

# **Administrative Leadership Meeting**

Tuesday, January 10, 2012  
Chancellor Randy Woodson

## Upcoming ALM Topics

- March 13 - Global Engagement (Stewart)
- May 8 – Rankings (Stewart)

## Recap: Tuition

- “Catch Up” Tuition
  - About \$1,545 over the next 5 years
  - An average of \$309 a year
- In addition to our CITI increase
  - \$330 for undergraduates next fall

## Recap: “Catch Up” Tuition

- Investment Areas
  - Need-based Financial Aid --- 25% or \$11M
  - Tenured/Tenure-Track Faculty Hires --- 44% or \$19.7M
  - Faculty Retention --- 6% or \$2.6M
  - Expanded Course Offerings --- 8.5% or \$3.7M
  - Academic Support (Advisors) --- 5% or \$2.2M
  - Student Global Engagement --- 1.5% or \$600K
  - Graduate Student Support Plan ---10% or \$4.6M

## Faculty Excellence Fund

- Over 70 proposals submitted
- Review is underway
  - Review Committee co-chaired by Terri Lomax and Duane Larick

# Faculty Excellence Fund

- Evaluation Criteria
  - Ability to achieve national eminence
  - Aligned with strategic priorities and/or cross-cutting platforms
  - Real interdisciplinarity
  - Building on an existing strength
  - Proposed faculty engaged both in research and teaching of proposed topic
  - Ability to attract funding
  - Shares resources and physical infrastructure
  - Spans multiple colleges
  - Balanced hiring plan with clear leadership

# Strategic Planning

- Implementation Plan
  - Shared at BOT November meeting
- Metrics
  - Baselines are being determined and targets are being set
- First Year Actions
  - Verifying responsibility and linking to information on current initiatives

**Questions?**





# Strategic Realignment Update

**Warwick A. Arden**  
Provost & Executive Vice Chancellor

**Charles D. Leffler**  
Vice Chancellor for Finance & Business

# Strategic Realignment

Announced March 2011

Purpose: To recommend changes that would

- Align with and be supported by the strategic plan
- Position NC State for greater strength, effectiveness and efficiency
- Help respond to state budget reduction

# Recommendations

## Administrative Consolidation

- ✓ Consolidate Equity & Diversity Offices
- ✓ Discontinue Office of Extension, Engagement & Economic Development
- Merge DUAP & Student Affairs

