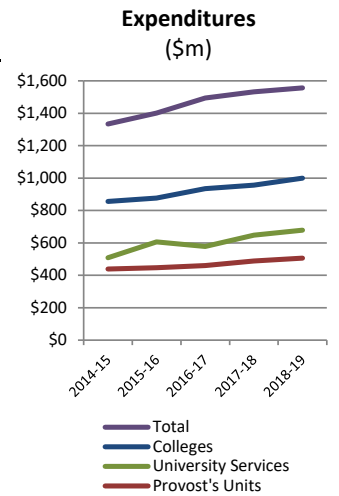


5-Year Expenditure Trend (year end actual expenditures)

All Funding Sources	2014-15	2015-16	2016-17	2017-18	2018-19	Change
Summary by Division / College						
11 - Agriculture & Life Sciences	248,002,649	251,903,894	278,170,804	285,993,981	300,903,985	21%
12 - Design	14,487,009	13,966,991	14,972,923	14,214,848	15,112,338	4%
13 - Education	33,030,622	34,869,241	37,319,138	40,776,194	47,490,019	44%
14 - Engineering	197,010,747	209,437,805	225,560,486	237,255,517	244,542,885	24%
15 - Natural Resources	38,809,543	39,257,936	41,116,091	40,960,703	42,406,236	9%
16 - Humanities & Social Sciences	60,565,671	61,744,809	62,075,408	62,576,114	64,390,848	6%
17 - Sciences	115,307,741	118,088,736	118,604,471	117,070,098	117,213,086	2%
18 - Wilson College of Textiles	34,071,469	28,615,200	26,163,701	26,556,640	26,509,057	-22%
19 - Veterinary Medicine	80,727,969	83,809,544	93,229,989	92,211,187	99,340,156	23%
20 - Poole College of Management	33,879,481	34,733,796	37,990,156	39,385,380	41,607,435	23%
Total Colleges	855,892,901	876,427,952	935,203,167	957,000,662	999,516,045	17%
Total Provost's Units	438,874,277	447,603,434	460,682,297	488,397,915	506,015,197	15%
Total University Services	508,416,755	606,608,246	577,876,613	647,510,014	678,578,947	33%
Year-end Adjustments for Financial Statement	(469,416,905)	(529,141,786)	(479,487,808)	(561,129,646)	(627,576,681)	34%
Total Operating Expenses	1,333,767,028	1,401,497,846	1,494,274,269	1,531,778,945	1,556,533,507	17%

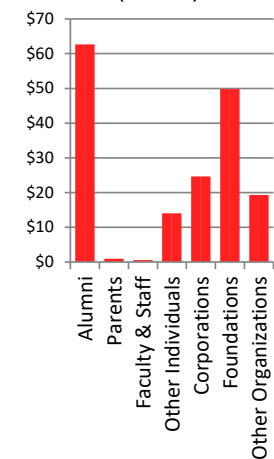


Source: Finance & Administration

Development and Gift Activity

As of February 29, 2020	Current			Year-to-date	Year-to-date	3 year Average
	Operations	Endowment	Facilities	FY '20 Totals	FY '19 Totals	(FY17 - FY19)
Agriculture and Life Sciences	27,789,762	4,356,996	2,502,585	34,649,343	25,853,107	39,990,311
Design	1,472,202	2,997,321	5,000	4,474,523	1,231,897	1,092,479
Education	1,611,540	968,479	750	2,580,769	4,302,180	3,373,067
Engineering	25,848,356	5,924,545	903,577	32,676,478	13,337,425	15,214,201
Humanities & Social Sciences	717,436	149,193	0	866,629	1,820,136	2,081,479
Poole College of Management	3,719,135	19,931,525	0	23,650,659	2,459,865	4,038,177
Natural Resources	709,491	1,783,266	3,483	2,496,240	1,436,442	2,231,417
Sciences	2,512,273	3,200,068	17,312	5,729,652	8,884,246	5,888,571
Wilson College of Textiles*	2,818,660	1,283,283	35,000	4,136,943	30,555,942	12,247,903
Veterinary Medicine	9,274,537	11,994,673	67,646	21,336,856	18,440,378	12,486,441
Alumni Association	55,966	229,213	669	285,849	831,117	623,048
DASA	1,771,285	1,005,068	135,091	2,911,444	1,478,358	2,479,060
Libraries	144,132	553,851	470,000	1,167,983	835,100	1,887,234
University-wide	8,831,579	11,752,378	765,840	21,349,797	21,008,829	31,208,217
Athletics**	13,357,449	232,200	0	13,589,649	12,171,251	10,700,408
Total	100,633,803	66,362,060	4,906,953	171,902,815	144,646,273	145,542,013

Sources of Gifts FYTD (millions)



