial, operational and reputational issue that we are tackling through plans to engage our employees via training, career pathing and leadership opportunities, financial reward and formal recognitions, and succession planning. All of NC State strives to ensure that we continue to be the best place to work in the region and state.

**Economic Conditions** – Our greatest concerns, operationally, are inflation, supply chain challenges and labor shortages. Facilities is seeing construction costs increasing 15-20% per annum. Supply chain shortages and delays plague contractors with little to no control over material lead times and delivering. Although we are revising timelines and sourcing new supply channels to build in contingencies, we are concerned about our ability to successfully mitigate schedule delays and cost concerns.

**Growth and Space Management** – Engineering NC's Future brings tremendous opportunity for NC State to grow the academic enterprise but also places pressure on university resources such as physical space for academics, dining and housing. Via the Physical Master Plan or similar effort, we suggest establishing space utilization principles that look at optimization of existing resources as a precursor to additional square footage becoming available. Effective implementation of a principled approach would require tough decisions by university leaders such as 1) space allocations for hybrid work, 2) expectations for classroom utilization, 3) transparency into hybrid course delivery to improve utilization, and 4) administrative space reduction strategies.

**Infrastructure** – Our building systems are aging fast and we have a growing list of obsolete equipment and equipment at risk of catastrophic failure. Although we greatly appreciate the university, UNC System and State of North Carolina's provision of funds to support the electrical distribution system upgrade initiative and similar infrastructure and maintenance needs, our aging infrastructure is growing exponentially across all elements on campus.



## Staff Recognitions and Accolades

- Timothy J. Danielson hired as the new [Associate Vice Chancellor for Human Resources](#) and Chief HR Officer, a Cabinet position.
- Justo Torres, Director, Finance, completed the select [NACUBO's Emerging Leaders program](#).
- Major Ian Kendrick, University Police Department, selected to attend the [FBI National Academy](#), joining less than 1% of all law enforcement officers invited to attend the elite national training program.
- Shon Burch-Crispin, CPM Manager, Facilities, received the 2021 HUB Advocate Award from the [Hispanic Contractors Association of the Carolinas](#).
- Raven Evans, Lead Staffing Specialist, University Human Resources, one of three NC State employees awarded the [Chancellor's Creating Community Award for Outstanding Staff](#), recognizing excellence in the incorporation of diversity, equity and inclusion into administrative roles.
- Transportation's Wolfrails program received [Triangle J Council of Governments' 2023 Triangle Transportation Choices Grant](#), a regional grant promoting alternative community and mobility options.
- NC State's sustainability efforts to address student food and housing insecurity earned the Campus Sustainability Achievement Award from the [Association for the Advancement of Sustainability in Higher Education](#).
- [Campus Safety, Health and Environmental Management Association](#) recognized NC State with two awards:
  - 2021 Innovation Award for Resource Enhancement recognizing EMMC Pack Planning use of staffing models and COVID testing programs.
  - 2021 Marketing & Communications Campaign Award recognizing joint marketing partnerships by EMMC and Campus Enterprises throughout the pandemic.
- 12 Facilities employees completed the [WakeWorks Apprenticeship](#) program with Wake Tech Community College.
- Six Finance and Administration employees were awarded the [2022 Finance and Administration Awards for Excellence](#), and advanced to the NC State University Awards for Excellence program, the most prestigious honor bestowed upon non-faculty employees at NC State.
  - Melanie Butler, Facilities, for Customer Service
  - Raven Evans, University Human Resources, for Human Relations
  - Libby Hueschen, Facilities, for Spirit of North Carolina
  - Chris Lemons, Finance, for Efficiency and Innovation
  - Stephen Smith, Environmental Health and Public Safety, for Safety and Heroism
  - Jimmy Wright, Campus Enterprises, for Public Service
- Of the six OFA award winners noted above, two were awarded the [2022 NC State Awards for Excellence](#), one of NC State's top honors; and advanced to the Governor's Awards for Excellence program: Stephen Smith for Safety and Heroism, and Jimmy Wright for Public Service.

