



NC STATE

THINK AND DO
THE EXTRAORDINARY

Administrative Leadership Meeting

Kevin Howell

Chancellor

Tuesday, November 18, 2025

Upcoming ALMs

Next Meeting

January 13

Athletics Update

Titmus

Following Dates

- March 10, 2026
- May 19, 2026

New Leadership in Chancellor's Cabinet



Julie Smith,
Vice Chancellor and Chief
of Staff for the University



Lisa Schiller,
Vice Chancellor for
Communications and Marketing



Recent Events

- Red and White Week
- Federal Update
- Nagoya University Visit

Fall Commencement

- Ceremony will take place on Saturday, December 13 at 9:00 a.m.
- Stan Kelly will serve as our commencement speaker.
- Urwa Rashid will serve as our student speaker.



State of Facilities

Administrative Leadership Meeting
November 18, 2025



POWER **FORWARD**

Electrical Distribution System Upgrade



438
Buildings in five main precincts



4,733
Acres in Raleigh



Infrastructure
Roads, paths, utilities



With 50,000+
people, NC State
is equivalent to
North Carolina's
23rd largest city.



A State-Wide Resource

NC State has a presence in all of the state's 100 counties.

96%

of the university's 17.5 million total square footage is in Raleigh

4,733

of the 105,504 acres statewide allocated to NC State is in Wake County

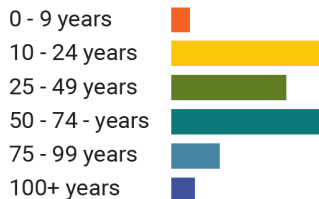
Precinct	No. of Buildings	Gross Square Feet	Acres	Estimated Replacement Cost
Main Precincts				
Centennial	57	4,418,841	1,117	\$2,081,192,131
North	62	4,283,496	95	\$2,157,110,588
South	36	748,064	122	\$254,812,314
West	141	1,566,400	482	\$725,419,195
Central	142	5,429,877	302	\$1,849,876,789
Subtotal	438	16,446,678	2,118	\$7,068,411,017
Outlying Precincts				
Lake Wheeler + Reedy Creek	236	712,630	2,615	\$138,870,978
Total of Raleigh Campus				
All 7 Precincts	674	17,159,308	4,733	\$7,207,281,995

Growing Campus

Campus evolves to meet the growing needs of a large research university.

