



NC STATE

THINK AND DO
THE EXTRAORDINARY

Administrative Leadership Meeting

Randy Woodson

Chancellor

Tuesday, March 10, 2020

Upcoming ALMs

May 12	Office of General Counsel Update	Titmus
July 14	Peer Institutions	Titmus

Coronavirus

- No cases of Coronavirus on NC State's Campus at this time
- Highly skilled team working on campus preparation, planning and response
- <https://www.ncsu.edu/coronavirus/>

Academics University Partnerships Outreach Campus Life Athletics News

Coronavirus Updates


NC State continues to closely monitor the spread of novel coronavirus (COVID-19), of which there are no identified cases on campus.

Update for Mar. 8, 2020

NC State continues to monitor the spread and potential impacts of COVID-19. A few of the most recent campus updates and reminders follow:

- › NC State has restricted all university-related travel to CDC designated Level 2 and Level 3 areas for COVID-19. Travel to these areas will not be reimbursed.
- › While NC State is not prohibiting personal travel to Level 2 and Level 3 countries, anyone who is returning from these areas may be asked to [self-quarantine](#) for a period of 14 days per [CDC recommendations](#).
- › While it was recently announced that an individual tested positive for COVID-19 in Wake County, there are no known impacts to campus and our overall campus risk remains low.

Please continue to stay up-to-date on the latest developments and recommendations around COVID-19 by



Past Updates

See previous messages about NC State's response to coronavirus.

[Learn more →](#)

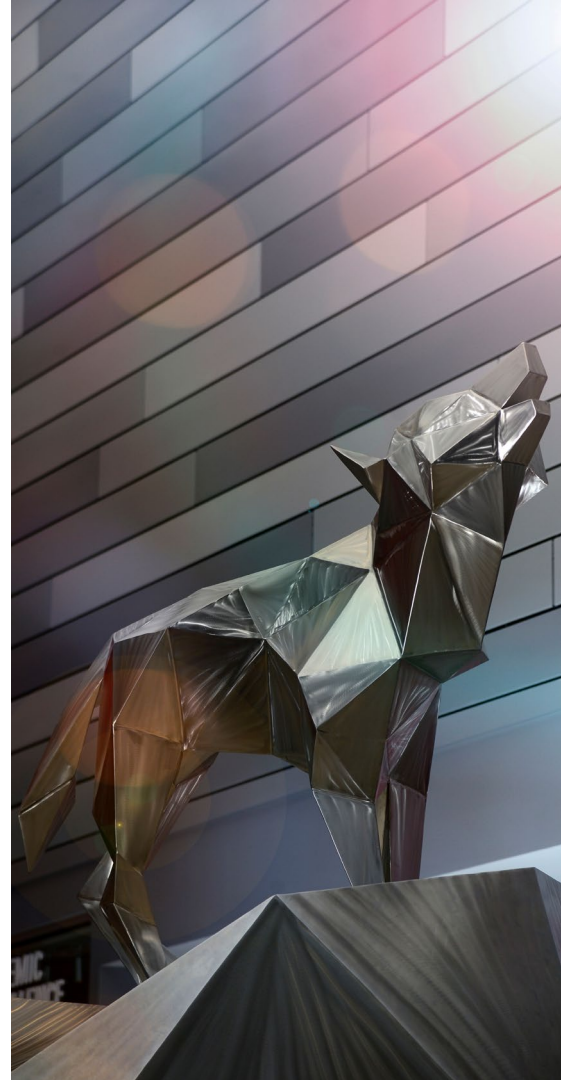


Early Action Applications

- Received over 22,000 Early Action Applications for the Class of 2024
 - Approximately 32,000 total applications
- Admitted early-action applicants represent 99 North Carolina counties, all 50 states, as well as 24 countries

University Council Meeting Organizational Excellence

- University Advancement
 - Update on University Advancement Roadmap
- University Human Resources
 - Update on University Human Resources Transformation
- Finance and Administration
 - Vision for increasing University Effectiveness



Questions?