## Business Services

- ✓ Modify Reporting Lines
- Create Business Operations Centers

✓ = completed

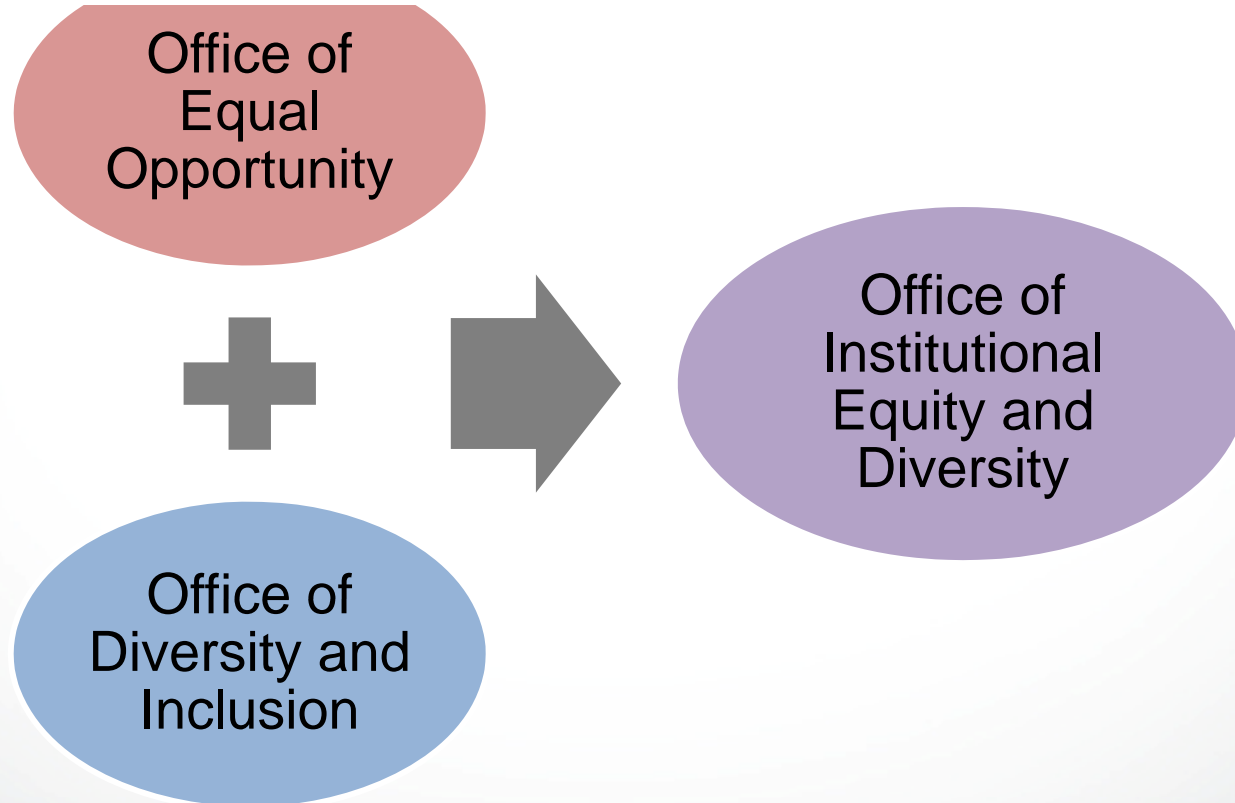
## Academic Programs

- ✓ Review Summer & Distance Education
- Review Academic Science Programs
- Review Academic Program Efficiency & Effectiveness
- Modify Academic Planning Process

## Organizational Bureaucracy

- Review Administrative Processes for Efficiency
- ✓ Review Policies, Regulations & Rules

# Consolidate Equity & Diversity Offices



Timeline: Completed July 2011

# Discontinue Office of Extension, Engagement & Economic Development

## Extension Activities

- Remains in respective colleges with university-wide coordination in Office of the Provost

## Economic Development

- Moved to Office of Vice Chancellor for Research & Innovation (now Research, Innovation & Economic Development)

## Continuing Education

- Moved to Office of the Provost
- McKimmon Center operations under review

## Outreach, Engagement & Leadership Programs

- Moved to Office of the Provost
  - Shelton Leadership Program
  - STEM Education Outreach Programs
  - Military Education Programs