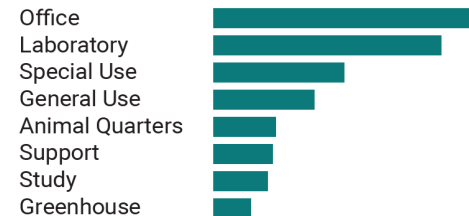
AGE OF SQUARE FOOTAGE

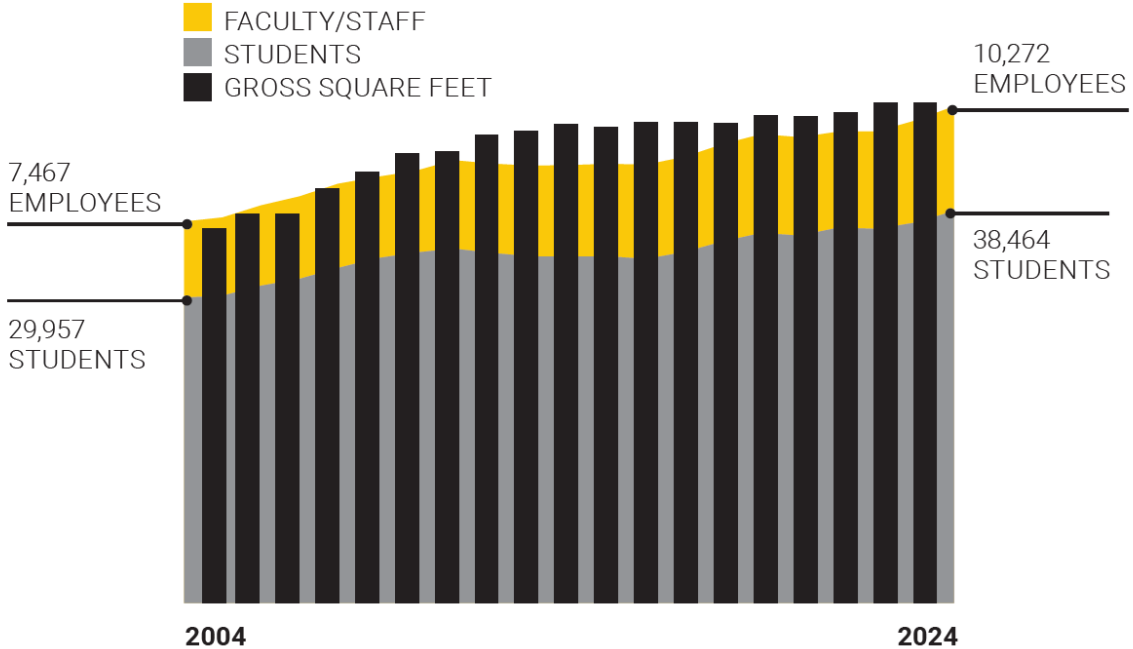
In 5 Main Precincts



TYPE OF SQUARE FOOTAGE

In 5 Main Precincts (minus housing)





Campus Population and Gross Square Footage Growth

As total headcount has risen, so has space utilized, growing from 12.2 million GSF in 2004 to 18.1 million GSF in 2024. This includes NC State buildings and leased space worldwide.

