Administrative Leadership Meeting

Randy Woodson
Chancellor
Tuesday, January 9, 2024
Upcoming ALMs

Next Meeting

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 12</td>
<td>Real Estate and Foundations</td>
<td>Titmus</td>
</tr>
</tbody>
</table>

2024-25 Meeting Dates

- May 14, 2024
- July 9, 2024
- September 10, 2024
- November 12, 2024
- January 7, 2025
- March 4, 2025
- May 13, 2025
Commencement

- Conferred more than 3,400 degrees
- Amadou Sall received an Honorary Doctor of Sciences
- Debbie Antonelli served as commencement speaker
Recognitions

- NACADA Advising Awards
- William D. Warde Stats Education Award
- National Academy of Inventors
Goal 5: Transforming University Operations and Improving Effectiveness

Charles A. Maimone
Executive Vice Chancellor, Finance and Administration

Administrative Leadership Meeting
January 9, 2024
Responding to Challenges and Trends

Global Challenges

- Economic Changes
- Reshaping of Urban Centers
- Environmental Considerations
- E-Commerce Growth
- Remote Work
- Policy Shifts
- Supply Chain Disruption
- Increased Automation

Higher Education Impacts

- Eroding Trust in Public Institutions
- Skepticism in the Value of College
- Remote Learning
- Inflation
- Digital Transformation
- Fund Priorities and Limitations
- Competition for Students and Employees
- Change Management

NC State Response

INSTITUTIONAL EFFECTIVENESS

- Physical Environment
- Employees
- Enterprise Technology
- Digital Solutions
- Data-Driven Decision Making
- Policy
- Financial Resources
- Customer Service
- Resources Management
- Organization
Proactive Planning, Strong Foundation

Successful implementation of Pathway to the Future, NC State’s 2011-2020 Strategic Plan

Growing Endowment  Growing Workforce

Growing Enrollment  Growing Campus
Challenges of Growth

Data Source: ISA, FM:Interact, EMAS, Facilities, UHR
*Includes the contracted acquisition of University Towers
Wolfpack 2030

GOAL 1
Empower students for a lifetime of success and impact.

GOAL 2
Ensure preeminence in research, scholarship, innovation and collaboration.

GOAL 3
Expand and advance our service to the citizens of the state and beyond — defining the standard for a 21st-century land-grant university.

GOAL 4
Champion a culture of equity, diversity, inclusion, belonging and well-being in all we do.

GOAL 5
Improve university effectiveness through transformative technologies, cutting-edge processes and actionable data.

GOAL 6
Be recognized as the leading university for innovative partnerships, entrepreneurial thinking and applied problem-solving.

GOAL 7
Elevate the national and global reputation and visibility of NC State.
<table>
<thead>
<tr>
<th>Goal 5 Objectives</th>
<th>Cabinet Level Lead(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Envision a <strong>physical environment</strong> to match our strategic directions</td>
<td>EVC Finance and Administration</td>
</tr>
<tr>
<td>5.2 Adopt flexible, innovative practices that <strong>recruit and retain excellent employees</strong></td>
<td>AVC University Human Resources, VC/General Counsel, VP Institutional Equity and Diversity, EVC/Provost</td>
</tr>
<tr>
<td>5.3 Maximize our <strong>enterprise technology</strong> investments</td>
<td>EVC/Provost, VC Information Technology</td>
</tr>
<tr>
<td>5.4 Make <strong>digital operation solutions</strong> pervasive</td>
<td>VC Information Technology, EVC/Provost, AVC University Human Resources, EVC Finance and Administration</td>
</tr>
<tr>
<td>5.5 Normalize <strong>data-enabled decision-making</strong></td>
<td>EVC/Provost, EVC Finance and Administration, VC Information Technology, VC Research and Innovation</td>
</tr>
<tr>
<td>5.6 Foster operational excellence through <strong>focused policy</strong></td>
<td>VCI/General Counsel, EVC/Provost</td>
</tr>
<tr>
<td>5.7 Direct <strong>financial resources</strong> towards strategic aims</td>
<td>EVC/Provost, EVC Finance and Administration, VC Research and Innovation</td>
</tr>
<tr>
<td>5.8 Improve <strong>customer service</strong> and resource management</td>
<td>EVC/Provost, EVC Finance and Administration, VC Research and Innovation, VC University Advancement, AVC University Communications, AVC University Human Resources</td>
</tr>
<tr>
<td>5.9 Innovate <strong>organizational structures</strong> for collaboration and efficiencies</td>
<td>VC University Advancement, EVC/Provost, AVC University Human Resources</td>
</tr>
</tbody>
</table>
Goal 5 Implementation