Finance and Administration Update

Charles Maimone, Vice Chancellor for Finance and Administration

ALM, March 10, 2020

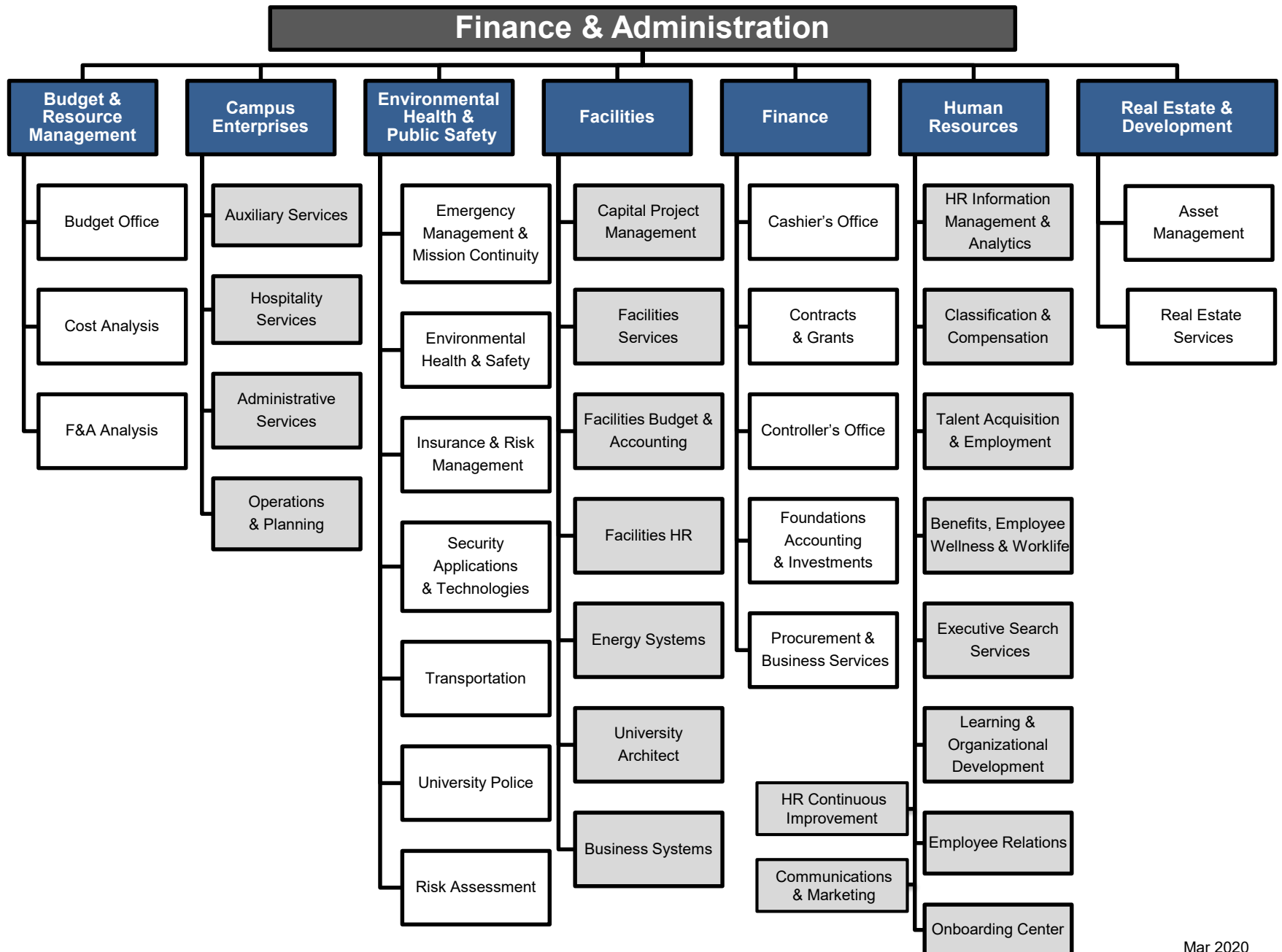
Pursuing Organizational Excellence

- Commitment to University Effectiveness
- Setting Expectations in Finance and Administration
- Engaging Campus Finance and Administration Teams
- Strategic Initiatives Underway
- Discussion/Advice



Finance and Administration

- [Budget and Resource Management](#)
- [Campus Enterprises](#)
- [Environmental Health and Public Safety](#)
- [Facilities](#)
- [Finance](#)
- [Human Resources](#)
- [Real Estate and Development](#)
- <https://ofa.ncsu.edu/>



Commitment to University Effectiveness

- Every unit, division and college on the campus is involved in financial and administrative operations.
- Together, we steward financial assets, optimize physical resources and strategically invest in human capital.
- Improved communication, coordination and collaboration will result in greater university effectiveness.

