

**University Council
Meeting Minutes
Winslow Hall Conference Room
Monday, January 14, 2013**

Members Present:

Randy Woodson, Warwick Arden, Brad Bohlander, Jeffrey Braden, Susan Colby, Jayne Fleener, Regan Gatlin, Blanton Godfrey, Eileen Goldgeier, Ryan Hancock, Karen Helm, Cecile Hinson, Marc Hoit, Kevin Howell, Bryan Hoynacke, Hans Kellner, Nevin Kessler, Charlie Leffler, Richard Linton, Sylvia Blankenship, Terri Lomax, Paul Lunn, Marvin Malecha, Louis Martin-Vega, Mike Mullen, Susan Nutter, Becky Rufty, Daniel Solomon, Benny Suggs, PJ Teal, Andy Walsh, Mary Watzin, Ira Weiss, Debbie Yow, David Zonderman

Chancellor Woodson called the meeting to order at 10:00 a.m.

Announcements:

Chancellor Woodson reported on the following:

- **UNC GA Strategic Planning Effort Update**
The Chancellor provided an update on the UNC System General Administration Strategic Planning process
- **Inaugural Class of University Faculty Scholars Announced**
The Chancellor announced the selection of 24 faculty for the first group of University Faculty Scholars, a new annual program designed to recognize and reward our emerging academic leaders. Each individual will, for a five-year period, carry the title University Faculty Scholar and receive a \$10,000 annual supplement, which may be used for supplemental salary or programmatic support. Funds for this strategic initiative are from private gifts, and these faculty represent all 10 colleges and 22 departments.
- **Tuition Recommendations Approved by Board of Trustees**
The Board of Trustees approved the Chancellor's tuition and fee recommendations. Each year, two campus committees make recommendations regarding tuition and fee adjustments. The committees are the Tuition Review Advisory Committee (TRAC) and the Fee Review Committee (FRC). This year the Chancellor recommended the Board of Trustees adopt all of the TRAC and FRC recommendations with two exceptions. For undergraduate and graduate in-state tuition, the Chancellor recommended smaller increases than what was suggested by the TRAC. The committee proposed increases of \$374 for undergraduate residents, and \$748 for graduate residents. The Chancellor's proposed increase of \$290 for both undergraduates and graduates reflects NC State's commitment to balancing quality with affordability.
- **Staff Success**
The Chancellor recognized Vice Chancellor Charlie Leffler for having his office's work recognized with three Sir Walter Raleigh Awards. The projects include:

- Centennial Campus stream restoration
- Installation of the new Watauga Club Gateway
- Sustained outstanding appearance of the J.C. Rauston Arboretum.

The Chancellor also congratulated Vice Chancellor Leffler for his leadership ensuring that NC State once again received a clean audit.

The Chancellor recognized Vice Chancellor Marc Hoit for being recognized as Chief Information Officer of the Year in the Public Sector category by Triangle Business Journal.

The Chancellor recognized Susan Colby for her election as Chair-elect of the UNC Staff Assembly.

- **NC State Breaks Records in State Employees Combined Campaign**

In this year's State Employees Combined Campaign, NC State employees broke all our previous records for giving. This year employees raised \$636,335 vs. last year's record of \$589,531. Employee participation was 40%, an all-time record and 6 percentage points higher than last year. The NC State campaign is the leading campaign among all universities in the system by far. The next closest campus in participation is Chapel Hill at 20% employee participation, and in the category of employee per capita giving, NC State leads all campuses.

- **Vice Chancellor Kessler's Five-Year Review**

As institutional policy requires, Vice Chancellor Nevin Kessler is slated to have his five-year review this spring. Per university policy the Chancellor announced the review University Council members.

- **Hunt Library Now Open**

One of the most advanced libraries in the world opened on January 2, on NC State's Centennial Campus. The Hunt library turns the traditional library on its head, revolutionizing the way we use architecture and design to create learning spaces that foster educational collaboration.

Provost Arden reported on the following:

- Please watch out for the following memos: 1) College of Sciences memo regarding information on various teams 2) Space planning memo 3) University Planning and Analysis Memo. The university standing committee survey is open today through 2/4, please fill out if interested.

Plenary:**Strategic Resource Priorities**

Chancellor Woodson introduced the plenary topic. Increasingly, we are in a world of metrics. It is critical leaders of the University have access to critical data. We are sensitive to administrative investments, in light of our academic goals. It is important we have a robust research office.

NC State continues to be about strategic thinking and planning. We are working hard to implement our Strategic Plan to realign the university for greater efficiency and effectiveness. Today the conversation is about how we align resources strategically. For NC State to move forward in the way we want it to, we need to be thoughtful and transparent in our planning and implementation of resources.

