

NORTH CAROLINA STATE UNIVERSITY
Minutes of the Faculty Senate
Executive Summary
January 7, 2020

1. Call to Order

Hans Kellner, Chair of the Faculty

Chair Kellner called the eighth meeting of the sixty-sixth session of the NC State Faculty Senate to order at 3:00 p.m.

2. Announcements

Hans Kellner, Chair of the Faculty

1. Chair Kellner will be speaking to the Poole College of Management Faculty on February 28th. I will be delighted to come to your college meetings and say a few words.
2. NC State has a new Director of Content Strategy working with Athletics, Alumnus and former local television sports anchor, Jeff Gravely.
3. As an update on the Chief of Police search, candidates will be coming to campus in a couple of weeks. Dave Rainer has asked that members of the Faculty please attend their presentations if possible. More information will be forwarded to you soon. This position impacts everyone on campus and please make an effort to attend.
4. No Executive Committee meeting on Thursday, January 9th

3. Approval of the Minutes, Regular Meeting No. 7 of the 66th Session, December 3, 2019

Phil Sannes, Associate Chair of the Faculty

Associate Chair Sannes called for a motion to approve the minutes for the seventh meeting of the 66th Session of the NC State Faculty Senate. A motion and second were made and the minutes were unanimously approved, with noted grammatical corrections.

4. Provost's Remarks and Q/A

Warwick Arden, Executive Vice Chancellor and Provost

Provost Arden brought information regarding University Standing Committees, as well as details about upcoming information sessions about the Reappointment, Tenure and Promotion process. He also provided an update to the Senate regarding ongoing searches, and the strategic planning process.

5. Remarks

Charles A. Maimone, Vice Chancellor, Office of Finance and Administration

Vice Chancellor Maimone brought information regarding the roles and responsibilities of the many divisions of the Office of Finance and Administration. He spoke to Senators about stewardship of resources, sustainability of services, and the importance of transparency and partnerships across the University.

6. Issues of concern

Faculty Issues of Concern can be submitted at any time to a Senator, the Chair of the Faculty, or to Faculty_Senate@ncsu.edu

7. Adjourn

Meeting was adjourned at 4:15 p.m.

NORTH CAROLINA STATE UNIVERSITY
Minutes of the Faculty Senate
January 7, 2020
3:00 p.m.

Regular Meeting No. 8 of the 66th Session

Faculty Senate Chambers

January 7, 2020

Present: Chair Kellner, Associate Chair Sannes, Immediate Past Chair Bird, Parliamentarian Funkhouser; Senators Aspnes, Bass-Freeman, Bernhard, Berry-James, Boyer, Carrier, Carver, Collins, Cooke, Feducia, Fitzpatrick, Flinchum, Havner, Jacob, Jordan, Kirby, Kotek, Kuznetsov, Little, Lubischer, Lunardi, McGowan, Nelson, Pinkins, Rever, Thakur, Vincent, Williams

Excused: Senator Kuzma

Absent: Senators Ashwell, Barrie, Darhower, Isik, Liu, Monek, Murty, Parker

Guests: Marc Hoit, Vice Chancellor, OIT; Catherine Phillips, Finance and Administration; Charlie Maimone, Vice Chancellor, Finance and Administration; Roy Baroff, Faculty/Staff Ombuds; Courtney Thornton, Associate Vice Provost for Academic Personnel and Policy, Office of Faculty Affairs; Coleman Simpson, Student Senate President Pro Tem

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2. Introduction of Guests and Announcements

Hans Kellner, Chair of the Faculty

See the back of the agenda each week for committee activity and announcements.