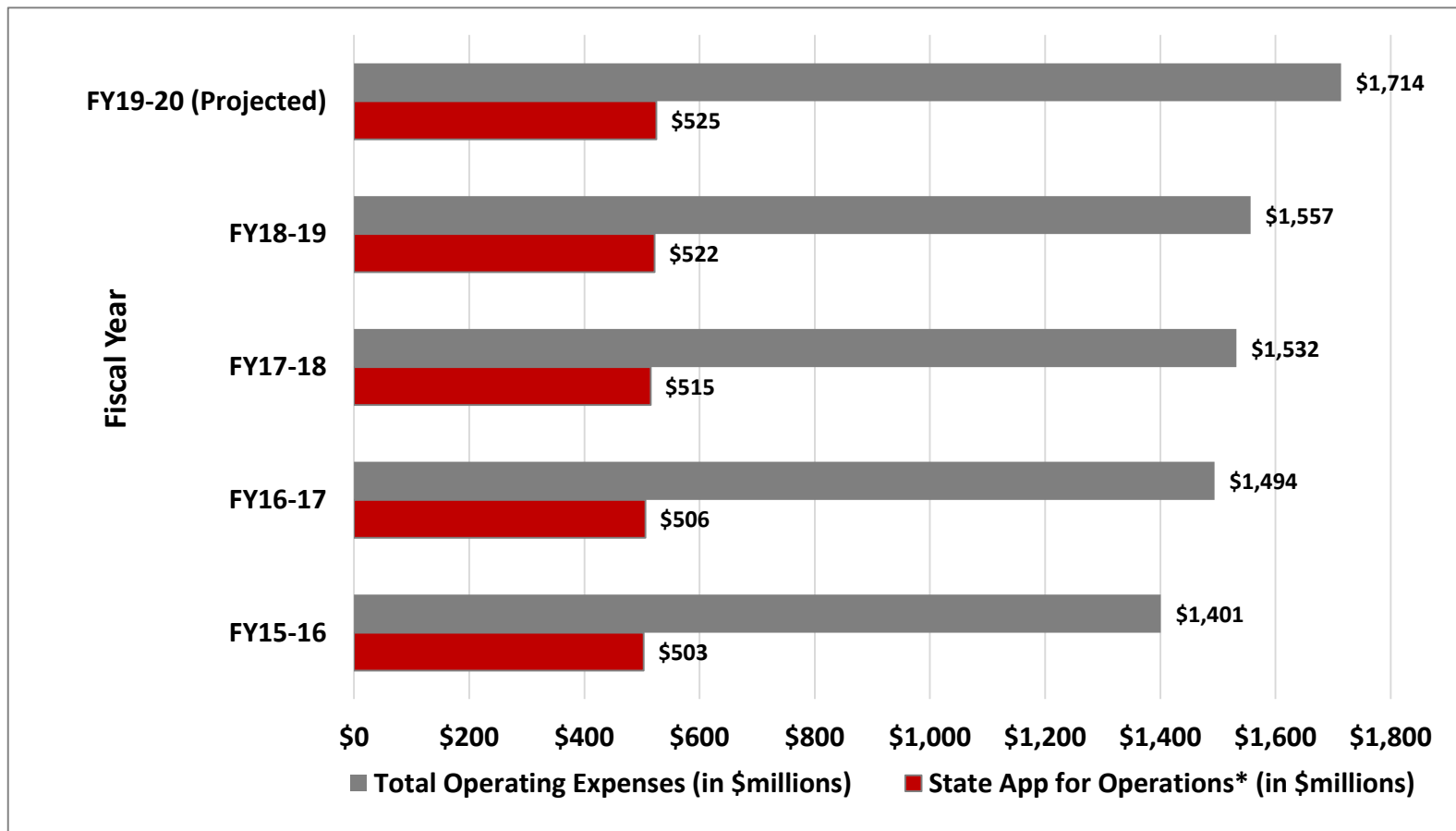
Commitment to University Effectiveness

- Administrative efficiency is measured by department level faculty and staff time that can be redirected from administrative tasks to program effort.
- We need to identify specific Finance and Administrative business processes that help position NC State University as a premier land-grant university and world-class institution. This work can only be done together.

Challenges to Growth and University Effectiveness

- Limited potential to increase tuition and fees
- Competitive environment to win contracts and grants
- Funding providers with high expectations for performance and compliance
- Competition for faculty and staff talent across Raleigh, the Triangle region, North Carolina and the nation
- Reputational and financial risk for poor performance anywhere on campus
- Stable yet flat state appropriations for operations

5 Year Trend: Stable State Appropriations for Operations* Compared to Growing Total Operating Expenses (in \$millions)



* State Appropriations for Operations includes operating expenses only, and does not include State Appropriations for Capital Projects
Source: NC State University Office of the Controller and University Budget Office.