Fiscal Years 2022-2024

9 OBJECTIVES
36 INITIATIVES
23 INITIATIVE LEADS

Activating Initiatives
- FY2022: 6 initiatives started
- FY2023: 9 initiatives started
- FY2024: 21 initiatives starting

Transformative Technologies
Cutting-Edge Processes
Actionable Data

Goal 5
Goal 5
Collaboration

Administrative Leadership Meeting Demographics

BY ROLE
- Academic
- Administrative
- Research

BY UNIT/COLLEGE
- Academic
- Administrative
- Research

71.6%
25.1%
25.1%
70.7%
FY25-27 Implementation Plan

Implementation plan identifies and communicates high-level, priority initiatives that contribute to meeting the seven strategic goals

Timeline

- **FEBRUARY 2024**: Convene FY22-24 Implementation Plan contacts for a facilitated input process
- **MARCH 2024**: Present a draft plan to Cabinet for review and feedback
- **APRIL 2024**: Share final plan with Cabinet
- **JULY 2024**: Post the FY25-27 Implementation Plan online
- **AUGUST 2024**: Announce the FY25-27 Implementation Plan to returning faculty, staff and students
- **APRIL 2025**: Present the FY25-27 Implementation Plan to the Board of Trustees

Source: ISA Website
Driving University Effectiveness

Effectively Managing the Physical Campus

Effectively Building Our Workforce

Effectively Leveraging Data and Technology

Effectively Stewarding Financial Resources
Service Maturity Model

APPLICATIONS

- PHYSICAL CAMPUS
- WORKFORCE
- DATA AND TECHNOLOGY
- FINANCIAL RESOURCES

- Perform Essential Functions
  - Focused Policy
  - Standard Operating Procedures
  - System Applications
  - Training
  - Process Improvement Strategies

- Provide Management Information
  - Executive Reporting
  - Management Reporting
  - Forecasting
  - Benchmarking
  - Key Performance Indicators

- Develop Analytics
  - Predictions
  - Recommendations
  - Decision support
  - Projections

Note: Adapted from Service Strategies and Gartner
Effectively Managing the Physical Campus

RENOVATION AND RENEWAL
- Identify and prioritize renewal needs
- Track renewal performance data
- Prioritize and predict future needs

FUTURE CAMPUS DEVELOPMENT
- Determining campus development needs
- Evaluation and prioritization of needs
- Implementation of the Masterplan

Key Points:
- Development of Essential Functions
- Management Information
- Analytics Implementation
- Evaluation and Prioritization
- Determination of Development Needs
- Implementation of the Masterplan
Effectively Building Our Workforce

RECRUITMENT AND RETENTION

OneHR model connects campus HR professionals

Credentialing empowers Campus Enterprises HR

New business processes speed hiring

New Employee Exit Survey

Survey results pinpoint strengths and weaknesses

Data enables targeted retention strategies

New employee value proposition You Belong Here
Effectively Leveraging Data and Technology

**ACTIONABLE DATA AND ANALYTICS**

- Formalized data governance and data catalog, improved data literacy
- Expanded dashboards and actionable data
- Predictive analytics and advanced planning to drive decisions

**TRANSFORMATIVE TECHNOLOGY**

- Unified operations for service, cybersecurity and change management
- IT governance enables organized management
- Predictive enhancements, machine learning enhanced detection and proactive support
Effectively Stewarding Financial Resources

UNIVERSITY BUDGET PROCESS

- All Fund Source Management
- Strategic Budget Initiative
- Align resources with strategic priorities

Perform Essential Functions
Provide Management Information
Develop Analytics
Management Information and Data Dashboards (Demo)
University Effectiveness

SERVICE MATURITY MODEL

- Develop Analytics
- Provide Management Information
- Perform Essential Functions

Effectively Managing the Physical Campus
Effectively Leveraging Data and Technology
Effectively Building Our Workforce
Effectively Stewarding Financial Resources
Discussion