Plan → Build → Maintain

Plan

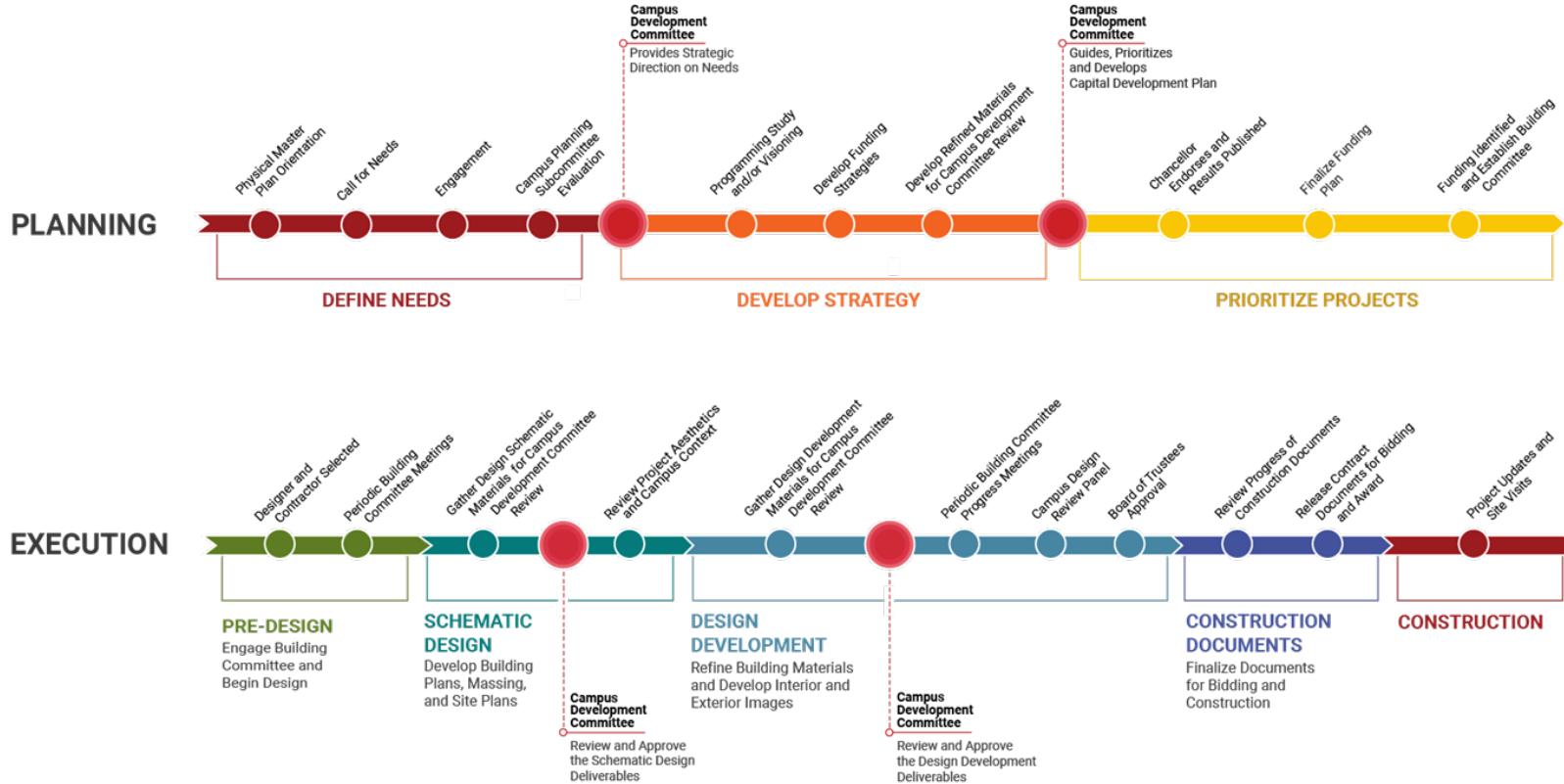
Highest and Best Use

Campus must support the university's strategic directions and operational realities with land, resources and overall development.

Planning for current and future needs is rooted in the **Physical Master Plan** and follows the **Campus Development Process**.



Campus Development Process



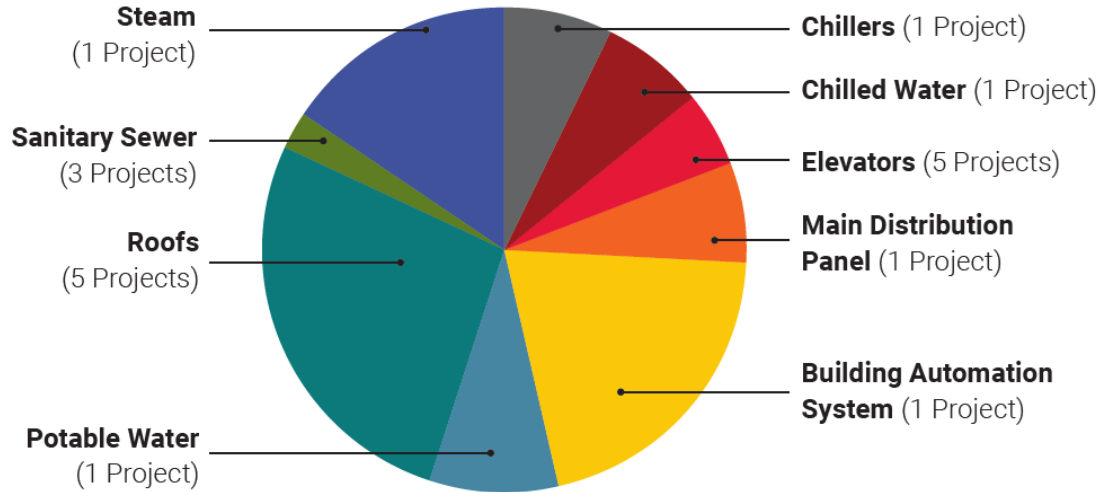
Plan

Infrastructure

Infrastructure is the backbone of campus with state-appropriated assets valued at \$1.6 billion.

Hundreds of infrastructure assets, valued at more than \$493 million, are overdue for replacement.