Operating Expenses Increasing at Faster Rate than Operating Revenue

FY20 Interims (7/1/19-12/31/19)

- Operating Revenues up by \$18.3 million or 2.2%
- Operating Expenses increased by \$54 million or 4.6%
- Total Assets up \$122 million, of which:
 - Cash and Investments up \$66.5 million or 7.5% to \$950 million
 - Increases in Gifts, Investments and Auxiliaries

University Effectiveness Moving Forward

To continue moving NC State forward, we must:

- Recruit, hire and retain the best talent (Faculty & Staff)
- Select, retain and graduate top students
- Continue branding and communicating our success
- Raise gift and endowment funds, and campus resources
- Slow the growth of administrative and operating expenses by improving the application of resources at all levels of the institution

University Effectiveness Approach



Strengthen

- Leadership, strategy, tools
- Communication, collaboration, coordination, change management



Drive

- Organizational and process improvements
- Reduced administrative tasks
- Slow resource consumption



Redirect

- Allocate resources to highest and best use
- Free staff time to focus on programmatic tasks

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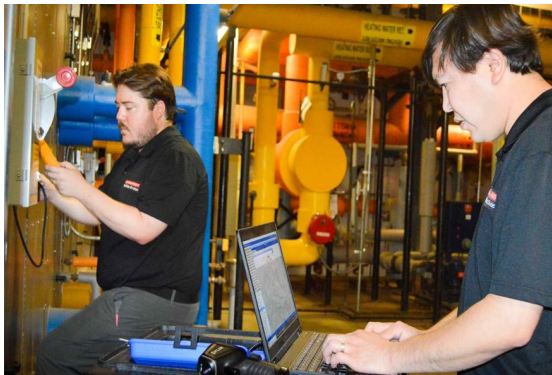


Finance and Administration Principles of Work

<https://ofa.ncsu.edu/principles-of-work/>

All employees of Finance and Administration are guided by the same three principles of work:

- Employee Engagement
- Customer Service
- Resource Stewardship



Principles of Work

Employee Engagement

Empowering, retaining and rewarding a talented and productive workforce.

- Supervisor interactions
- Co-worker relations
- Workplace environment
- Collaboration and communication
- Training on policies and procedures
- Encouraging and rewarding job commitment and accountability
- Recognizing job impact and duties
- Valuing workplace diversity
- Offering professional development opportunities
- Identifying advancement opportunities and career path progression

Principles of Work

Employee Engagement

The VC, AVCs and Directors will develop strategies and equip each employee with the necessary tools and training to meet performance expectations.

Principles of Work

Customer Service

We hold three fundamental expectations for all customer service programs:

- Accountability (steward process from start to finish)
- Customer Experience (measure performance)
- Continual Service Improvement

Principles of Work

Customer Service

Each department will establish performance goals by analyzing service levels for:

- Promptness
- Accuracy
- Reliability
- Effective Communication

We will develop plans for improvement, and measure progress against the plans and goals.

Principles of Work Resource Stewardship

We will focus on the stewardship of fiscal, physical, and human capital.

We will work to ensure the highest measure of productivity and accountability with benchmarking processes and performance monitoring.

Principles of Work Resource Stewardship

Within the divisions, we will identify efficiencies to redirect valuable staff time and financial resources to prioritized projects and programs.

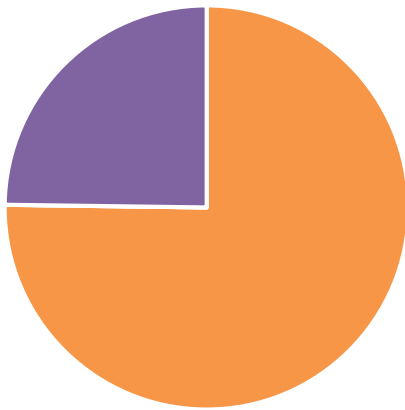
Resource Planning.

