

Pursuing Operational Task Force Meeting Minutes

June 19, 2020

Co-chair Katharine Stewart opened the meeting with introductions at 1:03 pm and shared the agenda for the meeting and thanked everyone for their time.

Committee Members Present:

Mark Beasley, Director, Enterprise Risk Management Initiative and KPMG Perm Professor, Accounting, Poole College of Management

Rich Berlin, Associate Vice Chancellor, Campus Enterprises, Office of Finance and Administration

Jeff Bayham, Interim Associate Vice Chancellor, Advancement Services, University Advancement

Adrian Day, Assistant Vice Provost, Finance and Planning, Office of the Executive Vice-Chancellor and Provost

Warren Jasper, Professor, Textile Engineering, Chemistry and Science, Wilson College of Textiles

Leda Lunardi, Professor, Electrical and Computer Engineering, College of Engineering

Doug Morton, Associate Vice Chancellor, Facilities, Office of Finance and Administration

Joyce Munro, Assistant Dean, Business Operations, College of Agriculture and Life Sciences

Barry Olson, Associate Vice Chancellor, Business Administration, Division of Academic and Student Affairs

Jason Painter, Director, Science House, College of Sciences

David Rainer, Associate Vice Chancellor, Environmental Health and Public Safety, Office of Finance and Administration

Shawn Troxler, Associate General Counsel, Office of General Counsel

Nancy Whelchel, Director, Survey Research, Office of Institutional Research and Planning

Guest:

Kevin Rice, Director, Learning and Organizational Development, University Human Resources

Kelly Wick, Director of Special Projects, Executive Vice Chancellor and Provost

Philip Alarcon-Furman, Graduate Student, Wilson College of Textiles

Committee Members Absent:

Jim Broschart, Associate Vice Chancellor, University Development, University Advancement

Amira Hijazi, Doctoral Student, Industrial Engineering, College of Engineering

Barbara Moses, Associate Vice Chancellor, Budget and Resource Management, Office of Finance and Administration

Caroline Ortiz-Deaton, Director, Information Management and Student Funding, The Graduate School

Katharine Stewart shared that the task force had been working on what operational excellence really is from everyone's perspective as members of the University. In the last meeting, the task force focused on how we can mitigate some of the major challenges to operational excellence and name some of our opportunities to improve operational excellence. Katharine also shared with the group that over the next several weeks that the task force will need to key in on the top themes and anchor the themes into the current strategic plan but also in the new areas that are important to focus on in the future. She also shared the plan for the meeting format relating to how the breakout groups will work compared to the past two meetings and what the goals for today's meeting were and handed over the facilitating of the meeting to Kevin Rice.

Kevin Rice shared with the group the goal for the meeting is to look at the current strategic plan "The Pathway to the Future" and gave instructions for the goal of today's meeting. He shared that each breakout group will need to focus on and discuss, as a group, what to keep and/or modify from the current university strategic plan and what to add to the NC State's new strategic plan. The attendees then moved into three breakout groups. The groups were in a breakout session for thirty-five minutes and then each group shared the highlights they captured as part of their discussion

Rich Berlin shared for group one, that there was a lot of discussion around the themes they did capture. The key priorities that the group felt should be kept from the current plan were as follows:

1. Encourage diversity and inclusion as this creates recruiting and opportunities for advancement,
2. Work/life balance as we see the power remote work and how productivity today but also as long-term as this can broaden the people we can hire and recruit, and
3. Configure the university support services for efficiency and effectiveness which speaks directly to the charge of the task force.

Group one then discussed what to include in the new strategic plan which were as follows:

1. Describe NC State in a way that will help key stakeholders understand the broader range of the university to so meets the goals of the institution and then incorporate into each division and department being consistent and not competing within ourselves, and
2. Technological upgrades/enhancements and resources so we can make areas like remote work and collaboration more effective.

Jeff Baynham shared for group two that the group spent a good portion of their time on what they felt should be kept in the current strategic plan.

The key themes that should be kept from the current strategic plan were as follows:

1. Diversity and inclusion,
2. Enhance institutional pride among all staff, faculty, and students,
3. Create a culture of continuing professional development for staff and faculty, and

4. Promote a culture of entrepreneurship in support of NC State students, faculty, staff, and alumni.

The key themes that should be modified were as follows:

1. Aligning resource allocation with strategic priorities. We should definitely modify our resources so that the goals of the strategic plan can be successfully met,
2. Review the effectiveness and efficiency of our institutional processes and address some of the red tape to find ways to be more efficient,
3. Encourage and focus on campus partnerships, programs, and communications to foster excellence in global engagement but we need to focus more on global engagement, and
4. Data integration and analytics capacity to foster a greater focus on strategic decision making.