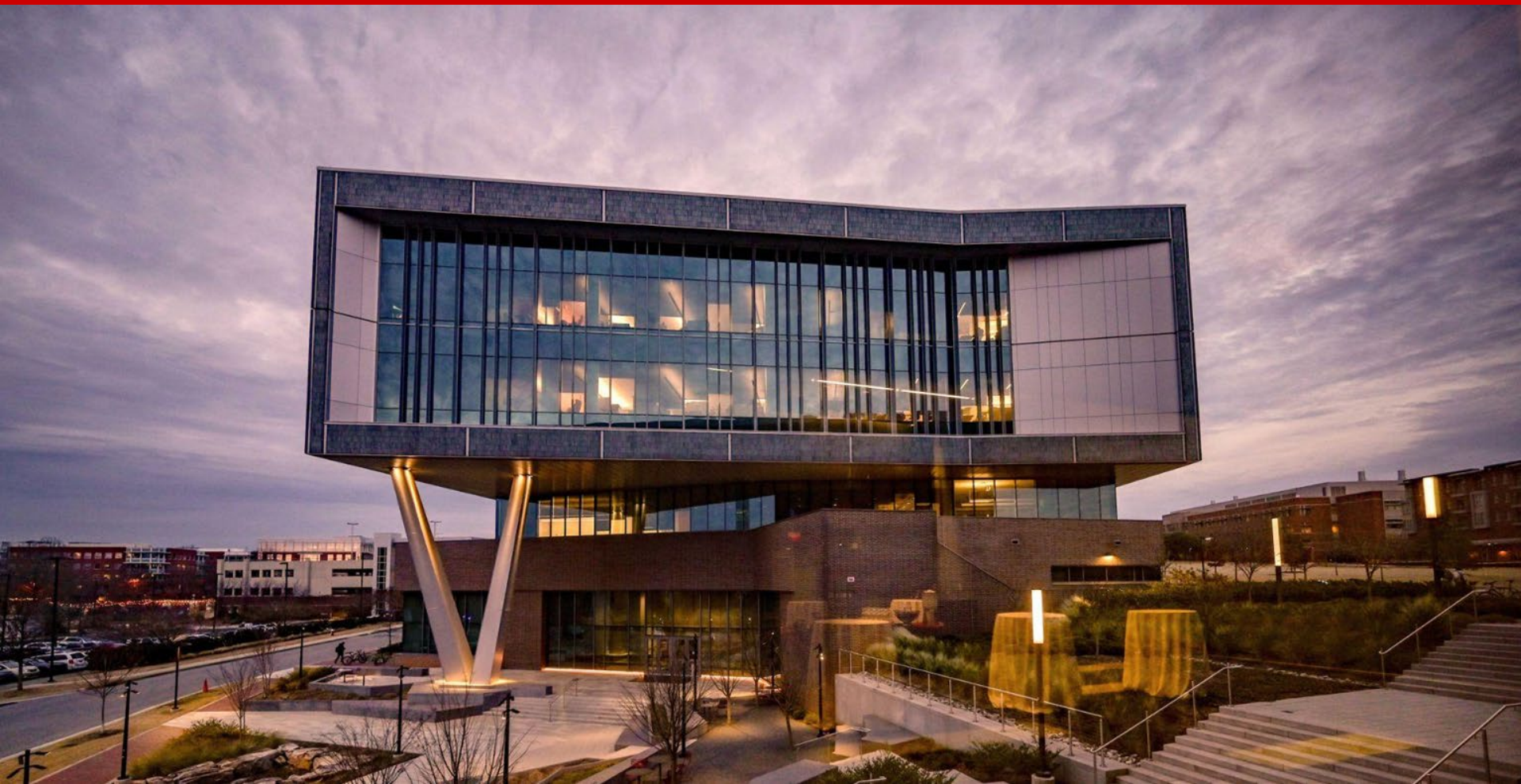
HIGHEST PRIORITY INFRASTRUCTURE NEEDS: \$19.3 MILLION



Build

Every year NC State manages hundreds of projects to improve campus and advance the university's mission.