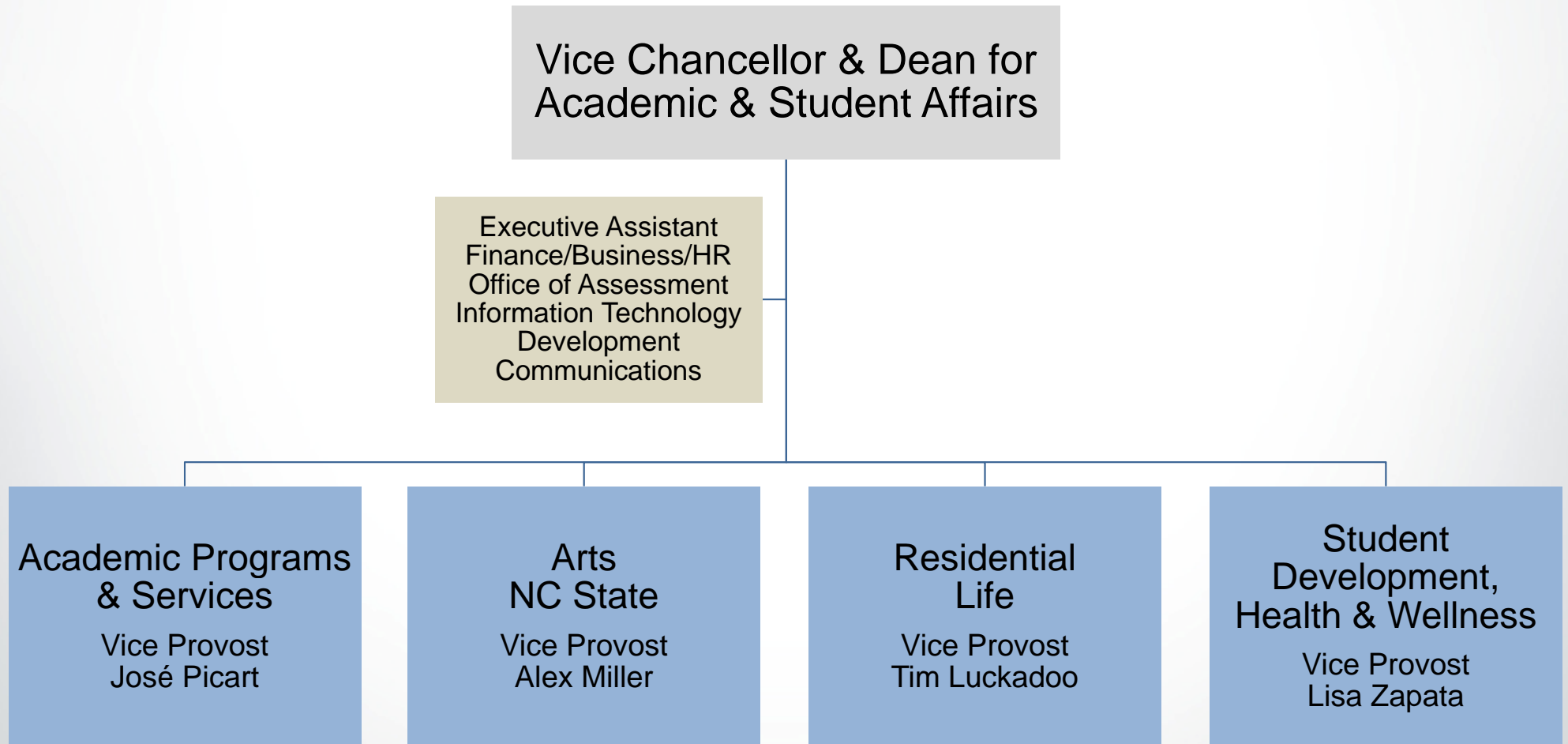
Timeline: Completed January 2012

# Merge DUAP and Student Affairs

## Timeline

- Jan to Feb 2011: Initial task force develops organizational structure, recommendations incorporated into Strategic Realignment document
- Apr to Aug 2011: Steps outlined for successful merger
- Sep 2011: 18-member Implementation Team formed
  - Co-chairs: John Ambrose, Jo-Ann Cohen, Tom Stafford
- Nov 2011: Implementation recommendations to provost
- Dec 2011: Provost responds to recommendations and begins Vice Chancellor/Dean Search

# Division of Academic & Student Affairs



# Division of Academic & Student Affairs

Academic Programs & Services	Arts NC State	Residential Life	Student Development, Health & Wellness
Student Advising & Support Programs	Center Stage	University Housing & Living and Learning Villages	Student Leadership and Engagement Programs
First Year College Transition Program	Crafts Center		Career Guidance Programs
First Year Inquiry Program & Undergraduate Research	Dance Program		ROTC*
University Honors / Scholars Program	Gregg Museum		Physical Education*
Interdisciplinary Programs (incl. Environmental Sciences)	University Theatre	Greek Life	University Recreation
Disability Services Office	Ticket Central		Student Conduct
Pre-College Programs	Music*		Student Legal Services
UCCC/CUE Functions			Student Health Services
Common Reading Program			Counseling Center

\* Note: Academic home for faculty in Academic Programs and Services



## Division of Academic & Student Affairs

- National search for Vice Chancellor & Dean for Academic and Student Affairs
  - Led by Dean Jayne Fleener (College of Education)
  - 20-member search committee
  - Assisted by Witt/Kieffer Executive Search Firm
  - Timeline: Hire by July 2012



# Review of Summer Sessions

8-member Task Force (Co-chairs: Jo-Ann Cohen & Louis Hunt)

## Key Recommendations:

- ✓ **Establish new flexible length sessions to accommodate innovative course delivery and to meet the needs of targeted populations**
  - Offering shorter sessions and slightly longer sessions in Summer 2012
- Provide summer school support to address strategic initiatives and encourage delivery of high priority classes
  - Creation of Innovative Summer Course Grants program underway
- Ongoing efforts in response to task force recommendations:
  - EMAS helping colleges and departments identify areas of need and opportunity
  - Examination and revision of academic policies with eye towards summer sessions

# Review of Distance Education

10-member Task Force (Co-chairs: Tom Miller & Steve Keto)

Recommendations:

- ✓ **Adopt a tuition and fee model based on student classification rather than course classification**
  - Included in UNC-GA budget enrollment expansion request
- Adopt a formulaic model for allocating enrollment change funding for both on-campus and DE enrollment
- Adopt an effort-based overload policy in lieu of the current “20% of salary” policy



# Review of Academic Science Programs

20-member Task Force (Chair: Margery Overton)

- 4 faculty from CALS, 3 each from CNR and PAMS
- 1 faculty member from other colleges plus DUAP, Graduate School

Purpose of review:

1. Determine best ways to enhance the natural synergies between our science programs, promote interdisciplinarity and reduce administrative overhead.
2. Recommend improvements for the overall quality and delivery of NC State science programs at the undergraduate and graduate levels as well as in university research and extension activities.

