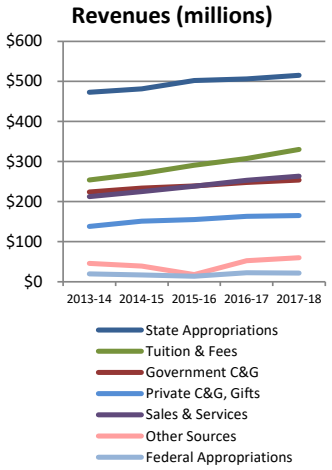
NC State University

September 18, 2018 — **Administrative Leadership Meeting**

Recent History for Revenue Sources

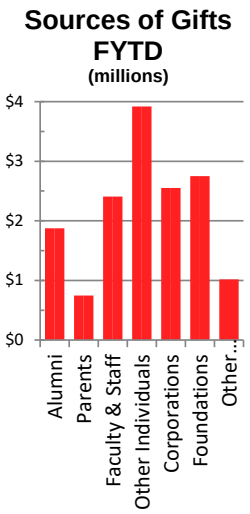
Revenues	2013-14	2014-15	2015-16	2016-17	2017-18	Change
Tuition & Fees	$ 254,088,086	$ 270,139,559	$ 291,175,319	$ 307,439,091	$ 330,352,213	30%
Federal Appropriations	19,849,729	16,930,633	13,847,694	22,562,648	21,625,829	9%
State Appropriations	473,005,231	481,548,424	502,533,983	506,418,963	515,352,772	9%
Government Contracts & Grants	224,103,247	234,157,145	239,087,700	247,742,766	253,910,765	13%
Private Contracts, Grants, & Gift	138,173,888	151,196,685	155,178,711	163,034,249	165,326,701	20%
Other Noncapital Grants	1,050,069	279,362	793,723	530,255	976,193	-7%
Sales & Services	212,574,989	224,940,804	238,447,749	253,461,699	263,608,903	24%
Other Sources	45,740,357	39,305,042	18,007,611	52,602,631	60,068,297	31%
Total Revenues	$ 1,368,585,596	$ 1,418,497,654	$ 1,459,072,490	$ 1,553,792,302	$ 1,611,221,674	18%



Source: Finance & Administration

Development and Gift Activity

As of August 31, 2018	*Current Operations*	*Endowment*	*Facilities*	*FYTD 2019 Totals*	*FYTD 2018 Totals*	*FYTD Period % Change FY18/19*	*3-year Average (FY16-FY18)*	*FYTD Period % Change 3-yr avg/FY19*
Agriculture and Life Sciences	2,291,841	186,111	56,041	2,533,992	4,444,381	-43%	18,995,222	-87%
Design	228,998	169,310	0	398,308	76,670	420%	50,360	691%
Education	56,735	650	0	57,385	55,293	4%	139,603	-59%
Engineering	933,992	921,038	498,910	2,353,940	2,597,874	-9%	1,599,197	47%
Humanities & Social Sciences	26,102	20,750	0	46,852	528,831	-91%	218,026	-79%
Management	321,920	130,963	0	452,884	294,580	54%	190,673	138%
Natural Resources	70,956	36,407	0	107,363	327,170	-67%	233,762	-54%
Sciences	169,888	38,645	0	208,533	799,070	-74%	654,835	-68%
Textiles*	163,875	595	0	164,470	2,222,317	-93%	814,027	-80%
Veterinary Medicine	750,819	4,949,928	35,162	5,735,909	633,463	805%	710,007	708%
Alumni Association	42,210	108,955	50	151,215	74,505	103%	53,360	183%
DASA	46,703	10,640	3,860	61,202	343,370	-82%	189,220	-68%
Libraries	38,818	31,534	0	70,352	34,754	102%	693,547	-90%
University-wide	2,040,882	628,832	3,000	2,672,714	2,074,814	29%	2,506,659	7%
Wolfpack Club/Athletics**	1,040	250,000	0	251,040	1,164,013	-78%	2,076,129	-88%
Total	7,184,778	7,484,358	597,023	15,266,159	15,671,105	-3%	29,124,627	-48%



Source: Advancement Services. New activity is broken out by use of gift funds, i.e., Current Operations, Endowment and Facilities.
** Includes gift information provided by the North Carolina Textiles Foundation*