Design Build		CM Project		CM@Risk Project		University Projects		Total Project Budget		Phase		Bid		Expected Acceptance		Remarks		Design PM		Cost PM		
Code/Item	AERES	Bidding	In Construction	Est 2024	Est 2025	Est 2026	Est 2027	Phase	Bid	Start	End	Start	End	Start	End	Notes	Design PM	Cost PM	Design PM	Cost PM		
4214 357	20160032	Fabric						1- Study	TRD	TRD	TRD	TRD	TRD	TRD	TRD	Future Funding						
4214 358	20160032	Fabric						2- Study	TRD	TRD	TRD	TRD	TRD	TRD	TRD	Not awarding Funding			LS	LS		
4214 359	20160032	Fabric						3- Study	TRD	TRD	TRD	TRD	TRD	TRD	TRD	awarding approval to proceed						
4214 360	20160037	Fabric						1- Study	TRD	TRD	TRD	TRD	TRD	TRD	TRD	TRD	TRD					
4214 361	20160037	Fabric						2- Study	TRD	TRD	TRD	TRD	TRD	TRD	TRD	TRD	TRD					
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4214 363	20160037	Fabric						4- Study	TRD	TRD	TRD	TRD	TRD	TRD	TRD	TRD	TRD					
4214 364	20160037	Fabric						5- Study	TRD	TRD	TRD	TRD	TRD	TRD	TRD	TRD	TRD					
4214 365	20160037	Fabric						6- Study	TRD	TRD	TRD	TRD	TRD	TRD	TRD	TRD	TRD					
4214 366	20160037	Fabric						7- Study	TRD	TRD	TRD	TRD	TRD	TRD	TRD	TRD	TRD					
4214 367	20160037	Fabric						8- Study	TRD	TRD	TRD	TRD	TRD	TRD	TRD	TRD	TRD					
4214 368	20160037	Fabric						9- Study	TRD	TRD	TRD	TRD	TRD	TRD	TRD	TRD	TRD					
4214 369	20160037	Fabric						10- Study	TRD	TRD	TRD	TRD	TRD	TRD	TRD	TRD	TRD					
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4214 371	20160037	Fabric						12- Study	TRD	TRD	TRD	TRD	TRD	TRD	TRD	TRD	TRD					
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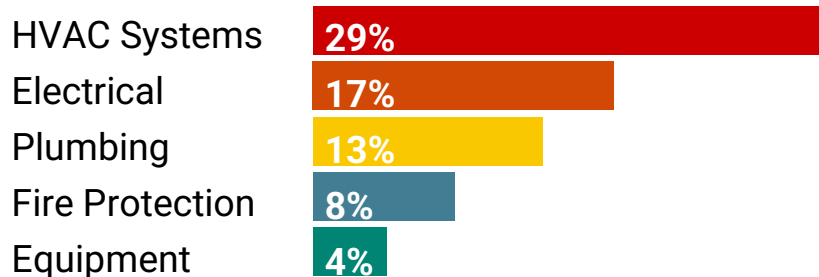


Maintain

46,590

Maintenance work orders completed by the Facilities Division in FY24 (split between reactive and proactive maintenance)

Top 5 Categories of Work



BUILDINGS

- Electrical, HVAC, plumbing, elevators
- Roofing and waterproofing
- Interior paint and finishes
- Automation systems and locks

OPERATIONS

- 3.1 million items of campus mail annually
- 4,257 annual rentals of university vehicles
- 8,429 tons of waste managed annually
- Interior cleaning and pest management
- Inclement weather response

LAND

- 1,200 acres including 10,000+ trees and 350+ acres turf
- 31 bodies of water and 164 regulated stormwater devices

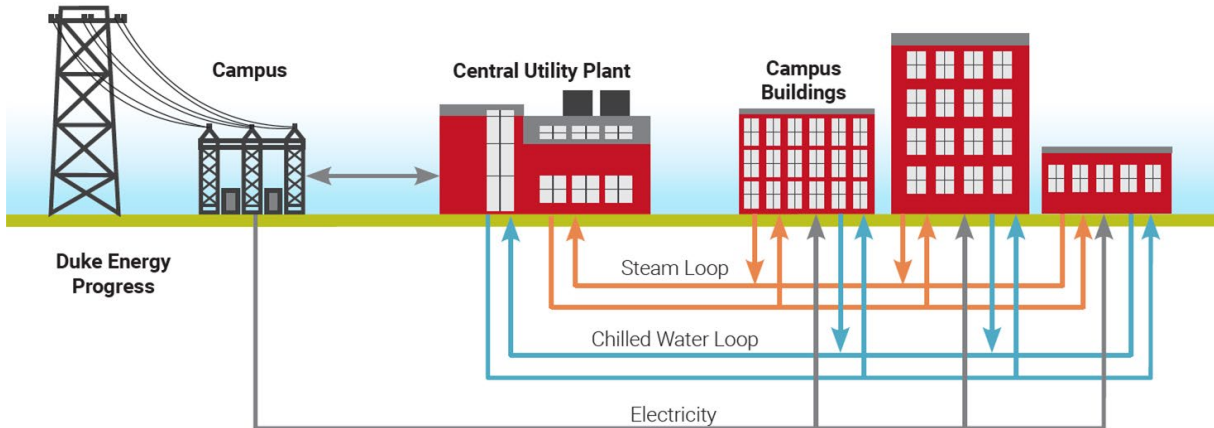
INFRASTRUCTURE

- 67 miles of streets, trails and walkways
- 5 utility plants, 3 high-voltage substations
- 392 miles of utility lines including chilled water, steam, electricity, water and telecommunications

Maintain

Campus Utility System

NC State powers campus through district energy, operating five central utility plants, three electrical substations and an extensive underground utility distribution network.



