

Pursuing Operational Excellence Task Force May 27, 2020 Meeting Minutes

Task Force members present (check applicable):

Katharine Stewart, Vice Provost for Faculty Affairs	X	Warren Jasper, Professor, Textile Engineering, Chemistry and Science, Wilson College of Textiles	X
Marie Williams, Associate Vice Chancellor for Human Resources	X	Jim Broschart, Associate Vice Chancellor, University Development, University Advancement	X
Adrian Day, Assistant Vice Provost for Finance and Planning, Office of the Executive Vice Chancellor and Provost	X	Joyce Munro, Assistant Dean for Business Operations, College of Agriculture and Life Sciences	X
Amira Hijazi, Graduate Student		Jeff Baynham, Interim Associate Vice Chancellor, Advancement Services, University Advancement	X
Barbara Moses, Associate Vice Chancellor, Budget and Resource Management, Finance and Administration	X	Leda Lunardi, Professor, Electrical and Computer Engineering, College of Engineering	
Barry Olson, Associate Vice Chancellor, Division of Academic and Student Affairs	X	Mark Beasley, KPMG Term Professor of Accounting, Director, Enterprise Risk Management Initiative, Poole College of Management	X
Caroline Ortiz-Deaton, Director, Resource Analysis, Office of Institutional Research & Planning	X	Nancy Whelchel, Directory, Survey Research, Office of Institutional Research and Planning	X
David Rainer, Associate Vice Chancellor, Environmental Health & Public Safety, Finance and Administration	X	Rich Berlin, Associate Vice Chancellor, Campus Enterprises, Finance and Administration	X
Doug Morton, Associate Vice Chancellor, Facilities, Finance and Administration	X	Shawn Troxler, Associate General Counsel	X
Jason Painter, Director of the Science House, College of Sciences	X		

The following individuals were also present:

Kevin Rice, Director, Learning and Organizational Development, University Human Resources	Philip Alarcon-Furman, Graduate Student, Wilson College of Textiles
Kelly Wick, Director of Special Projects, Executive Vice Chancellor and Provost	
Rhonda Raynor, Business Officer, University Human Resources	

Co-Chairs Marie Williams and Katharine Stewart welcomed the task force and thanked members for their time and participation thus far. Marie reviewed highlights of the May 15 meeting, stating the task force worked on finding a common definition for operational excellence and identifying related challenges.

Kevin Rice reviewed instructions for the activities to identify existing initiatives that mitigate top challenges to operational excellence, and seeking new opportunities that could improve operational excellence.

Some common themes of issues that mitigate challenges to operational excellence include;

- Collaboration and cross talk
- Partnerships
- Process Improvement strategies
- Resource sharing
- Sharing best practices
- Communication
- Transparency
- Reducing redundancy/duplication of efforts

One member noted that a data governance committee has been created and there are ongoing discussions and an expectation for improvement in this area.

There may be a blindspot with the inability of individuals to see the value of the collective good among colleges and units. We have structural challenges that may impede total and complete collaboration.

New opportunities that could improve operational excellence:

- Streamline research grant process to generate more F & A resources
- Portray NC state in broader terms to help key stakeholders understand we are more than a teaching university, and help decision makers understand benefits of our efforts
- Review rules and policies to ensure they are operationalized; balance risk with rewards to determine value in policies
- Continue creative and out of the box thinking of using tools and processes developed from COVID-19 restrictions such as working remotely
- Technological upgrades
- More investment in human capital
- Increase rewards and recognition, offer incentives for collaboration and improving efficiencies
- Find ways to build trust across units and from top central leadership to unit level operational staff
- Conduct strategic analysis to determine when centralization is needed

- Create coordinated tools to assist with managing resources more effectively

What do we need to be thinking about prior to our next session?

Katharine Stewart summarized the activities for the day stating the reason for looking at things we have been doing and the challenges we face and then looking at new opportunities is to prepare for the next meeting by thinking about what we want to focus on in the future. Katharine asked task force members to consider discussions in previous meetings to determine which areas might receive the most impact in the future by improving operational excellence. The next meeting will focus on what areas of improvement should be addressed and what strategies could be used to make suggested changes.

Closing

Marie Williams asked if there were any last comments and thanked everyone again for their time and participation. The next meeting will be on June 19, 1:00 p.m. - 3:00 p.m.

Meeting adjourned at 11:39 a.m.