Announcements:

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4. Provost's Remarks and Q/A

Warwick Arden, Executive Vice Chancellor and Provost

Provost Arden brought announcements from his office regarding the University Standing Committee Online Preference Survey. It will be open from January 13 through February 3 and the announcement will be sent out via email from the Provost's office and the information will also be included in the Provost's newsletter. He encouraged the Senators to participate in the survey and to also encourage their colleagues to do so as well. He pointed out that these committees play a critical role, working with University administration, to develop programs and policies for the enhancement of the University. He continued, "You are aware that there are 15 University standing committees, which are: Undergraduate Admissions, Council on Athletics, Bookstores, Commencement, Courses and Curricula, Dining, Evaluation of Teaching, Group Insurance and Benefits, International Programs, Library, Lifelong Faculty Involvement, Registration, Records and Calendar, Speakers and Lecturers, Undergraduate Education, and University Housing. We are very reliant on these committees working very closely with us during the year, so please participate in the survey."

Provost Arden announced that his office will be running general information sessions for Reappointment, Promotion and Tenure, which they do each year. "These sessions are especially useful for new Tenure track and Professional track faculty, anyone who will be entering the RPT cycle or anybody who will be participating in the RPT process." No RSVP is required. This year's sessions will be held on Wednesday, February 26, 3:30 - 5:00 p.m. in Cox Hall, Room 206 and also on Friday, March 20, 9:00 - 10:30 a.m. in Engineering Building I, Room 1007. He encouraged those who are interested in attending these sessions to please attend.

Provost Arden stated that the Dean, College of Natural Resources search continues. "We hope to bring candidates to campus in late February, early March. The search for the next Vice Chancellor and Dean for the Division of Academic and Student Affairs, which is being chaired by Vice Provost Hunt, is ongoing and we will be bringing candidates to campus mid-spring."

Provost Arden stated that just before Christmas, the nine task forces were announced from the strategic planning process. "We will have, once again like ten years ago, nine task forces. I think these do capture the spirit of the conversation and our priorities very well." The nine task force names are: Advancing Inclusion and Well Being to Enhance Excellence; Continuing to Advance the Brand and Reputation of NC State; Envisioning the Next Generation of the Land Grant University; Graduating the Successful Student; Leading the Digital Transformation of Higher Education; Leveraging Partnerships to Enhance Engagement; Pursuing Operational Excellence; Re-Envisioning Lifelong Education and Credentialing; and Strengthening University-wide Interdisciplinarity.

Provost Arden added, "In working with my team just before Christmas and since, we are about to announce those folks who will be asked to serve on these committees." He stated that it will be a combination of faculty, administration, staff and students on each of the committees and there will be roughly the same number of individuals on these committees as there were the last time, which is

over 160 individuals. He added that he hopes to announce the rosters within the next week or so. Provost Arden reminded the Senate that they do not just take the results of the committee reports and make them our goals. "We will, through an executive committee, work to take these task force reports and reduce them to somewhere between four and six overarching goals." He added that we will likely see some similar themes continue on from the last strategic plan. "Clearly, we are going to continue to put a lot of emphasis on students and student success. We are going to put a lot of emphasis on investing in faculty, the core of our university. We are going to try and think about how we take interdisciplinarity to the next level."

Provost Arden concluded his remarks, stating that that this is going to be somewhat of a difficult year on campus, from a cultural perspective, but irrespective of this year, campus culture, inclusion and well-being are going to be very important issues in this next strategic plan. "I think we are going to make an effort to try and highlight that a little bit more, or at least I hope we will highlight that a little bit more than in the last strategic plan." Provost Arden encouraged the Senators to please participate if they are asked to do so.

Questions

Senator Kuznetsov: Is there any news on salary raises?