34%
Campus energy use
reduction per gross
square foot since 2002

52%
Campus potable water
reduction per gross
square foot since 2001

Challenges for Leadership

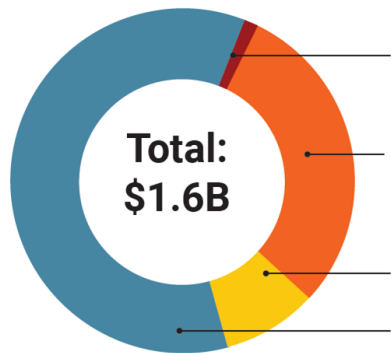
NC State faces compounding challenges to create and preserve the physical campus environment: **inconsistent funding, rising costs and university growth.**



Inconsistent Funding

Infrastructure Renewal

Replacement of major equipment and systems is costly and relies on state funding.

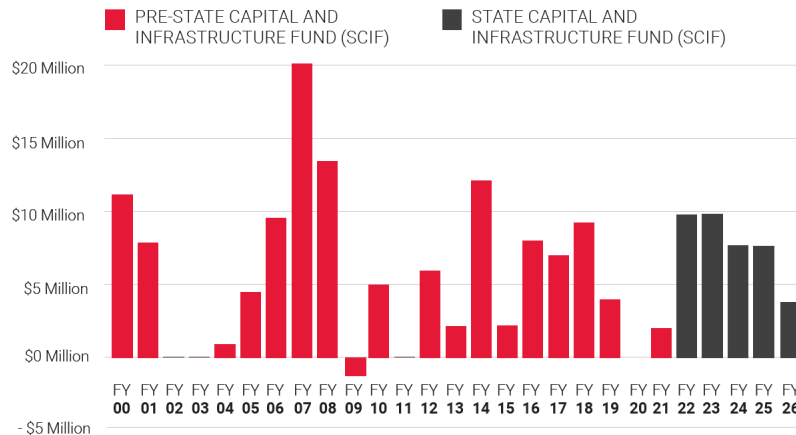


Extreme Risk (Imminent Failure):
Replace in 0-2 Years: \$19.3 million

High Risk (Overdue):
Replace in 2-10 Years: \$493 million

Medium Risk (Near Due):
Replace in 10-20 Years: \$147 million

Low Risk (Non-Critical)
Replace in 20+ Years: \$994 million



Rising Costs

Construction

Inflation, long lead times, decline in skilled trade workers and less competitive bids lead to rising and fluctuating prices.

ANNUAL ESCALATION

2018	2019	2020	2021	2022	2023	2024	2025
5%	5%	15%	15%	5%	5%	5%	5%

Fitts-Woolard Hall would be half the size if the project started today with the same budget of \$137M due to cost escalation.



Challenges for Leadership



The initial \$160 million budget for Woodson Hall had to be increased to \$180 million to fund the original scope.

Rising Costs

Utilities

Two decades of efficiency investments are now outpaced by rising energy use and utility rates.

Rising Rates Include:

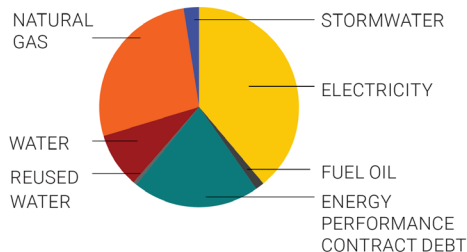
44%

Increase in electricity rates from FY12 to FY24

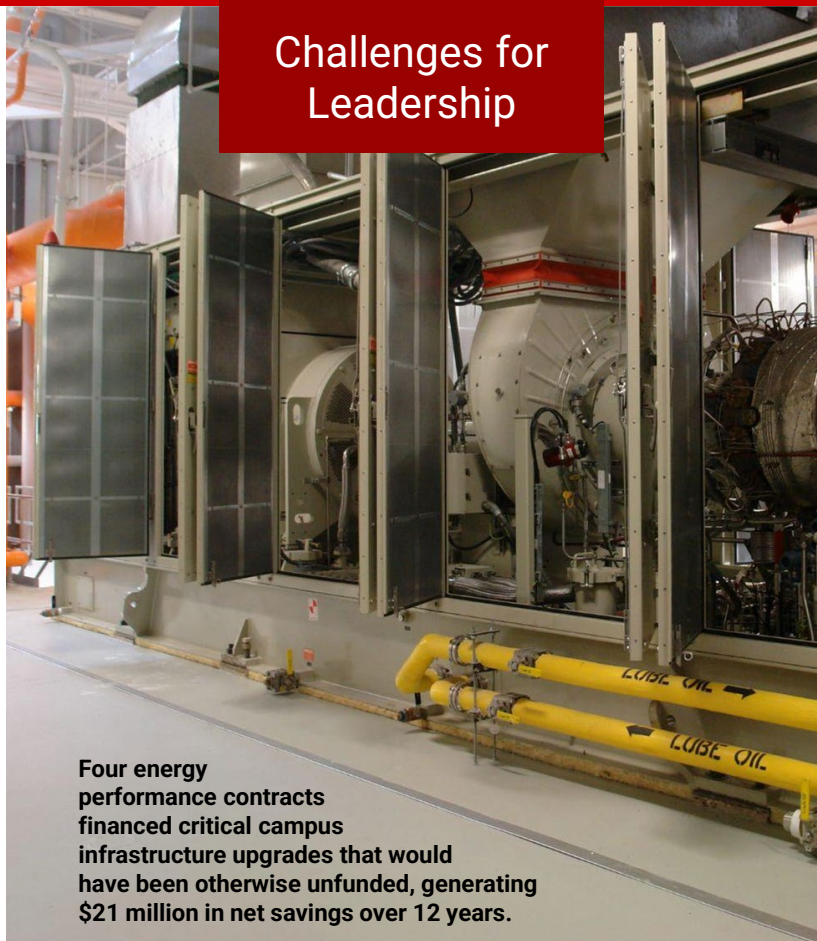
54%

Increase in water and sewer rates from FY12 to FY24

\$44.26M Utility Expenses (FY24)



Challenges for Leadership

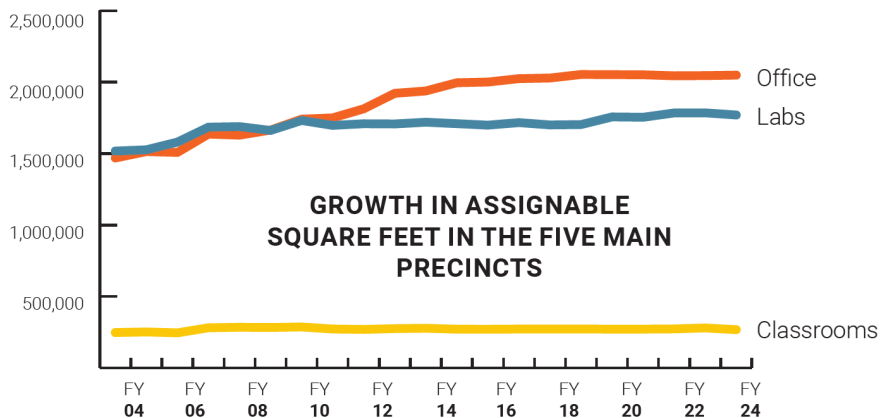


Four energy performance contracts financed critical campus infrastructure upgrades that would have been otherwise unfunded, generating \$21 million in net savings over 12 years.

University Growth

Optimizing Space Use

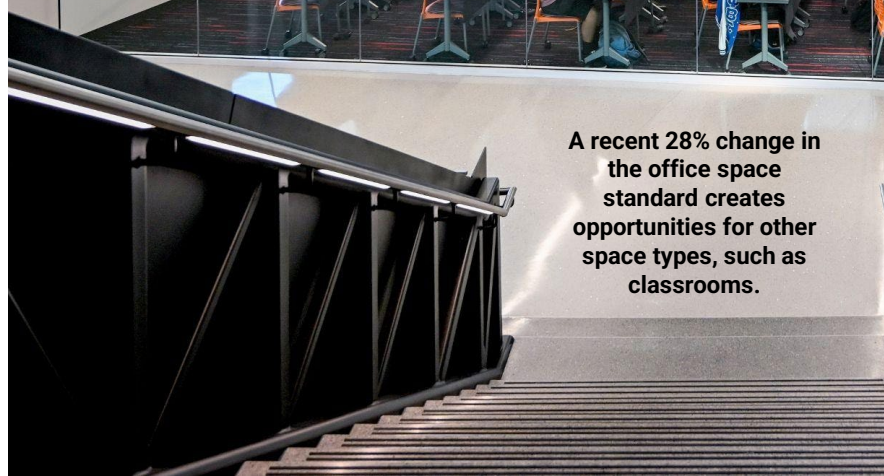
With a projected 9.5% rise in student headcount from 2024 to 2030, optimal space use and configuration can minimize new construction.