Setting Quantifiable Goals for FY 21

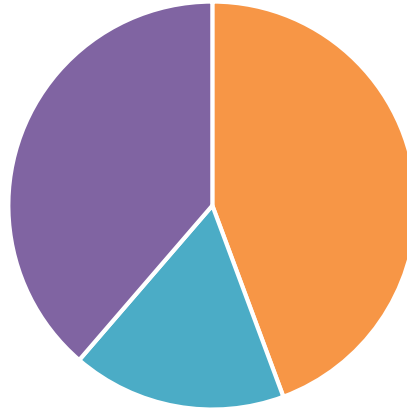
- Advance the principle of work (by factor) with specific initiatives
- Identify and share expertise across divisions
- Set Annual Progress Goals to improve department and unit level operational performance
- Set Division Wide Strategic Goals to transform the way we conduct business with the rest of campus

Review of FY19-20 Goals by Divisions

Budget & Resource Mgmt



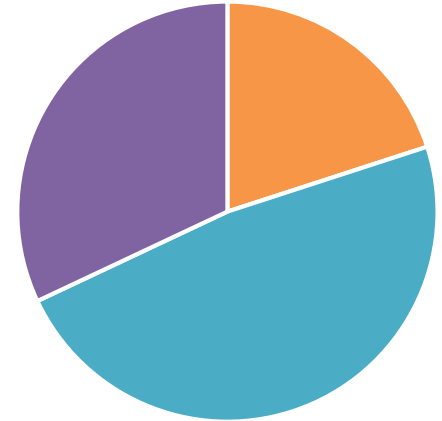
Campus Enterprises



EH&PS



Facilities



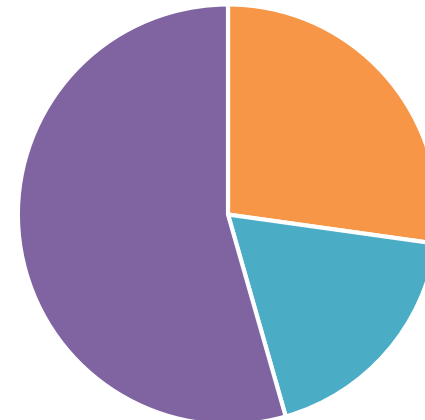
Finance



Univ Human Resources



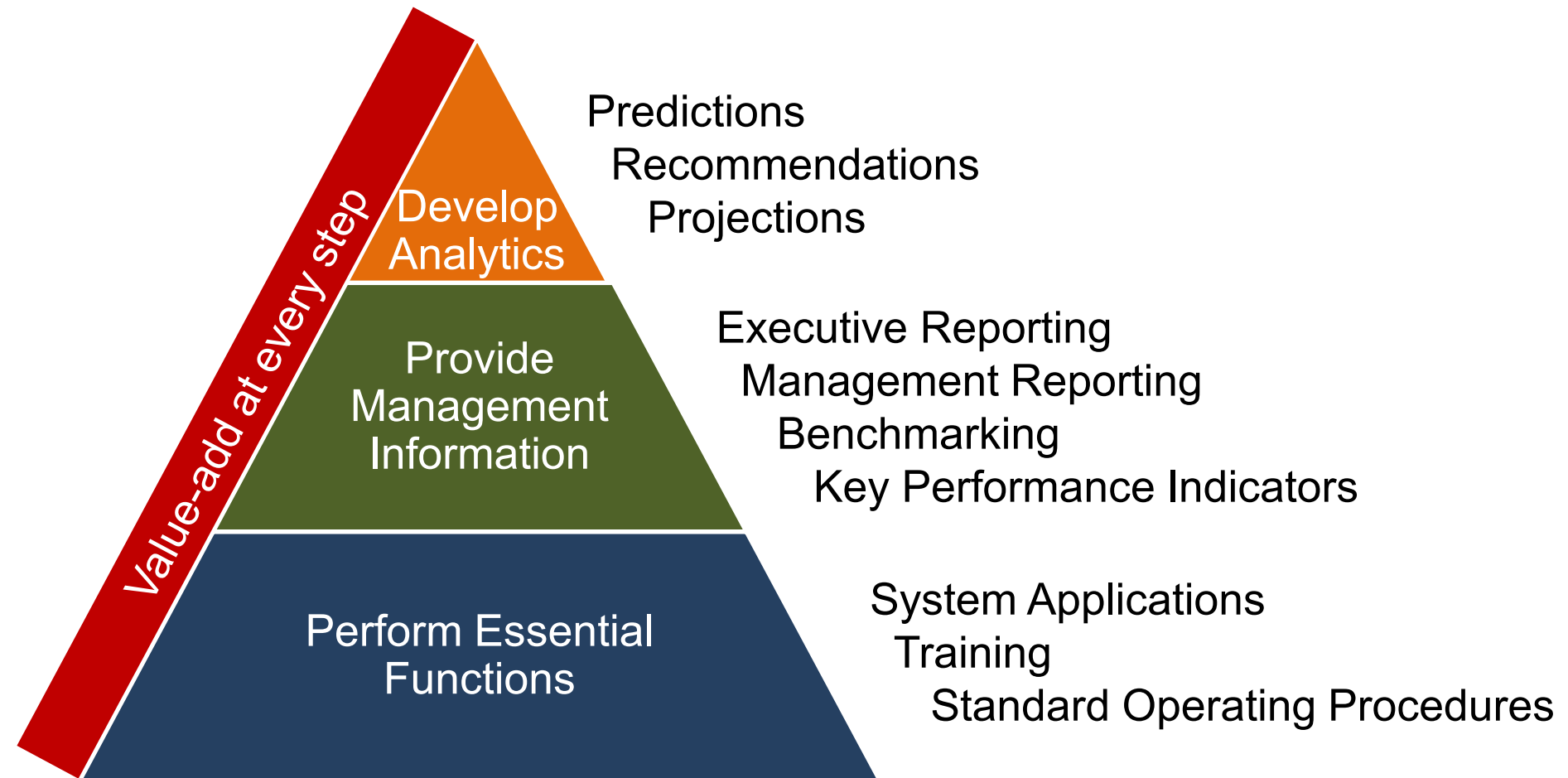
Univ Real Estate & Dev



Some goals distributed across more than one principle.

CUSTOMER SERVICE	EMPLOYEE ENGAGEMENT	RESOURCE STEWARDSHIP
<p><u>Leadership</u></p> <ul style="list-style-type: none"> • Customer-centered vision setting • Strategic planning (programmatic) • Customer-oriented prioritization <p><u>Management</u></p> <ul style="list-style-type: none"> • Operational improvements (streamlined, efficient, ease of use) • (External) staff development • Automation (tasks, data) • Standardization • Data driven reporting • Compliance, risk mitigation • Accountability • End-user collaboration • Communication 	<p><u>Leadership</u></p> <ul style="list-style-type: none"> • Management and career-oriented vision setting • Strategic planning (hiring) • Employee-oriented prioritization <p><u>Management</u></p> <ul style="list-style-type: none"> • Operational improvements (streamlined, simplified) • Automation (reduce errors and rework) • Data driven decision-making • Accountability • Communication • Employee recruiting, retention • Staff development, empowerment • Work environment 	<p><u>Leadership</u></p> <ul style="list-style-type: none"> • Brand-focused vision setting; resource preservation/exploitation • Strategic planning (revenue streams) • Influencer partnerships • Shared-vision partnerships • Entrepreneurship (new markets, services) • Resource optimization (highest and best use, least waste) • Asset protection (compliance, risk mitigation, brand protection) <p><u>Management</u></p> <ul style="list-style-type: none"> • Accountability • Collaboration • Increased revenue • Strengthen brand (elevate, expand, exploit) • Cost containment (staffing, admin, fines and penalties)