Provost Arden responded that the Legislature comes back next week. "As you are aware, we do not have the permission or the money for an across-campus annual raise process at the moment. If the budget veto is over-written, I am told that it will take one Democrat to flip in the Senate to override that veto. Then we could, in fact, have a budget six months late. That would give us the authority to mount an annual raise process. I believe the amount of money that is currently in that budget for faculty annual raises averages about a .5%. But there has been a discussion of an accompanying bill to try to increase that amount, similar to that given to other state employees as well. But that would have to be a separate bill or an adjustment to the budget bill. Your Deans have been asked to put away resources in case we are able to annual raise process this year, and they are sitting on those resources. We are literally waiting on the authority to do that. If we do not receive that authority and the budget veto is not overwritten, then we will be in strange territory without a budget. It doesn't mean that we can't continue to do salary adjustments as we have been doing, but we just don't have permission to do an across-campus program. We will have to think very critically at that stage about what can we do and how should we try to utilize the resources that we've set aside. We still have our fingers crossed that there will be general authority for doing that. We will know within the next one to two weeks.

Senator Lubischer: That .5%, was that faculty and staff was there another pool for staff?

VC Maimone responded, "It is a .5% for FTE."

Provost Arden responded that it is for all faculty and staff.

Chair Kellner: The changes in the situation of professional faculty have been held back. Is there a policy, is there a problem? Is this the same issue that you've just been talking about or is this a separate or different issue?

Provost Arden responded that there is not a problem. We are about to move forward with a policy to implement those recommendations on a university-wide basis. We expect to make that a higher priority in the early part of this semester. I give the faculty a lot of kudos, going back to the original

faculty-led task force that looked at this, Phil (Sannes) and others in this body included. We would expect to move forward pretty quickly during the first part of this semester.

Chair Kellner: I came upon an issue of concern earlier in the year regarding benefits, and expressing the desire that benefits discussions should be part of the strategic planning. I was wondering if this discussion would be a part of the Campus Wellbeing task force discussion.

Provost Arden responded that we expect that in any discussion of wellbeing, benefits would be raised. A big part of the issue is that most benefits are determined at the state level and are not something that we can really have a university-level strategic plan. That doesn't mean that the discussion can't begin here and continue on. When I look at the paid parental leave example, we began here on that with the Council on the Status of Women, going back three or four years. Then it became a system-level discussion, eventually became a legislative discussion that the Governor took a lead on and the Legislature followed. I think that is a good example where important benefits issues can begin to gain traction and attention at the campus level. But it would be difficult to say this task force is going to sit down and come up with a list of ways to improve our benefits, when we are not in control of most of those things. We may attempt to influence them over a period of time, but we are not actually in control of those things.

5. **Remarks**

Charles A. Maimone, Vice Chancellor, Office of Finance and Administration

VC Maimone thanked the Faculty Senate's invitation to speak to them. He provided a copy of the Office of Finance and Administration's organizational chart and extended the services of himself and his staff to the Faculty Senate for those things that are of interest to them. "We can provide insight to topics, and it is in partnership with the Provost that we work out the entire University spectrum of duties and responsibilities. So there is always a measure of finance or budget associated with almost everything we do, and for that reason I offer you those services when you want and need them throughout the year. I would be very proud to do any work that you need done."

VC Maimone addressed the Chief of Police search process by stating, "This is part of my organization; I believe a key position on our campus. I want to reinforce for you two things. One is that I am a strong proponent for campus community policing. Community policing is a category of policing that really speaks to de-escalation and service to the community. Adding the role of the campus to that community policing in a way that helps us to understand that there are unique aspects of being on a campus, in a campus community. Police officers need to understand the strategy of de-escalation and community engagement as a part of their responsibilities. They are unique, in the sense that they provide service, they provide compliance responsibilities that the institution has to perform, and then uniquely, they are enforcers. That role, combined, requires a great deal of talent and a great deal of training to insure that they are actually doing that in the way that we want to represent the institution from a community perspective. So this position is critically important."

He added that one of the strategies that he has asked his team to put in place is for you to have the opportunity to meet the candidates. "We do a reception for all three so that you can go and meet the individuals. It matters what you think about them, it matters how they engage the campus community, it matters. We have already done an extensive review of their qualifications and their technical requirements associated with policing and law enforcement. All of that has already been

done. We are now ready for the part that is most valuable, which is the community policing aspect of that.”