Challenges for Leadership



A recent 28% change in the office space standard creates opportunities for other space types, such as classrooms.



University Growth

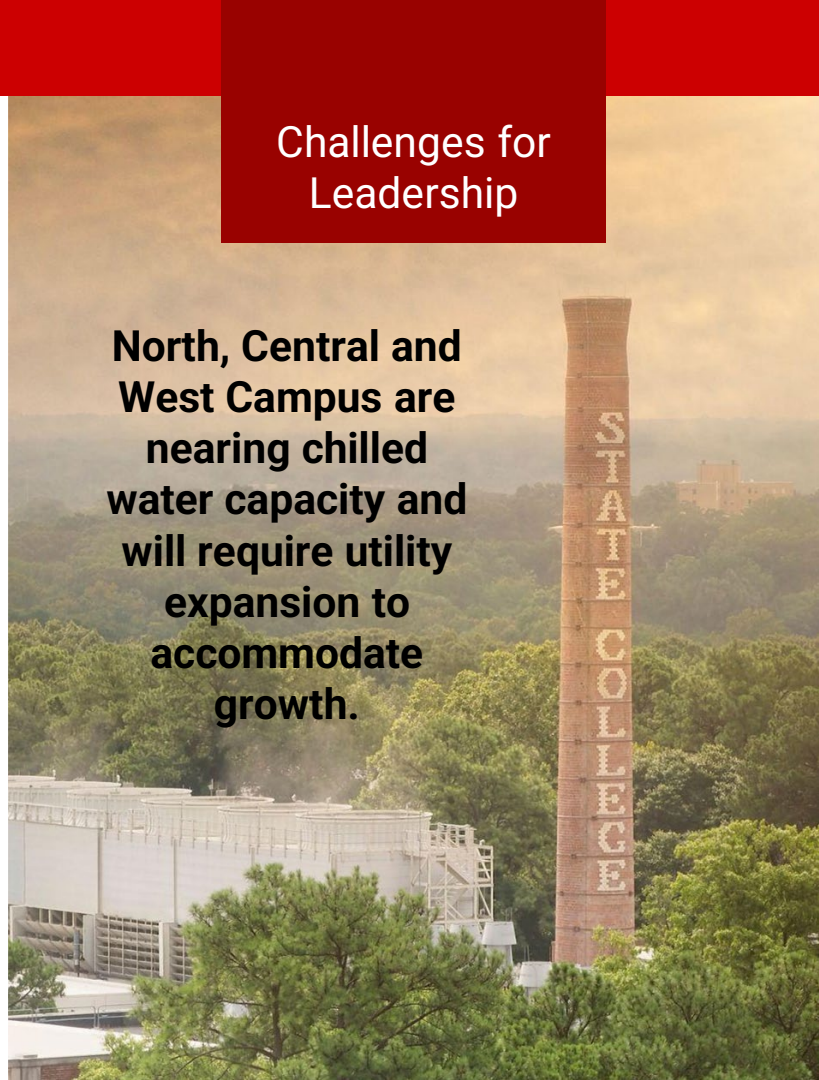
Funding Infrastructure Growth

New buildings will require infrastructure investment. While capital-intensive, new technologies bring potential boosts in efficiency and reliability.

Utility Plant Location	Chilled Water Capacity	Steam Capacity
North, Central and West Campus	⚠ Nearing capacity	✅
Centennial Biomedical Campus	✅ State-supported equine hospital brings additional capacity	✅
Centennial Campus	⚠ Requires further evaluation; nearing capacity	✅

Challenges for Leadership

North, Central and West Campus are nearing chilled water capacity and will require utility expansion to accommodate growth.





Define



Develop



Prioritize