# Review of Academic Science Programs

If NC State could build an ideal science program from scratch, what would it look like?

- Faculty ideal would allow seamless interactions and collaborations across departments and colleges

## Options:

- Consolidation of colleges
- Same colleges but reconfigured departments
- Same colleges and departments
- New structure superimposed over the existing one



# Review of Academic Science Programs

## Timeline

- May 2011: Task Force begins meeting and expands looks at science program from 3 to 6 colleges: CALS, CNR, PAMS + COE, COT, CVM
- Aug 2011: Met with deans of 6 colleges above
- Sep to Nov 2011: Campus surveys and forums
- Oct/Nov 2011: Met with deans of CHASS, COM, and Graduate School, and Vice Chancellor for RIED
- Nov 2011: Interim report to provost
- Jan 2011: Final report to the provost

# Review of Academic Science Programs

- Issues identified by Task Force
  - Mission/vision disconnects at different levels (e.g., college/dept, dept/faculty)
  - Perceived misalignment of resources with mission
  - Lack of shared or core research facilities
  - Limited support for graduate students
  - Inefficient use of scarce start-up dollars
  - Lack of credit or support for cross-dept/college work
  - Curriculum stagnation
  - Proximity of faculty to one another

# Review of Academic Science Programs

- Preliminary Recommendations
  - Keep existing colleges
  - Suggested departmental realignments
  - Biological sciences must nurtured and allowed to flourish at NC State
  - Organizational and cultural shifts needed
    - Flow of resources
    - Support for interdisciplinary collaboration
  - Proposal for university academies





## Dean Searches

### College of Agriculture & Life Sciences

- Dean Johnny Wynne to retire in 2012
- 21-member search committee led by Dean Louis Martin-Vega (College of Engineering)
- Assisted by Baker and Associates Executive Search Firm
- Timeline: Hire by July 2012

### College of Natural Resources

- Dean Bob Brown to retire in 2012
- 20-member search committee led by Dean Blanton Godfrey (College of Textiles)

# Review of Academic Program Efficiency & Effectiveness

## Timeline

- Jan to Feb 2011: Preliminary analysis of academic courses and degree programs to identify low-enrollment and low-productivity programs
- Mar 2011: Preliminary findings incorporated into Strategic Realignment Recommendations
  - Low-enrolled courses: Inactivate ones not taught in last 5 years and re-establish minimum class sizes
  - Degree programs: 29 undergraduate and 32 graduate programs flagged for further review
- Jul 2011: Comprehensive review begun by Task Force on Review of Academic Programs

# Review of Academic Programs

14-member Task Force and 8-member Support Team  
(Co-chairs: John Ambrose & Duane Larick)

Charged to:

1. Recommend metrics to be used in academic program review, including a wider range of evidence of program effectiveness than used in Spring 2011
2. Once metrics have been established, assemble data for all degree programs currently offered by NC State and identify areas that would benefit from additional attention
3. Make recommendations for strengthening academic programs through program consolidation, changes in focus, increasing support, phasing out, or taking no deliberate action

# Proposed Metrics

- Unit of analysis: academic program and/or dept.
  - Data to be provided by Task Force for program verification
  - Other information to be requested from departments via survey
- Metric categories:
  - Undergraduate programs
  - Graduate programs (MR & DR evaluated separately)
  - Instructional expenses
  - Background metrics



# Proposed Metrics

## *Example: Undergraduate Programs*

### General

- Headcount enrollment (primary only)
- Applications, new freshman
- Applications, new external transfers
- Intra-campus transfers into & out of dept.
- Degrees awarded & per JR+SR enrollment
- SAT: Math + Verbal
- Selectivity (admitted/applications)
- Yield (enrolled/admitted)
- Time to degree
- 1-yr retention rate
- 4 and 6-yr graduation rates
- UG SCHs/FTE instruction faculty