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

** Includes gift information provided by the NCSU Student Aid Association (cash receipts only)

Sponsored Program Activity, Awards and Proposals

	Awarded Projects through February 29, 2020			Proposed Projects through February 29, 2020			Contracts & Grants Expenditures		
	2019 YTD	2020 YTD	5 YR AVERAGE	2019 YTD	2020 YTD	5 YR AVERAGE	2/28/2018	2/28/2019	2/29/2020
Chancellor	53,226	38,226	61,396	117,374	135,026	1,498,301	82,164	2,746,021	3,246,798
Agriculture & Life Sciences	62,223,725	67,870,059	66,017,295	143,764,055	152,667,151	135,634,503	44,705,502	46,732,921	50,217,205
Design	323,257	2,058,747	1,155,130	1,134,006	2,013,219	3,081,189	678,590	1,010,722	1,151,996
Education	25,877,906	10,119,353	14,211,494	60,777,409	49,310,193	41,766,491	9,051,279	10,861,918	13,446,090
Engineering	90,170,076	95,760,172	88,828,054	346,163,883	450,843,185	334,718,482	59,579,731	64,208,070	64,939,748
Humanities & Social Sciences	6,447,588	7,697,462	6,071,672	13,176,210	12,852,743	15,490,897	4,449,998	5,004,261	4,344,173
Poole College of Management	1,596,483	3,135,147	1,437,200	1,751,431	4,844,767	2,552,837	1,076,872	965,077	937,890
Natural Resources	6,628,155	9,115,118	7,565,856	24,722,752	17,682,720	24,165,095	7,081,246	6,442,349	7,609,876
College of Sciences	22,431,278	23,813,349	23,250,213	135,198,640	161,617,742	144,977,210	27,360,176	26,000,935	25,071,725
Wilson College of Textiles	3,859,380	5,658,401	6,415,151	9,251,807	23,473,745	15,621,796	3,602,677	3,776,156	3,468,059
Veterinary Medicine	8,449,779	11,585,986	8,427,726	83,872,627	64,124,115	59,036,847	6,880,306	7,628,892	8,883,738
Finance & Administration	55,932	219,452	87,703	2,028,832	217,112	517,600	32,631	31,663	40,399
Information Technology	0	10,112	2,022	1,011,128	0	221,574	0	38,487	0
Provost	10,719,289	15,136,288	10,694,178	14,405,044	15,499,980	13,492,333	15,017,682	14,512,415	13,907,871
Research & Innovation	29,351,404	24,518,562	25,328,126	22,986,840	48,015,153	52,054,729	28,296,378	30,452,835	28,884,668
Totals:	268,187,478	276,736,434	259,553,216	860,362,038	1,003,296,851	844,829,886	207,895,233	220,412,722	226,150,236

Provost's expenditures include: Graduate School, McKimmon, DASA, Libraries, EMAS, Academic Outreach, Equity & Diversity, International Affairs.

Chancellor's expenditures include the Institute for Emerging Issues.

Source: Awards and proposals from Office of Research and Innovation, and year-to-date C&G expenditures from Office of Contracts and Grants.

Principles of Work

Working with university constituencies, we endeavor to position NC State University as a premier land-grant university and world-class institution. Committed to improving university effectiveness with the goal to redirect valuable time and resources to higher priorities, all divisions of Finance and Administration are guided by three principles of work:

Employee Engagement

Employee engagement is empowering, retaining and rewarding a talented and productive workforce. We recognize and respect the contributions of all employees and intentionally work to help each member of the NC State team reach and exercise their full potential.

The Vice Chancellor, Associate Vice Chancellors and Directors will develop strategies and equip each employee with the necessary tools and training to effectively and efficiently meet performance expectations. We will concentrate on ten (10) factors that have been identified as key attributes of successful and inclusive employee engagement:

- Supervisor Interactions
- Co-worker Relations
- Workplace Environment
- Collaboration and Communication
- Training on Policies and Procedure
- 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

Customer Service

Excellent customer service strives to meet the needs and expectations of all university stakeholders while appropriately complying with federal, state and local regulations. We are committed to addressing customer service needs within the context of our duties and responsibilities. We hold three fundamental expectations for all customer service programs:

- Accountability (start to finish)
- Customer Experience
- Continual Service Improvement

Measuring performance is a fulfillment of a promise. Each department will establish performance goals by analyzing service levels, developing plans for improvement, and measuring progress against the plans and goals.

- Promptness
- Accuracy
- Reliability
- Effective Communication

Resource Stewardship

Responsible stewardship of the resources entrusted to our care means performing in the best possible way with the least waste of time, resources, money and energy. For departments to continuously improve, we must focus on the stewardship of fiscal, physical, and human capital with benchmarking processes and performance monitoring to ensure the highest measure of productivity and accountability. Identifying efficiencies in our administrative services allows the divisions to redirect valuable staff time and financial resources to prioritized projects and programs.

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

Leadership, Strategy and Tools

- Organizational and process improvements
- Reduced administrative burden on departments
- Redirected resources to highest and best use / greatest value-add activities
- Leveraging technology

University Effectiveness

- Service maturity model
- Sustainable improvements
- Customer focused outcomes
- Ownership of process from start to finish (end-to-end)
- Value-add at every step

Strategic Initiatives

- Innovation District and Centennial Activation
- Electrical Infrastructure Upgrade
- Finance Process Improvements
- Human Resources Transformation Roadmap
- Audit 'After Action Review' (sharing lessons learned)

Innovation District

- 32+ acre mixed-use 'urban village'
- Iconic entrepreneurial network
- Harnessing NC State's innovative spirit
- Expanding public-private partnerships (collaborations between private sector and students, faculty, alums)
- Agile support of the next generation land-grant university through activation (live, work, play programming)
- Strengthening the university's brand and reputation
- Economic driver for the region and state

Innovation District (concept)

