Post COVID-19 Innovation Task Forces Overview

June 2021

Steering Committee presentation to 4/13/21 Cabinet, updated for May-June 2021 meetings.

Agenda

- **Charge and Steering Committee**

- **Principles, Framework and Approach**

- **Task Forces (Scope, Goals, Approach)**

- **Timelines and Deliverables**

- **Status and Next Steps**

Post COVID-19 Innovation Task Force Charge and Steering Committee

Charge:

- Improve university effectiveness within our academic, research, administrative and operations areas.

- Leverage 'lessons learned' over the past year.

- Identify potential adaptations at the university level which may hold potential for improving university effectiveness.

Steering Committee:

- Provost Arden, VC Hoit, VC Maimone, VC and Dean Scott, and VC Vouk, representing academic, research, administrative and operations areas.

Principles

Guided by our forthcoming [2021-2030 strategic plan and goals](#), and informed by our shared experiences working within a COVID-19 impacted environment:

1. Through all aspects of our innovation task forces and resulting initiatives, continue to expand opportunities to support a diverse, equitable and inclusive university community.

2. Assess, and, as appropriate, modify how we teach, perform research, operate, and outreach to our constituents.

3. Improve university operations, space management and flexible work location policies (such as office and/or home), processes and metrics, to improve university effectiveness and utilization of university resources.

4. Improve the ability to recruit and retain talented employees; likewise, improve the ability to attract and retain students.

5. Support a balance of collaboration, engagement, productivity, effectiveness and well-being for our university community.

6. Work to clearly, transparently, and in a timely manner, communicate effectively and inclusively with our university community.

Framework and Approach

Vision: To organize university efforts and identify adaptations to improve academic, research, administrative and operational functional areas, while improving university effectiveness in employee and student recruitment, retention and engagement.

Methodology: Task forces are expected to project manage, to develop action plans, roadmaps, timelines and reporting schedules informed by adaptations and lessons learned over the past year.

Measuring Performance Expectations: Task forces are requested to identify specific performance metrics by analyzing service levels, developing improvement plans and measuring progress against goals.

Post COVID-19 Innovation Task Forces

Instruction and Student Support	Research	How We Work	Digital Transformation
Leveraging technology to expand academic offerings, opportunities and experiences.	Supporting laboratory and other research operations including physical space, funding and employee well-being.	Flexible work arrangements and optimization of university space.	Where feasible and advantageous to the university community, digitize processes.
Co-Chairs: - Louis Hunt* - Donna Petherbridge	Co-Chairs: - Genevieve Garland - Alyson Wilson	Co-Chairs: - Ursula Hairston* - Lisa Johnson	Co-Chairs: - Gwen Hazlehurst - Mary Peloquin-Dodd
Primary Advisor: Doneka Scott	Primary Advisor: Mladen Vouk	Primary Advisor: Charles Maimone	Primary Advisors: Marc Hoit Charles Maimone
*Charles Clift to assume role on 7/1/21 upon Louis Hunt's retirement.		*Ursula Hairston assumed role on 6/22/21 upon Marie Williams' departure.	

Innovation Task Forces

Instruction and Student Support Task Force

Scope
Leveraging technology to expand academic offerings, opportunities and experiences.

Co-Chairs
- Louis Hunt*
- Donna Petherbridge

Primary Advisor
Doneka Scott

*Charles Clift to assume role on 7/1/21 upon Louis Hunt's retirement.

Goals
- Assess the novel, pandemic-related changes implemented to support and expand access for our students, and identify best practices that should be continued.
- Enhance student learning by leveraging the increased experience and comfort level of the faculty in the use of technology for teaching and learning to continue and improve upon online teaching modalities that benefit students and improve learning outcomes.
- Make more recorded content available on demand, which is highly desired by students, and leverages the university's investment in lecture capture technology (Care will need to be taken to protect faculty and student intellectual property and privacy.)
- Continue, where advantageous, the "hyflex" model of course offerings where classes are offered simultaneously online and face to face, giving students the flexibility to choose modalities that work best for them, including increased summer online offerings that are highly desired by students.
- With increased faculty expertise in the use of learning technologies to accelerate the digital transformation of higher education at NC State, provide an instructional framework which combines the most effective technology enhanced learning and in-person experiential learning.
- Address inequities in student and faculty access to appropriate technology and Internet access.

Innovation Task Forces

Research Task Force

Scope

Supporting laboratory and other research operations including physical space, funding and employee well-being.

Co-Chairs
- Genevieve Garland
- Alyson Wilson

Primary Advisor
Mladen Vouk

Goals

- Support laboratory and research operations such as physical space, funding and employee well-being within new work environments and safety protocol.
- Actively support non-laboratory based research activities.
- Support researchers who were negatively impacted or may have stalled over the past year due to COVID, in terms of lost funding, adverse impact from work/life balance concerns, and other access restrictions to physical lab and research space.
- Continue to invest in research and research enterprise growth and take advantage of upsurges in COVID and other new funding opportunities (e.g., AI, data science, plant sciences, climate, health, different engineering domains, digital agriculture, quantum computing, etc.).
- Actively increase interactions with industry, and other diverse sponsors.

Innovation Task Forces

How We Work Task Force

Scope

Flexible work arrangements and optimization of university space.

Co-Chairs
- Ursula Hairston*
- Lisa Johnson

Primary Advisor
Charles Maimone

*Ursula Hairston assumed role on 6/22/21 upon Marie Williams' departure.

Goals

- Flexible work arrangements to support the university's mission and commitment to recruit and retain a diverse and talented workforce.
- Foster a highly engaged and productive work environment that values employee well-being and work-life balance. Ensure the university maintains its community culture and best place to work environment.
- Reimagine university space to the highest and best use as a university resource which must be stewarded.

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Innovation Task Forces

Digital Transformation Task Force

Scope

Where feasible and advantageous to the university community, digitize processes.

Co-Chairs
- Gwen Hazlehurst
- Mary Peloquin-Dodd

Primary Advisors
Marc Hoit
Charles Maimone

Goals

- Take advantage of digital transformation activities and lessons learned that were implemented during the past year due to the COVID-19 pandemic, and leverage these temporary technical adaptations into permanent work structures, processes, policies and employee flexibility.
- Potential examples include cashless point-of-sale, paperless processing, electronic payments and funds receipts.

Timelines and Deliverables

- Task Forces requested to provide written reports by August 2, 2021.

- Proposed actions may consist of policy changes, new procedures and/or guidelines, new technology and new training, for example.

- Additionally, once formed, task forces requested to provide monthly updates to the Steering Committee.

- Task Forces also requested to develop communications plans.

Status and Next Steps

- Co-Chairs appointed and task force members established.
    - Ensure key constituents, such as the academic community, are represented.
    - Ensure task force membership supports a diverse, equitable and inclusive university community.

- Task forces charged and critical factors defined (goals, concepts, scope).

- Develop ongoing communications plans.

- Coordinate reporting and August 2, 2021 deliverable.