### Instructional expenditures

- Per SCH
- Indexed to Funding Formula
- 25<sup>th</sup> percentile to national norm
- 75<sup>th</sup> percentile to national norm

### Background

- Headcount enrollment (multiple majors)
- Enrollment %: nonwhite; female; non-NC
- Survey: Would you choose major again?  
Quality of instruction in major?
- Have a job at time of graduation

# Academic Program Review Process

- Jul - Oct 2011: Develop proposed metrics and definitions
- Oct 2011: Proposed metrics posted for campus review/comment and revised as needed
- Nov 2011 - Jan 2012: Review of data for pilot departments, metrics and/or definitions revised as needed
- Feb 2012: Program data and survey to be sent to departments for validation / comment



# Academic Program Review Process

- Mar 2012: Collect program survey information and address potential program level data concerns
- Apr/May 2012: Develop program specific recommendations per provost's charge
  - This step may involve task force meetings with individual programs
- May 2012: Analysis and report to the provost
- Summer 2012: Report reviewed by provost and chancellor
- Academic Year 2012-13: On-going discussions with deans and department heads

# Business Operations

## Recommendation:

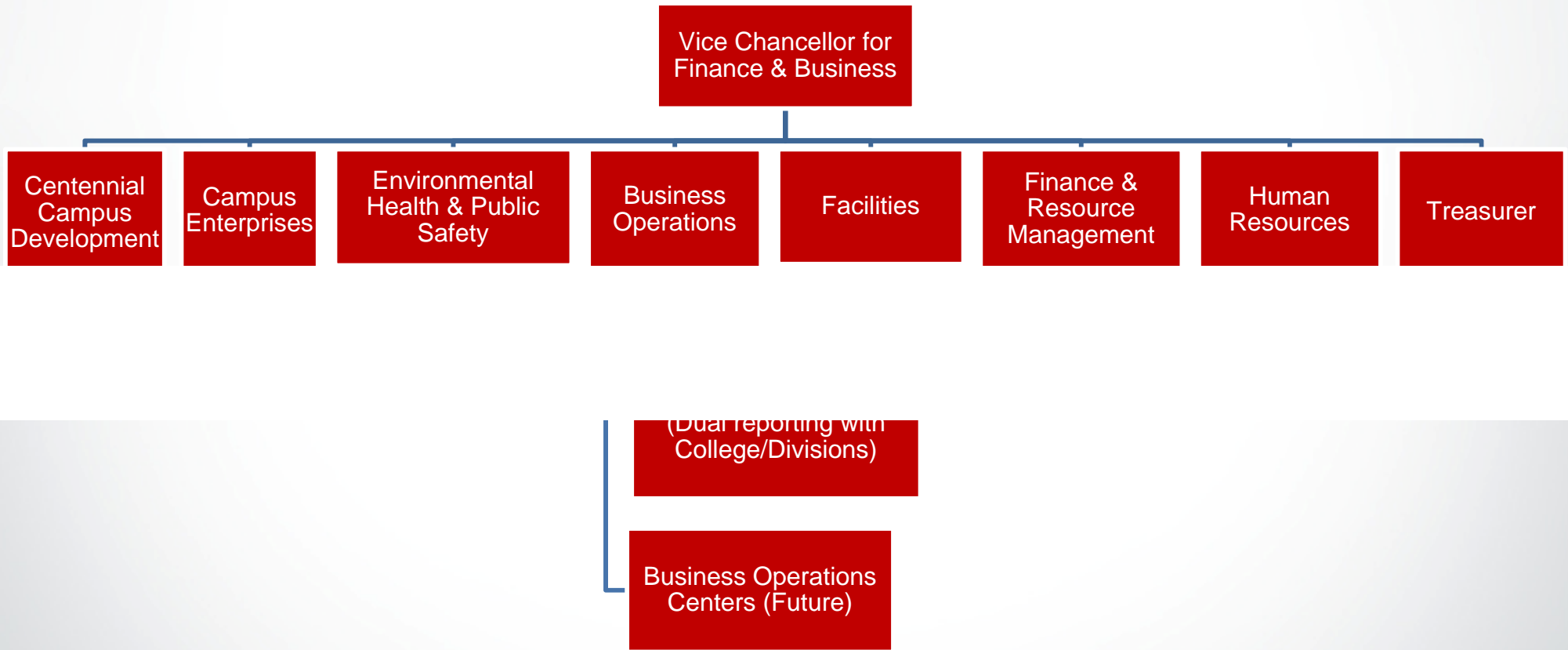
- ✓ Realign reporting relationships & accountability for management of campus financial & human resources transactions