Regarding sustainability, VC Maimone spoke about energy and conservation. “The bulk of this work will end up in facilities, where we have control over utilities and all of those things where we can make major differences. But sustainability really is three- or four-pronged. It’s about the economics; it’s about the environment; it’s about the social components as well as the raw material use and utility cost. We are working very hard on getting that done, but I do want to expand that role. I believe that the future of higher education, meaning probably this year if not soon, we will be engaged with our campus, especially students on our campus, in a more complex way as it relates to energy savings and sustainability efforts, because of climate change and other issues that are surfacing as very important, especially to our student population.”

As an additional point about resource stewardship, VC Maimone stated that he wanted the Senators to leave with the understanding that the preeminence of academics really rules the decision-making of the institution; that’s about teaching and research and service. “That’s why we are here. While administrative costs are part of that, my strategy over the next couple of years is to slow down the rate of administrative growth and increase the rate and contribution that we make to faculty teaching and faculty research.” He added that whatever has been adopted by the institution is where we start, and we move from there. “The goal is to maintain and slow down that rate as best we can.”

VC Maimone had one message to give to Senators regarding finance; management flexibility. “Having experience in the system means that the degree to which we can manage our own resources, apply them wherever we want them to be, move them when we like to move them, is actually part of a policy that requires a certain level of management oversight. We have to have competencies in order to have this extended management flexibility. Not every institution does, but NC State has for many years. And we want to keep it.” He added that part of what he is after, from a finance perspective, is to understand that management flexibility and figure out ways in which we are able to manage resources in ways that might be a bit more creative than may have been done in the past, with the idea of trying to assign them to where they are best used at the time.

VC Maimone stated that this is his eleventh year as a CFO in the UNC System. “If you were to talk about this job, there are four categories of work; legislators, UNC system office, Board of Governors/Board of Trustees, and Chancellors. All of that is one of the roles and responsibilities I have to insure that the institution is best-positioned and to influence the outcome of all of those decisions. We are preemptive as best we can be, and we are reactive to insure that we are managing those things as well as we can.” He added that the second is agency work. “I have listed here the Treasury, the Council of State, the Office of State Budget, State Instruction, Department of Insurance, Department of Transportation. “We are interfacing with those organizations all the time to insure that the institution is positioned as well as we can be, relative to their policies, their requirements, their compliance expectations.” He stated that the third area is campus and community leadership, which includes university committees like budget advisory, tuition advisory, Chancellor liaison, data governance, IT, strategic planning, SACS and all of those areas that provide some level of input or leadership associated with aspects of those types of committees as they move forward.

He added, "A subset of committees is really our foundations, like our Assessment Foundations for endowment fund, Centennial authority, RTP and MCNC. Those are all responsibilities that are part of that campus/community responsibility." He added that lastly but incredibly important, are the divisions within the Office of Finance and Administration and how they engage with each other, how they communicate, how they provide services and their responsibility to steward resources across campus.

Questions

Senator Berry-James: Regarding your [inaudible] established performance goals. How do you define the performance roles in the departments that you supervise?

VC Maimone responded that there are plenty that are already in existence and I think we will have to work at getting information to you about where some of those exist. They are primarily embedded in the division's work, whether it's finance or budget or facilities. This is an important goal for me, to establish those and to make them transparent across all of the division. For me, this is more aspirational right now than it is having well-established metrics across all of those divisions. We do have a lot of information, so we will work at trying to provide that so we can give you some insight and direction as to where those things exist. My goal is that down to the department level we establish measurable outcomes. That's really the work that I'm just now starting to do for the campus.

Senator Berry-James: Is your long term goal that they be very transparent with all of the partners at the institutions so that you can identify them? Will they be online?

