

Leading the Digital Transformation of Higher Education Task Force Charge Meeting  
Minutes for February 25, 2020  
Winslow Hall Conference Room

**In Attendance:** Greg Raschke, Tom Miller, Jerrell Cogburn, Kelly Wick, Maria Mayorga, Jill Sexton, Mark Williams, Melissa Pasquinelli, Joe Sutton, Vicki Gallagher, Mark Hoversten, Eric Wiebe, Aaron Clark, Cara Smelter, Margery Overton, Warwick Arden

**Absent:** Donna Petherbridge, Christian Carter, Min Chi, Greg Sparks

1. Introductions
2. Provost Arden's statements - suggests a big picture charge
  - a. What does digital transformation mean?
    - i. Higher education is rapidly changing and undergoing a digital transformation
    - ii. How is a digital experience going to augment the student experience?
    - iii. How are we going to enhance student experience and success with digital resources?
    - iv. Information acquisition has immensely changed for current and incoming students
  - b. What does a leading land grant institution in the future look like?
    - i. We are going to use digital resources to engage students and stretch skill sets
    - ii. We must be willing to embrace things that expand opportunities for students and be part of a Global Knowledge Economy
    - iii. We need to be radical and push the envelope by acknowledging that our business model will shift away from degree granting alone to credentialing and micro- credentialing
  - c. What will set NC State apart and make the university cutting edge?
    - i. Provost is looking for bold thinking
  - d. Report Recommendations
    - i. Timelines: Report in early summer (Early June)
    - ii. 5-25 pages is the goal for the report
    - iii. Provost would like to see big bold thoughts and ideas
    - iv. Frame: think where are we now? what was accomplished in the last strategic plan? what are the gaps?
    - v. Get major themes and potential actions for the themes
    - vi. Gap analysis
    - vii. The mission of the white paper is transfer and discovery of knowledge (research)
      1. The teaching and learning aspect is the biggest part
      2. Discovery is critical as well and a chief component
3. Task force committee General Information

- a. The steering committee (co-chairs) will meet with the provost - cross task force communication
  - b. May work in groups across task forces
    - i. Harmonizing of what get out task forces
  - c. Each task force will provide admin for minutes and general logistical support
  - d. Each meeting is an open meeting
  - e. A Google Drive folder has been created for each task force
    - i. Minutes and all administrative documents will live in this folder
4. Task force origin
- a. The task force was created based on the feedback and questions generated at the strategic plan retreat launched last semester
5. Final Comments with Provost Arden
- a. Digital transformation should have a significant impact on the campus “face to face” experience
    - i. Visualization will be huge for this impact
    - ii. People want to zero in on the online component - we need to look at on campus digital experience and it will help the university stand out
  - b. Provost Arden will come to meetings if asked by the task force to consult and weigh-in
6. The strategic plan website will be updated regularly in real time
7. Working across task forces
- a. Can facilitate joint task force meetings for those task forces with overlapping themes
  - b. Interdisciplinary and life-long learning will have an overlap with this task force
8. Task force reviews working notes from Donna Petherbridge
- a. We have to think creatively about how we deliver education to NC State students-- market dynamics have shifted rapidly
  - b. Review whole labor model of university
9. Ideas to consider and questions (from comments)
- a. Use technologies to enable people to live better lives: Provide our students preparation for a well-rounded civic life and enhanced moral agency using technology
  - b. Use technology to define and reimagine who is considered an NC State student
  - c. Implicit and Explicit diagrams: Technology is not a blank slate, it is shaped and moved by society - think about how technology is shaping NC State and how the organization shapes what technology is chosen and implemented (feedback loop)
  - d. Blended learning environments on campus (ie: Megalabs - giant garage for entrepreneurship; active classroom environments)
  - e. Research infrastructure for faculty: we are at a pressure point to work with faculty to share research; how do we take remarkable digital projects and then make them accessible for other populations?

- f. Until we can complete mass digitization, can the organization have transformation? (must establish trust in the rigor and quality review)
  - g. Technological obsolescence
  - h. Training for new technologies and training for new roles of technology
  - i. Issues of automation and scaling
  - j. Must consider the purpose of the education the organization provides (workforce preparation)
  - k. Is the university of the future on demand learning? (We have content on mediasite, but how can we make it available?)
  - l. Help students produce a habit of mind
  - m. We have to add fundamental value to students own learning paths (the rise of interdisciplinarity )
  - n. Infrastructure issue of meeting needs of faculty and students
  - o. Digital Transformation as an engine for access- but what accessibility is not available
  - p. Implement universal, interdisciplinary senior capstone projects housed out of an expanded entrepreneurship garage.
  - q. Redesign every large introductory course as a blended online/in-person experiential learning class based on existing models done in partnership with DELTA
10. Major Themes
- a. Technology and how it defines the role of the university / organization in the professional and civic lives of students, faculty, and staff in the future
  - b. Technology and its effects on the in-person and online educational experience
  - c. Preparation for the implementation of new technologies for faculty, students, and staff
  - d. Research and technology (data migration, accessibility, quality review)
  - e. Technology and the rise of interdisciplinarity
  - f. Technological obsolescence
11. Doodle poll to be sent out to schedule next four meetings
12. Will begin to review data and identify major themes to map out the white paper