## Timeline:

- July 2011 – Dual reporting lines for Lead Representatives effective



# Business Operations



# Business Operations

## Recommendation:

- Establish Business Operations Centers

## Timeline:

- ✓ June 2011 – Business Operations Realignment Steering Team established
- ✓ December 2011 - Director of Business Operations hired
- ✓ December 2011 - Work activity analysis completed
- January 2012 - Determination of staffing & restructuring service centers
- July 2012 – Begin implementation of first-phase centers

# Business Operations

## Business Operations Realignment Steering Team:

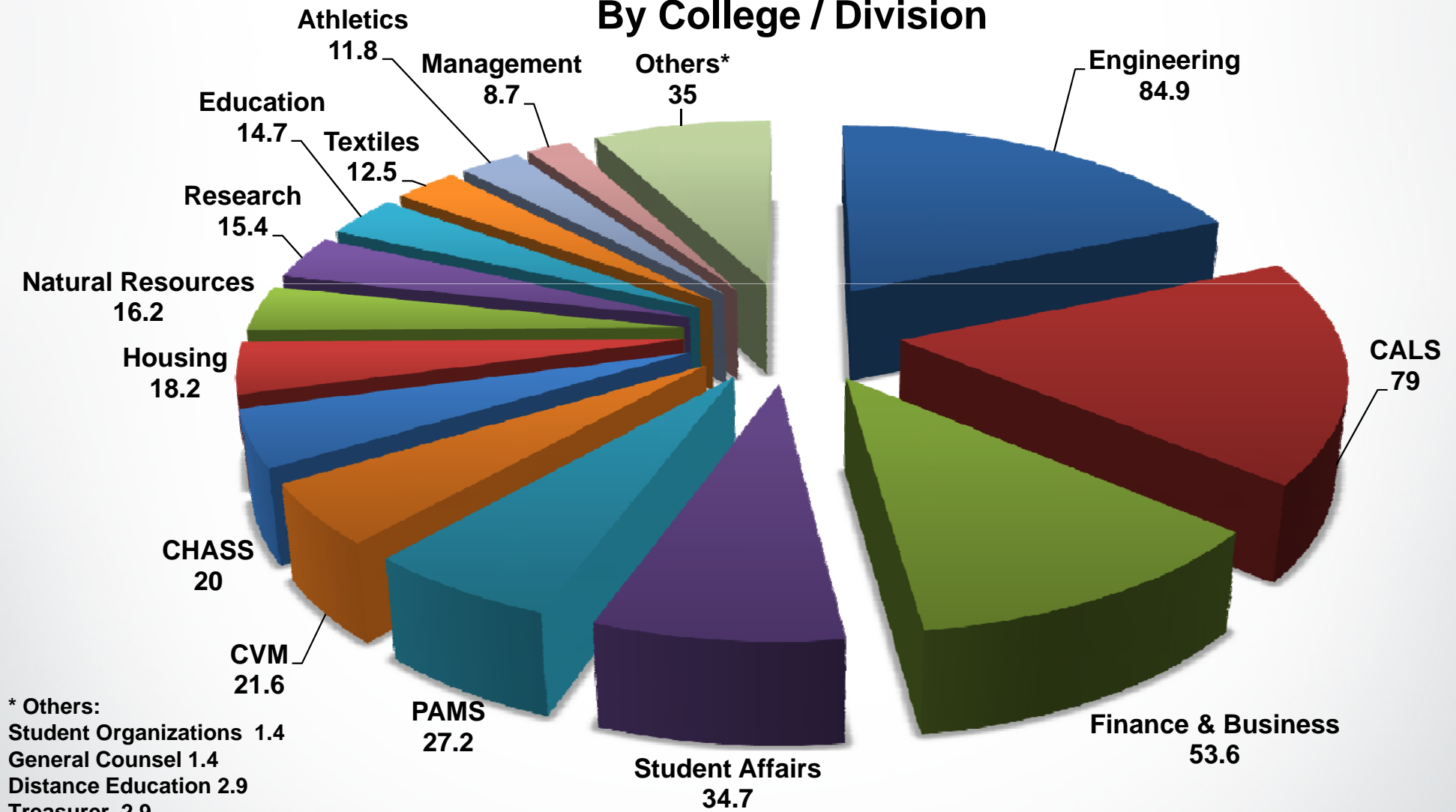
- Scott Inkley, Executive Director, Business Operations
- Don Patty, Interim Director, Business Operations
- Jeff Braden, Dean, CHASS
- Julie Brasfield, Director, Office of Contracts & Grants
- John Fountain, Professor, MEAS
- Gwen Hazlehurst, Director, EAS, OIT
- Jim Klingler, Director, Facilities Budget Office
- Nikki Kurdys, Payroll Coordinator, CALS
- Barbara Moses, University Budget Officer
- Vicki Pennington, Assistant Vice Provost
- Roby Sawyers, Professor, PCOM
- Barbara Sherry, Professor, CVM
- Brian Simet, Director, HRIM
- Virginia Teachey, Assistant Dean, COE