University Effectiveness Building the Service Maturity Model



Pursuing Organizational Excellence

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STUDENT SERVICES CENTER

University Effectiveness – Service Maturity Model

- Customer focused outcomes
- Ownership from start to finish
- Sustainable improvements
- Value-add at every step



One-Stop-Shop: Improving the integrated delivery of services to students, the Student Services Center provides a single front-end for the Cashier's Office, Registration & Records and Financial Aid services.

Engaging Campus Finance and Administration Teams

- Sharing the principles of work with campus constituents (making a commitment to perform)
- Strengthening communication with College and Unit Finance, HR and Research administrators
- Piloting a management information project with College of Engineering
- Exploring major budget/finance projects to consider for activation this spring

Engaging Campus Finance and Administration Teams

- Working with Internal Audit to scrub existing audit findings for relevant university-wide issues of policy and process
- Documenting Standard Operating Procedures (SOPs)
- Online training using Reporter – increased training activity
- Contracts & Grants/SPARCS shared training coordinator and joint website
- Student Services Center (One-Stop-Shop for Cashier's Office, Financial Aid and Registration & Records services)

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Centennial Activation: Pop-Up Dinner
held on Centennial Campus, Summer
2019; bringing new groups to campus in
innovative settings.

Mixed-use innovation district on Centennial Campus. This development will leverage university land to bring new investment and resources to campus.