VC Maimone responded yes. He added that he shared this document with the Senate because we are making a commitment to these principles. Each of the divisions will begin to articulate and quantify their expectations for their departments within these three categories. The way in which we need to do this is to set up standard operating procedures for each one of our interactions with department. When we present that out, we present this as the way in which we will do work. The standard operating procedures will follow, and those will be available. So you will know, if you contact facilities, this is what you should expect; this is the timing behind that, this is the cost; all of the things that are required. Those become documents that we present to the campus in a transparent way so that you know exactly what to expect from us.

Senator Berry-James: So the new Police Chief will identify some broader goals that he will communicate with the faculty and staff and students?

VC Maimone responded absolutely. He added that to his earlier point, a lot of that already exists. We have a lot of standards that we follow and we have a tremendous amount of documentation associated with that function. He stated that he will require that those organizations do it in this fashion so that it is consistent across the division.

Chair Kellner: Having worked at other schools in the system, you have some perspective on the kind of services and operations that might be shared, done better, bi-laterally or among groups here? We have traditionally resisted all of those. Do you have any insight as to what kinds of things are possible, should the university strive to be on its own in almost every kind of, in this case, operational matter?

VC Maimone asked if Chair Kellner was referring to sharing services with other institutions in the system.

Chair Kellner: In effect, yes.

VC Maimone responded that he thinks the category of the institutions matter a great deal. While I know there are similarities to the institutions, if you were to identify the top three or five variables, as an example faculty instruction, those will be slightly different at a School of the Arts or at UNC Asheville than they would be here. Because your student expectations might be different in those two institutions. When I think about shared services, I think the R1's probably have the best opportunity to share in terms of services. Often, the resource allocation associated with the shared service, there is a line drawn. Those who have the resources to apply to that shared services are asked to do so and those that don't, do not. What ends up happening is the shared services ended up being a draw from those who are able to actually support it. I think there are opportunities for that, but the R1's are really in a position where they're likely to be a bit more efficient with some of those services already.

Chair Kellner: What is the biggest challenge you have in Finance and Administration?

VC Maimone responded that to become more transparent with the services we provide and formalize the expectations of the campus for what we can do, should do, for you. If we do not collaborate across divisions, we cannot really improve our effectiveness for the institution.

Senator Lubischer: You started by stating that the Academic mission drives the decision-making. I have noticed that locally, some trends that are disturbing to me in terms of business offices making more decisions about resource management and how money is spent - decisions that used to be made more by faculty or faculty leadership. Can you speak to the relationship between your division that handles resource management, let's say the strategic resource management office and the Provost - that relationship and how that relationship should work.

VC Maimone responded that the first layer is the university budget strategy that allocates to the division, for example, and that happens pretty quickly in the process. Those resources are allocated pretty quickly and then the complexity begins. You have the number of colleges involved and the prioritizations that exist there, which is a different level of strategy and not one that I get involved in as much. It is my experience and a challenge, which is that automation has pushed duties and responsibilities out to the user. When you automate, you extend central office duties and responsibilities, and that's where this compliance influence really comes from. Once you do that, it has created a workflow that is more beneficial to the central office. So we have to reverse that. The next generation of automation has to be freeing up the folks in the departments from transactional activity work and get them closer to the program initiatives of the department. That is all about the strategic initiatives of the institution; what are we going to invest in, what are we going to do. When the Provost spoke to those nine strategic initiatives, I am making a full commitment to me and my staff being part of every one of those. We have to be a part of all of those in order for them to succeed.

Provost Arden added that the staff in his office meets with VC Maimone's staff almost daily. We have at least one meeting each week, which goes from one to two hours, when VC Maimone and I sit down together and look at all the major resource issues across the campus. I would say that in 11 years, this is about the best and closest working relationship between Finance and Administration and the Provost's office that we have had. We are trying to figure out how we can get resources into your hands, in to the colleges' hands, and where they need to be in order to be impactful.

6. Issues of concern

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or to Faculty_Senate@ncsu.edu

7. Adjourn

The meeting was adjourned at 4:20 pm