# Business Operations

## Work Activity Analysis (ScottMadden):

- 1,014 employees surveyed representing 991.7 FTE
- Survey participants represented 4 major support services:
  - General Management & Administration
  - Human Resources
  - Finance & Budget
  - Contracts & Grants
- Report concluded that:
  - 773.5 FTE (salary of \$37,235,000) are providing 4 major support services
- 488.5 FTE (salary of \$23,678,000) are supporting finance, budget, human resources, contracts & grants – future BOC functions

## Business Operations Support By College / Division

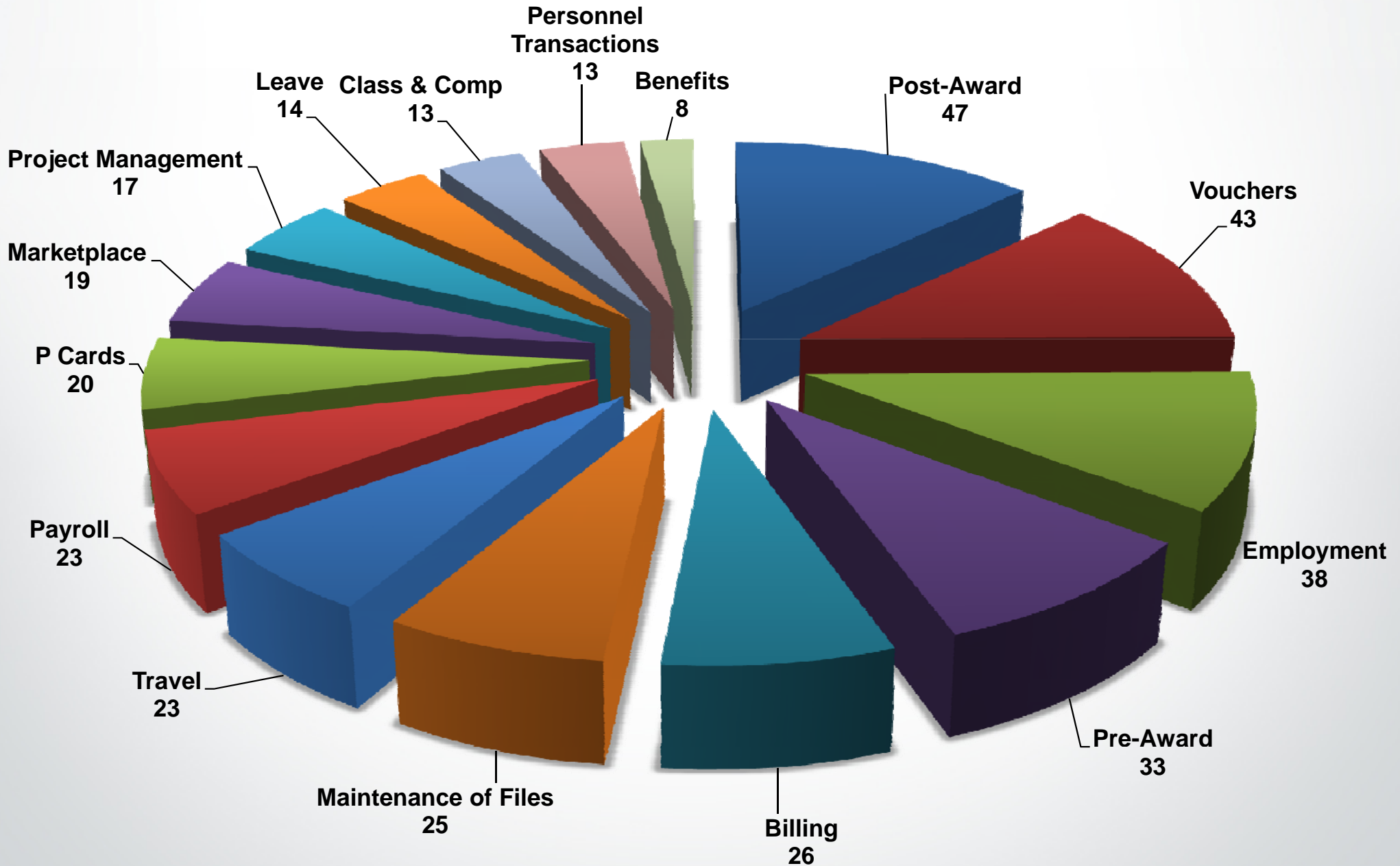


\* Others:

- Student Organizations 1.4
- General Counsel 1.4
- Distance Education 2.9
- Treasurer 2.9
- International Affairs 3.4
- Provost 3.8
- Chancellor 4.0
- Graduate School 4.3
- Human Resources 4.5
- Extension, Engagement, Economic Development 6.4

**TOTAL FTE: 488.5**

## Business Operations FTE by Activity All Colleges / Divisions



# Business Operations

## Process:

- Meetings with College / Division leadership
- Consultations on reallocation of personnel
- Transition Teams within Colleges / Divisions
- Continued involvement of BORST
- Creation of Service Advisory Panel

# Business Operations

## Next Steps:

- Determine configuration of service delivery
- Determine organizational structure of centers
- Initiate process modifications
- Identification of approval levels
- Develop workload / staffing requirements
- Determine employee assignments



# Organizational Bureaucracy

## Recommendation:

- Reconstitute Administrative Process Review Committee

## Timeline:

- ✓ August 2011 - Committee established
- ✓ October 2011 - 400+ pain points reviewed
- ✓ November 2011 - Symptoms separated from core issues; Problematic processes identified & prioritized; “Quick Fixes” initiated
- January 2012 – Initiate process mapping

# Organizational Bureaucracy

## Administrative Process Review Committee:

- Terri Helmlinger-Ratcliff, Director, Industrial Extension Service
- Samantha Parrett, Director, Business & Administrative Services, CVM Teaching Hospital