Innovation District (concept)



Strategic Initiatives

Campus Enterprises – Career Pathing



Strategic Initiatives

Facilities – Electrical Infrastructure Upgrade

Bragaw Switchyard



This is the main distribution point for 17 circuits that serve North and Central Campus. Faults here can cause widespread outages. The 1970s-era equipment is a safety and reliability challenge.

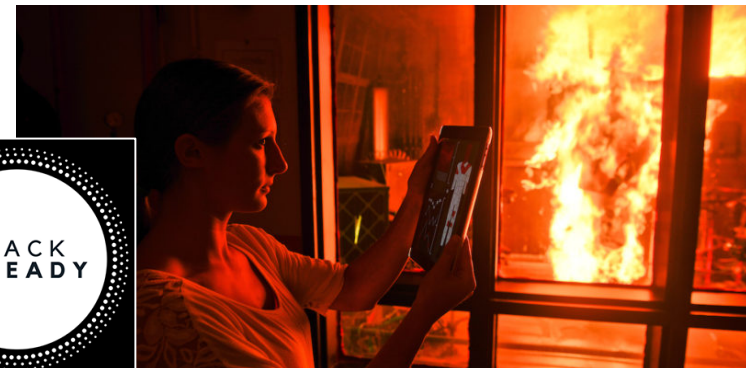


- Organize the system
- Enhance reliability
- Improve safety
- Prepare for future growth

Strategic Initiatives

Environmental Health and Public Safety

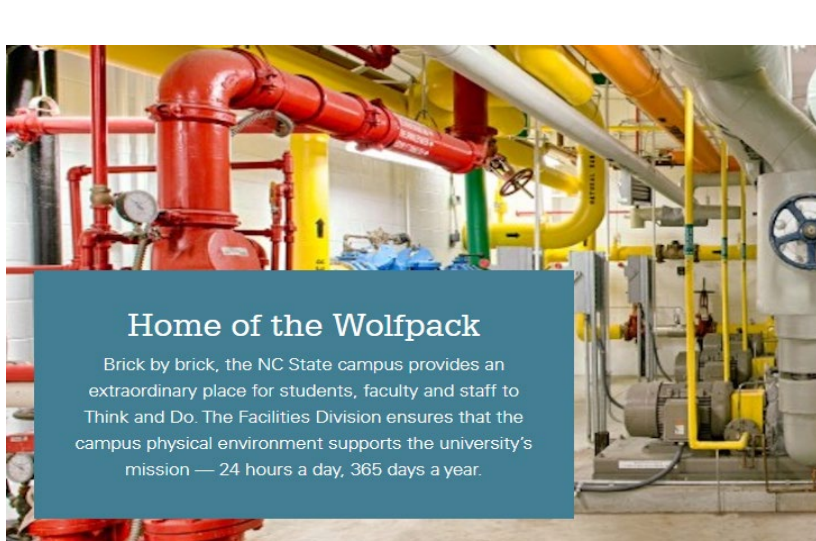
- Wolfline bus service and campus parking
- Laboratory compliance and safety
- Security networks and applications
- Risk assessment (violence prevention, youth programs, training)



Strategic Initiatives Facilities

- Campus Master Plan
- Safety Stand-Down
- Housekeeping
- Utilities
- Sustainability

NC State's University Housekeeping is first university in NC to earn national Green Seal Certification and sixth in the nation.



Home of the Wolfpack

Brick by brick, the NC State campus provides an extraordinary place for students, faculty and staff to Think and Do. The Facilities Division ensures that the campus physical environment supports the university's mission — 24 hours a day, 365 days a year.