The whole task force then spent a few minutes summarizing key themes that they heard through the report outs by group one and group two. Here are some of the key themes that were proposed to be added to the new strategic plan:

1. Reduce unnecessary red tape and regulations,
2. Efficiency and effectiveness of processes,
3. Communication of NC State brand and unique value,
4. Ensure currency of technology and tools,
5. Culture, such as building up the trust factor through communication to help propel certain environmental stewardship/social/diversity-inclusion initiatives,
6. Centralization when it makes sense, and
7. Embrace new workforce strategies and build resiliency in our work models.

Marie Williams commented on the theme of embracing new workforce strategies by seeing a connection with the talent management lifecycle process which has many pieces. Focus on how we attract talent and thinking about recruiting and developing talent which includes performance management. The COVID-19 environment has areas of opportunity for NC State to further explore and utilize such as remote work and conducting virtual search committee processes etc.

Jason Painter shared for group three, that they thought more about modifying the current strategic plan and their key themes were as follows:

1. Improve on institutional data integration and analytic capacity. How can we modernize specifically related to student data, HR data, and finance data to the systems that will talk to one another and work together more effectively?, and
2. Align campus physical infrastructure improvements and utilization with the strategic plan, especially with how things have happened with COVID-19, how can we use space differently on campus and how we can reach our sustainability goals. We have learned that employees can work off campus and still be very productive and maybe help us think about space in a different way.

The key themes that should be added to the new strategic plan were as follows:

1. Support and streamline the research process to generate more F&A resources as we realized the budget is not increasing from the state government and we will have a lot of economic challenges ahead with COVID-19 - so we need to find ways to streamline and support the research process for faculty members across colleges,
2. We need coordinated tools to help us manage our resources more effectively, especially around budget projections and models,
3. A goal with a focus on sustainability, and
4. Enhance wages and benefits across the board but especially for graduate students, postdocs, and lower-wage earners.

Jeff Baynham commented that he agreed with the articulation around the space usage.

Mare Williams commented that she liked that the group focused on what we can do for graduate students and postdocs and the lower wage earners.

Kevin Rice shared the instructions for the last breakout session, again the participants will remain in the same groups, the breakout session will last for twenty minutes. When he brought the participants back from the breakout session he shared that each group will be sharing what common themes the group felt were important and then each participant will vote which top four themes they felt were most important.

Adrian Day shared for the first group that the top four important themes were as follows:

1. Diversity and inclusion because it enhances the effectiveness of "Think and DO",
2. Coordinate resource allocation with strategic priorities being we need to work to make the funds more flexible to increase the impact throughout the university and help remove the disparity between the operational units and physical infrastructure improvements being space could be reallocated for instruction of more folks are working from home,
3. Academic and business continuity that we work to build our resiliency in our business and academic operations, and
4. Improve institutional data integration and analytic capacity to utilize technologies to work remotely, as well as how to use technology and systems to inform our business decisions in a timely manner.

Nancy Whelchel commented on the diversity and inclusion, that this area should be interwoven throughout anything we do but that there is a stand-alone task force for this area of the strategic plan and they will be coming up with some great ideas that we will be weaving into our initiatives.

Marie Williams agreed with Nancy Whelchel's comment and expanded that this task force will acknowledge that the theme is important but we need to have our own additional themes based on the fact that there is a task force specifically focused on diversity and inclusion.

Nancy Whelchel shared for the second group that they picked five top important themes which were as follows:

1. Embrace new workforce strategies and build resilience in our work models so that we can be nimble and it's not about where we are working but what we are doing how to be adaptive but also throwing in their incentives to reward the innovative spirit,
2. Ensuring currency of technology, data, and tools as our jobs need to have these up to date items and use them effectively,
3. Collaboration and trust "One Pack" to have institutional pride and cultural diversity and inclusion would be part of this theme to have trust to grow collaboratively,
4. Efficiency and university effectiveness - this where the whole idea of red tape and regulation comes into play. We need to make some large scale changes and implement continuous improvement strategies, and
5. Understand the institutional strategies at the university level and align processes to be in support of them.

Jason Painter shared for the third group that the top four important themes were as follows:

1. Support and streamline the research process to generate more F&A resources and needs to stay as a high priority,
2. Strategically think about space utilization using what we learned from COVID-19 to make sure it aligns with the goals of the university,
3. Improve institutional data integration and analytic capacity as an actionable intelligence that we need our systems to be reliable, and
4. Create and or extend collaborations across units to build trust because it's through collaboration where people are able to communicate, which builds trust.

Kevin Rice led the participants of the meeting through a voting mechanism to identify the themes to be used in the next session to help consolidate the top common themes that will be used to build the initiatives and strategies.

Marie Williams thanked Kevin Rice for facilitating the meeting and thanked the participant's for their time and gave her closing remarks. The meeting was adjourned at 2:10 pm.