Provost Arden opened the presentation by discussing strategic plan priorities. We have a great strategic planning process, a great plan and a great realignment process. We are learning to do business more effectively in order to maximize impact. The Provost reviewed the following individual Strategic Plan goals and noted the significant impact of progress made. The Provost outlined high priority actions for the future as well as target numbers for various priorities. The presentation covered new goals for new full-time enrollment, and an overview of financial resources required and cumulative space requirements. The discussion explored changes to appropriated funds over time.

Vice Chancellor Leffler led a discussion on trends in our resource history and expense history. He outlined new state-appropriated funds and the 2013-2015 Board of Governor's budget considerations, budget request and enrollment change budget request. He concluded with a review of the 6-year capital plan and post-bond appropriation capital projects.

Chancellor Woodson offered an update on the University of North Carolina Board of Governor's (BOG) Strategic Plan. The plan focuses on increasing North Carolina's placement in terms of post-baccalaureate or higher educated citizenry. The plan requires a growth of graduates by approximately 10-15% per year. The BOG is interested in core curriculum and learning outcomes. Their plan also focuses on service to the state and tracking efficiency.

Provost Arden and Vice Chancellor Leffler provided an analysis of resources focusing on aligning resources to the Strategic Plan priorities. Two task forces have been set up: the Budget Restructuring Task Force and the Academic Efficiency and Effectiveness Task Force. These groups are looking into a number of things, among them improving space utilization and the sources of future resources.

A discussion on future resource considerations was led by Mr. Howell, Provost Arden, Vice Chancellors Kessler and Lomax, and Ms. Burks. The discussion covered state funding, enrollment tuition and fees, grant and contract income, endowment and campaign priorities and an analysis of resources across campus.

Strategic Resource Priorities Discussion (All members)

- Is there an alternative to the traditional university models? Competition is growing very non-traditional. How can we explore non-traditional leadership/administrative efforts/university structure? Will the faculty we bring in help the university adapt to contemporary models of employment or education?
- What are the newer models of spatial/facilities planning?
- Can we rotate how we utilize our facilities year-round to maximize use?
- Are resources allocated appropriately based on what currently exists/current demands?
- How can we repurpose space on campus?
- Could colleges collaborate on the use of facility resources?
- Can we creatively lease current space to raise funds?
- How will switching to a different semester rotation/schedule impact faculty?
- Can summer scheduling be block style?
- Do we have land-resources available for raising funds?
- Were recent individual college reactions/adaptations to budget challenges good permanent solutions or good temporary solutions?
- How has the legislative education budget changed over the last ten years?
- How can we evaluate each college's needs/resources? What hope is there?
- If we can't be world-class in every discipline, which disciplines do we prioritize?
- Looking at technology trends, what products can NC State create, that we haven't been thinking about, that can bring in revenue? Opportunities exist, in the minds of our students, our faculty. Does the incredible energy NC State has at this point translate into a realistic business opportunity with the potential to bring in substantial revenue?
- How can we better sell what we already have, ie Eastman partnership?
- What partnership opportunities do we have to subsidize our expenditures (i.e., FREEDM, ASSIST, Textiles)?
- What are the creative ways to grow facility space on our campus?
- Can we get state funds available for trade-in of equipment? Cash-for-clunkers program? Upgrade vs. Replacement?
- How can we embrace NCSU athletic success as a model for action? How does athletic success enhance our ability to raise funds from multiple sources?
- What impediments are there to finding new resources or reallocating current resources?
 - Could we have increased revenue from patents/etc?
 - Are there available data on encouraging individual success which then comes back to the university in terms of financial support?
 - How do we make annual giving a part of the conversation/culture so that our students/alumni/university community is focused on giving back?
 - How do we incentivize the innovators to be creative? Promote change? Enhance university success?
 - How do we increase faculty flexibility through enhanced administrative support?

- How do we increase efficiency by minimizing the proliferation of programs that are “strategic” but not effective in order to maximally leverage our impact when soliciting funds?
- How do we enact the Law of Forced Efficiency?
- How can we accomplish the difficult process of eliminating progress, though it may be a small cost-savings in the short run, but is an important cultural shift and message about supporting creative, effective, innovative programs.
- Can we increase classroom size to increase productivity?

Information:

The following policies, regulations and programs recently enacted were reviewed, including those enacted since the October 8, 2012 University Council Meeting.

http://www.ncsu.edu/general_counsel/pols_regs/PRRsRecentlyEnacted.php

Approvals:

The October 8, 2012 minutes were approved as prepared and distributed.

With no further business, the meeting was adjourned at 2:00 pm.