Sponsored Program Activity, Awards and Proposals

	Awarded Projects through August 31, 2018			Proposed Projects through August 31, 2018			Contracts & Grants Expenditures		
	2017 YTD	*2018 YTD*	*5 YR AVERAGE*	*2017 YTD*	*2018 YTD*	*5 YR AVERAGE*	*8/31/2016*	*8/31/2017*	*8/31/2018*
Chancellor	0	0	240	15,244	18,226	10,879	25,223	8,699	671,431
Agriculture & Life Sciences	7,367,468	18,859,408	12,393,064	32,281,021	38,684,796	45,276,190	12,089,402	11,723,155	11,822,108
Design	114,688	213,298	101,816	1,309,632	114,593	668,956	153,477	151,984	277,296
Education	3,125,751	4,353,057	3,443,130	3,062,257	20,845,881	8,420,437	1,448,582	2,404,945	2,578,300
Engineering	29,173,911	45,904,332	30,477,350	55,547,619	77,495,906	54,178,948	14,748,901	16,918,161	16,888,471
Humanities & Social Sciences	1,366,962	4,345,494	2,505,313	3,812,332	3,624,557	3,874,772	1,172,307	1,004,651	1,196,584
Poole College of Management	156,000	263,574	230,810	1,246,113	0	640,402	169,529	224,415	314,150
Natural Resources	2,052,837	1,876,794	2,201,245	5,085,071	10,862,565	7,706,971	1,721,248	1,988,405	1,637,109
College of Sciences	13,110,106	11,927,818	10,853,074	24,910,674	18,008,679	25,300,669	8,691,552	8,662,973	8,114,148
Textiles	848,426	802,808	1,681,047	2,485,697	1,131,953	2,453,367	889,688	1,030,615	894,459
Veterinary Medicine	2,317,756	1,558,651	2,309,838	12,886,242	24,999,077	11,403,625	1,327,007	1,488,547	1,424,728
Finance & Administration	0	55,932	33,475	0	101,548	20,310	5,283	1,365	1,534
Information Technology	0	0	6,122	0	859,212	177,964	0	0	26,845
Provost	6,646,704	6,784,422	4,918,341	6,307,402	8,679,330	5,165,292	2,916,446	3,247,757	2,862,618
Research, Innov & Econ Dev	3,737,391	6,698,488	4,098,125	3,306,525	1,124,077	4,482,785	7,806,412	7,611,557	8,192,336
Totals:	70,018,000	103,644,076	75,252,989	152,255,829	206,550,400	169,781,568	53,165,056	56,467,228	56,902,118

Chancellor's expenditures includes External Affairs, Partnerships & Economic Development.
Provost's expenditures include Graduate School, DASA, McKimmon, Libraries, EMAS, Academic Outreach, Equity & Diversity, and International Affairs.
Source: Awards and proposals from Office of Research, Innovation, and Economic Development (ORIED), and year-to-date C&G expenditures from Office of Contracts and Grants.

The Employee Engagement Survey (EES) is a 5-year initiative of the UNC System Office (UNC-SO) in support of its Strategic Plan goal of "excellent and diverse institutions" through a focus on human capital and is designed to:

- Establish baseline metrics related to employee engagement for all UNC system institutions to use in concert with other human capital metrics (e.g., turnover, performance management, professional development, promotion)
- Allow campus leaders to address those areas in which employee engagement challenges may exist and to recognize those areas that are successfully fostering employee engagement
- Assist the UNC-SO in advocating for improvements to human resources policies at the statewide level

NC State's EES was administered to **all its full-time permanent employees** (8,538) during **spring 2018** (January 29-February 19), and will be administered again in spring **2020 and 2022**.

NC State did well in relation to the other system institutions:

- NC State's overall response rate of 54% (4,633 of 8,538) exceeded the UNC-SO target response goal of 50%
- NC State employees gave consistently more favorable ratings than the UNC system overall, most notably in the areas of:
  - ✓ Senior leadership
  - ✓ Facilities
  - ✓ Faculty, administration & staff relations
  - ✓ Policies, resources & efficiency
- For none of the 15 core survey dimensions did NC State's overall rating fall into the "poor" or "warrants attention" category established by UNC-SO
- Areas rated relatively less favorably by NC State employees are also rated less favorably by the system overall and by other institutions participating in the *Great Colleges to Work For* survey

NC State favorable ratings were lower than the UNC system overall for only two belief statements:

- *"This institution's culture is special – something you don't just find anywhere."* (56% vs 59%)
- *"Teaching is appropriately recognized in the evaluation and promotion process."* (57% vs 60%)

Action Plan

Each institution is required by the UNC-SO to develop and implement a high-level action plan to address key focus areas of the EES that require further attention and/or improvement. NC State's action plan will adhere to these guiding principles:

- ✓ Focus on NC State's mission, vision, values
- ✓ Align survey focus areas with NC State's Strategic Plan and the UNC System Strategic Plan
- ✓ Celebrate and build upon our strengths
- ✓ Address opportunities for further improvement
- ✓ Institution and colleges/divisions to each develop 2-4 focus areas each with multiple specific strategies (including current initiatives) and metrics (i.e., survey belief statements)

NC State's 4 EES Focus Areas

- ➢ Diversity and Inclusion
- ➢ Institutional Pride and Employee Recognition
- ➢ Policies, Resources and Efficiency
- ➢ Professional Development: Leadership and Performance Management *(celebration of strength)*

Next Steps

- Presentations *(ongoing)*
  - o Chancellor's Cabinet, Council of Deans, Faculty Senate, Staff Senate, ALM, BOT, Colleges/Divisions *(by request),* HR & Business Officers Liaisons, University Diversity Advisory Committee
- College/Division-level reports on results
- Reports on results by demographics and job characteristics
- Communications/Public relations *(upcoming)*
  - o Project webpage, Chancellor's announcement, various media (e.g., *Bulletin*, newsletters)
- Post results to project website (*https://hr.ncsu.edu/employee-engagement-survey/*)
- NC State EES Advisory Committee to
  - o As requested, collaborate/consult with units to assist in the development of their action plans and metrics
  - o Track and monitor progress in addressing the University's four focus areas
  - o Provide periodic updates to Chancellor's Cabinet, BOT and UNC-SO