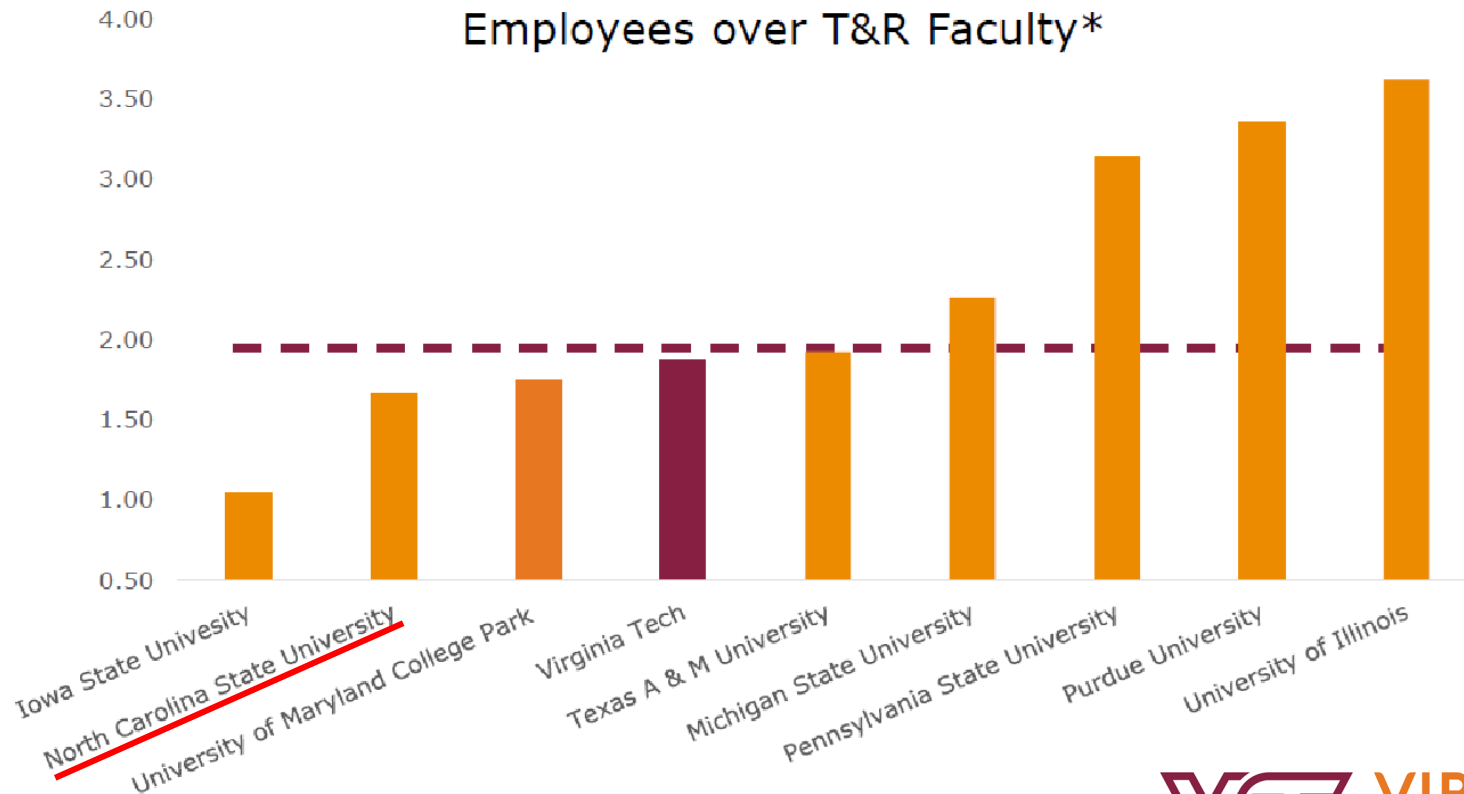


Strategic Initiatives - Finance

- Robotic Process Automation
A/P and Procurement – Paymode-X
- MarketPlace First initiative
- Electronic purchase orders
- Eliminating vouchers for vendors on MarketPlace
- Instructional Designer (Procurement and Business Services/HR)
- Shared compliance function in Finance across five departments



Virginia Tech Administrative and Operations Transformation Initiative



University Effectiveness Summary

To move NC State forward, we must slow the growth of administrative and operating expenses by improving the use of resources at all levels of the institution.

University Effectiveness is critical for sustainable, mission-oriented growth especially when facing current and future challenges.

- Strengthen leadership, strategy and tools
- Drive communication, collaboration, coordination and change management
- Build our Service Maturity Model
- Re-allocate resources to highest and best use

For Finance and Administration, adhere to Principles of Work to inform strategic priorities and decision-making.

- Employee Engagement
- Customer Service
- Resource Stewardship



Discussion/Advice

Finance and Administration

Current State – Diverse Operations

- Manage business operations across all aspects of the university
- Oversee NC State's \$1.7B operating budget
- Employ 4000 staff including 1200 students and 1200+ temp workers
- Lead emergency and safety operations, supervise police
- Run transportation, including bus lines and parking
- Maintain ~1200 buildings on 100,000+ acres across the state
- Direct construction and renovation projects
- Develop the university's real estate portfolio and Innovation District
- Activate Centennial Campus
- Serve students directly through student centers, bookstore and residential dining
- Manage financial processes such as Payroll and PCard
- Serve as University Treasurer and University Controller
- Manage university endowments
- Provide Human Resources for all aspects of employee lifecycle