NC STATE UNIVERSITY

Post-COVID Digital Task Force
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MEMORANDUM

TO: Dr. Marc Hoit, Vice Chancellor, Office of Information Technology
               Charles A. Maimone, Vice Chancellor, Finance and Administration

FROM: Gwen Hazlehurst, Assistant Vice Chancellor, Enterprise Application Services
               Mary Peloquin-Dodd, Associate Vice Chancellor, Finance and University Treasurer

SUBJECT: Post-COVID Digital Innovation Task Force Interim Report

DATE: June 15, 2021

We are pleased to present the first interim report on the Post-COVID Digital Innovation Task Force. Thank you for giving us this opportunity to think about digital transformation at NC State. We have assembled a fantastic task force, with people who are passionate about the topic, and we have already met twice. Specific accomplishments include (A) finalizing *task force membership;* (B) developing a *communications plan* for campus-wide outreach; (C) *identifying important constituencies* to whom we want to target our communications efforts; and (D) beginning our efforts at *identifying possible recommendations* in anticipation of our final August 2 report. Below is a summary of activities to date, beginning with a restatement of our objective.

Task Force Objective- Through comprehensive outreach to various constituencies at NC State, and task force collaboration, we hope to identify potential improvements in the digital landscape at NC State. Specifically through a broad communications effort, we are reaching out to campus to identify possible areas of digital transformation at NC State. Through informal surveys, we will identify and prioritize the process changes and digital tools people used during the Pandemic for expansion on campus. As a corollary to our charge, we will also seek to identify other processes/services that NC State did not employ during COVID, but could lead to digital transformation. Finally, we will identify the challenges involved in implementing the top recommendations.

A. Task Force Membership
    We have identified a comprehensive task force membership that represents various constituencies and digital thinkers. Our task force members serve a valuable role, with members reaching out to their peers across campus to seek feedback from them. Each task force member has committed to leading at least one focus group of their peers, and to using Padlet technology in conducting a survey of their peers.

    Our membership includes representatives from faculty and staff across campus, and from various colleges. Some members volunteered for the task force because of their interest in digital transformation. Other members are already leaders in the use of transformative technology, or championing a different digital approach to processes on campus—consequently, we asked them to serve on the task force. Tabitha Groelle, Finance Division, is participating in committee meetings and is helping us organize the effort and meet deadlines. Faculty Liaisons are the past chair and incoming

chair of the Faculty Senate: Hans Kellner and RaJade M. Berry James, who have agreed to facilitate communications with the Faculty Senate.

We, the task force, have already met twice, and we have one-hour meetings scheduled until August 2 (the final report due date). Here is our membership:

Task Force Members
1. Gwen Hazlehurst, Co-Chair
2. Mary Peloquin-Dodd, Co-Chair
3. Richard Berlin, Associate Vice Chancellor, Campus Enterprises
4. Richard Bonnano, Director of NC State Extension, Associate Dean, CALs
5. Dianne Dunning, Associate Dean, Advancement, College of Veterinary Medicine, Faculty
6. Shawn Dunning, Assistant Dean for Finance and Operations, Wilson College of Textiles
7. Sharon Loosman, Director, Procurement and Business Services
8. Maggie Merry, Assistant Dean of Finance and Administration, PCOM
9. Ron Reed, Senior Director, Financial, Research Admin and Advancement Systems
10. Jill Sexton, Associate Director for the Digital Library

B. Communications Plan
A comprehensive communications strategy is essential for the success of the task force, and completing a communications plan was one of our first tasks. We organized the team around the ability to communicate with each other first. Therefore, we tackled the following tasks:
1. We created a Google Shared Drive - Digital Transformation Task Force, for all task force members. We use a weekly agenda format, accessible to all task force members.
2. We created an email address - Digital - Digital - *Digital-transformation@ncsu.edu* to answer questions and solicit feedback.
3. We created a Google Group - group-digital-transformation-task-force@ncsu.edu
4. Marc Hoit shared a Padlet survey with members of the campus IT community and we shared the results of that survey with the task force. The task force will continue to use the Padlet technology for additional surveys.
5. We assigned various survey groups to task force members, provided a template transmittal email and created Padlet surveys for task force members to distribute, as needed, to the assigned groups.
6. Task force members will ask the following questions:
    i. What process transformations were made during the pandemic that should be kept/enhanced/expanded, including local solutions that could be leveraged across campus?
    ii. What other processes/services could be significantly improved by moving to digital or what tools should be investigated to aid in transformations?
    iii. What challenges exist in transforming our processes (PRRs, time to train, etc.)?

C. <u>Identifying Important Constituencies</u>

Our communication plan is supported by the proper identification of campus constituencies. We, the co-chairs, assembled an initial list of potential survey groups, and the task force confirmed the appropriateness of the list. Throughout the summer we propose to reach out to the following campus groups for their feedback on the topic:

1. Lead Business Officers
2. Business Connections
3. Business Partners (HR and Business partners)
4. HR Leads/HRAC
5. HR Exchange
6. Academic Dept Heads
7. Research Admins (we'll coordinate with the Research Task Force)
8. Faculty Senate
9. Staff Senate
10. CITD (Campus IT DIrectors)
11. the Campus IT Community
12. Enterprise Application Committee (an IT governance committee)
13. Enterprise Application Data Stewards
14. Research Scholarship and Creativity IT Committee (an IT governance committee)
15. County Extension, Research Stations, and Field Labs
16. Ad Hoc Academic Continuity Task Force

D. <u>Preliminary Findings and Proposals</u>

1. We heard from Maria Brown, University Cashier, about cash collection practices on campus. The Cashiers Office is interested in moving the campus away from cash collections. Campus Enterprises and Parking already discontinued cash collection on campus during the Pandemic, and there was no pushback from their campus customers. Our preliminary feedback suggests that we need to distinguish between on-campus and off-campus customers in going cashless. It will be easier to stop collecting cash for enterprises on campus that are open primarily to internal customers, but allow cash collections for the largest enterprises serving the public (Vet Hospital, Athletics). We will continue to refine this recommendation.

2. Early on, Dr. Hoit held a town hall meeting with the campus IT community in which he asked for their suggestions. Below are the most commonly recurring ideas which the task force will consider:

    i. Electronic signatures (Docusign, etc.) through one master contract on campus
    ii. More central electronic forms with electronic routing and the ability to build no-code electronic forms
    iii. Central equipment loans
    iv. Establish virtual meeting protocols
    v. Control bldg/room access via prox cards instead of keys
    vi. Provide portable or moveable equipment (especially laptops with docking stations instead of desktops in on-campus offices)
    vii. Leverage Google collaboration tools (Drive, Shared Drive) more extensively, and provide people with training on these tools
    viii. Provide contactless help using Artificial Intelligence and increasing use of chatbots