- Richard Gould, Department Head, Mechanical & Aerospace Engineering, COE
- Dean Hesterberg, Professor, Soil Science, CALS
- Kim Kelley, Assistant Controller, Controller's Office, Finance and Business
- Kathy Lambert, Director, Employment Services, Human Resources
- Rory Loycano, Administrative Officer, Physical Sciences Research, PAMS
- Diane Moose, Associate Director, Athletics
- Jonathan Ocko, Department Head, History, CHASS
- Behnam Pourdeyhimi, Associate Dean, COT
- Ron Reed, Director, Financial Applications Development, OIT
- Matt Ronning, Associate Vice Chancellor, Research Administration
- Marilyn Stieneke, Director, Planning & Communication, Finance & Business
- Julia Storberg-Walker, Assistant Professor, CoE

# Organizational Bureaucracy

## Example Action Targets:

- Improvement of facilities modification process
- Implementation of electronic invoices to financial system
- Streamlining of travel authorization process
- Authorization of fax solutions for specified documentation requirements
- Creation of budget template for grant proposals
- Clarification of process for obtaining visitor parking passes
- Clarification of rental vehicle insurance requirements
- Increase of small purchase delegation
- Reduction of State Office of Purchasing & Contract review requirements

# Organizational Bureaucracy

## Future Action Items:

- Research Labs & Equipment – Adequacy & Availability
- TEARS System for Sponsored Research
- Sponsored Program User Guide
- BOC Administrative Processes
  - Human Resources / Financial Transactions
  - Documentation Systems
  - Approval Processes
  - Compliance Requirements
  - Reporting Processes
  - Information Sharing
  - Space Utilization

# Organizational Bureaucracy

## Recommendation:

- Complete existing review of all PRRs

## Timeline:

- ✓ December 2011 - Complete review by General Counsel
  - 81 PRRs revised
  - 101 PRRs repealed
  - 21 created
  - Total decreased from 613 to 533
- Ongoing - PRRs will be reviewed periodically

# Questions and Comments

