

Pursuing Operational Excellence Task Force Meeting Minutes

April 15, 2020

Co-chairs Katharine Stewart and Marie Williams opened the meeting with introductions at 1:10 pm and thanked everyone for their time.

Committee Members:

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

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

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

Jeff Baynham, 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

Barbara Moses, Associate Vice Chancellor, Budget and Resource Management, 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

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

Jason Painter, Director, Science House, College of Sciences

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

Kelly Wick shared with the group that the timeline has changed, the Provost is very flexible with the timeline and the June 1 deadline is off the table. However, we may come back with a potential change as to how things will look differently.

Katharine Stewart made the comments, NC State is focusing on how to get through Spring and Summer semesters. What are we learning from this experience? How has the last few months changed your work?

Doug Morton shared with the group that Facilities Operations is experiencing challenges now that the majority of their customers are remote. They don't have the eyes in the buildings to see what is really happening. The focus of the task becomes what is truly important and the barriers that existed before on campus are coming down. When another department on campus needs help more of the campus community have volunteered to help.

Jim Broschart made the comment that Development has seen a mixed bag with lots of learning. Donors have risen to the occasion and they haven't seen a drop in philanthropy especially in the student emergency fund. Have found an easier way to communicate with donors with the use of Zoom. Becomes a valuable asset going forward. However, Development was very close to reaching an agreement with a large group of Deans in our Colleges that would have almost doubled the fundraising capacity which is now in question given the budget scenarios as a result of the current situation. The focus going forward is based on significant planning scenarios.

Nancy Whelchel made the comment that lots of surveys are related to the pandemic and of how it's impacting our students and instructors. Has brought forth more collaboration across campus. We have been very thoughtful of what we are asking so the responses can be impactful. Has enabled groups to reach out to students who are in need of laptops and wifi needs. Also the collaboration of a survey to go out to Instructors in regards to their basic preparedness of remote delivery.

Barbara Moses shared with the group that the Budget Office is echoing Facilities Operations in that they can keep the normal everyday operations going. However, there are lots of challenges from a finance level, what's the state revenue going to look like and what are enrollment levels going to look like as that will have a huge impact for next fiscal year. Very concerned about year end as the loss of revenue dwarfs the expenditures and trying to assist the campus.

Jason Pointer shared that Extension, Engagement and Outreach has pivoted as much as they possibly could. Some programs could not be held and had to be cancelled. Have received donated headsets from Lenovo that they are working to get out to the schools. They are using the ties with the community partners to get the headsets out and they are growing relationships. They are trying to get all the programs done virtually. Have released a virtual simple resource for teachers, parents and students with a theme each week. They have had a significant loss of revenues and they are trying to interest students in more virtual content.

Barry Olson stated that DASA is also experiencing a significant loss of revenue. Just had to process refunds for University Housing and Fraternity and Sorority Life. In many instances there are still belongings in student rooms. Much like others, the ability to get an amazing volume of work done in a short amount of time has been remarkable. Also the ability of our

employees to remote work and still be highly functioning could be very impactful in our use of space on campus going forward.

Leda Lundardi shared that as an instructor advising online is a valuable tool but it depends on the kind of students. Had to move a course online which was very easy to do and were able to FedEx the course materials to the students. But in relation to the survey discussed earlier some students didn't have broadband available. We have found that some of our students thrive on human interaction which proves we still have some work to do. But as the NC State community as others have said we have been able to reach out to partners and donate supplies to help our community. Working together is important and it's what we at NC State do and it's what we do well. We still are a magnet for opportunity.

Catherine Ortiz-Deaton made the comment: This is a pivotal time for NC State as mindsets of requirements and what is really needed are getting shaken up. We are being given the opportunity to develop new strategies of doing things. Katharine Stewart said we are being given great opportunities to collaborate with partners on campus and our community so we can grow and do things better. The pace of change NC State has been able to achieve has been significant and will put us at a better vantage point going forward.

Warren Jasper shared as a Researcher it is very challenging with the labs being closed and there is a loss in productivity. The expected deliverables are there but getting the equipment with the experimental research is getting difficult. The Facilities and Administrative receipts (F&A) may be taking a hit as a funding source going forward with the research not being getting done.

Richard Berlin stated that Campus Enterprises is focused almost entirely on interaction with people which as a revenue stream has gone from almost \$80 million to zero with the shutdown also refunding money and the cost of the paid administrative leave. The division has been developing over the course of time the all-in course materials (NCSU Bookstore) which going to virtual course materials could be an area they could accelerate and get greater faculty adoption of materials. Also has seen great productivity in employees with training and administratively remote work settings.

Katharine Stewart asked the group to consider what it would mean for the university to "get back to normal." The transition for some groups that are more revenue-driven may be a great challenge as the economy may become an employee driven market. Adrian Day shared that the concept of getting back to normal may be a long road for the university especially financially speaking with enrollment. How do we manage next fiscal year with the budget uncertainty.

Kevin Rice shared with the group a proposed timeline, schedule and format for conducting our brainstorming sessions as a task force. As outlined in the proposed plan, we have 5 zoom sessions of approximately 2 hours in length will be conducted, with Kevin facilitating these sessions between the months of May and July. At the end of each zoom session we will have a

clear action item discussion of where the task will go from there and move forward. The taskforce agreed to proceed with the proposal as presented by Kevin, Katharine and Marie.

Katharine and Marie provided closing comments and the meeting was adjourned at 2:32 pm.