

**NC STATE UNIVERSITY**  
**Minutes of the General Faculty Meeting**  
**September 20, 2022**  
**3:00 p.m.**

**1. Call to Order and Announcements**

*Herle McGowan, Chair of the Faculty*

The Fall 2022 General Faculty Meeting was called to order at 3:00 p.m.

Chair McGowan brought several announcements to the General Faculty.

- This Friday is the start of Energy Week at NC State—a “week of events to increase visibility of the university’s energy use, research and opportunity to shape a clean energy future.” Events can be found in the University Calendar or by googling “Energy Week NCSU”
- October is Cybersecurity Awareness Month. On October 21 at 10 am, State Chief Risk Officer Rob Main will deliver the virtual keynote address “Back to Our Future: Where We’re Going, We Don’t Need Roads.” Registration is available now via Reporter.
- October 30-November 5 is Red and White Week; the Chancellor's Fall Address will be on October 31 at 1 pm, in person at the Talley Student Union and also live streamed online. This and other Red and White Week events can be found in the University Calendar.

**2. Approval of the Minutes, April 22, 2022 General Faculty Meeting**

*Maria Collins, Associate Chair of the Faculty*

The minutes from the April 22, 2022 General Faculty Meeting were presented and approved.

**3. Chair’s Remarks**

*Herle McGowan, Chair of the Faculty*

Chair McGowan welcomed everyone to the Spring 2022 General Faculty meeting and reviewed the rules of engagement for the hybrid meeting.

She remarked, “Today's general faculty meeting covers a topic that is complex, sometimes misunderstood, and important for university, college, and unit operations.”

**4. Chancellor’s Remarks, Q&A**

*Randy Woodson, Chancellor*

Chancellor Woodson gave a reminder that the flu vaccine and the new Pfizer and Moderna Covid booster vaccines are available in Student Health.

He went on to announce that NC State had over 40,000 applicants for both first-year freshmen and transfer students; enrolled a class of 5,600 freshmen, and approximately 1,400 transfer students. Chancellor Woodson stated that, “Our incoming class represents 98 of the 100 counties across our state and 43 states.”

Chancellor Woodson also announced that NC State University ranked #29 in the US News and World Reports. He stated, “Now we are in the top 30 of all public institutions coming in at 29th, second overall

for the university. We have many programs in the top 25 across our campus. For the first time since the rankings were started, we rank ahead of Penn State, Michigan State, and Clemson.”

Chancellor Woodson discussed the role that NC State University plays in the economic development of the state. He stated, “Kevin Howell is coming off of a year as the chair of the Raleigh Chamber of Commerce board. In that capacity, [he] had a lot of access to leadership across the region. This past year North Carolina has seen a lot of success in economic development with announcements from Google, Apple, Fujifilm Diosynth, VinFast and WolfSpeed...all of these announcements, behind the scenes NC State is very involved. Our faculty and their connections with these companies have been very involved.”

Chancellor Woodson went on to share faculty successes. Four faculty members were selected as Fulbright Scholars this year, including a Distinguished Fulbright Chair, Clifford Griffin, an associate professor in the School of Public and International Affairs.

### **Question and Discussion**

**Question:** How do you think we are recovering from the pandemic?

**Chancellor Woodson:** Physically we are doing very well; the students are here, our research is doing well. We have to remind ourselves that the students coming to NC State this Fall have had two years of this experience. Testing is available and our students and staff are taking advantage of that.

**Question:** When can we stop having virtual meetings?

**Chancellor Woodson:** The Board of Trustees and the Board of Governors have moved away from virtual meetings. On the other hand, Zoom has helped us in a number of ways. Bi-weekly Zoom calls were started with donors during the pandemic and they are still being held because the donors love it and it is a phenomenal way to keep people that love NC State aware of, and close to, all the issues on the campus.

## **5. Provost's Remarks, Q&A**

*Warwick Arden, Executive Vice Chancellor and Provost*

Provost Arden provided campus leadership updates. NC State will begin the search for deans for the College of Agriculture and Life Sciences, the College of Sciences and the College of Engineering. College of Engineering Dean Louis Martin-Vega will be stepping down from his position at the end of the 2022-23 academic year, and returning to the faculty in the Fitts Department of Industrial and Systems Engineering. Richard Linton moved out to be President of Kansas State. Dean Chris McGahan will retire January 1, 2023 after dedicating 40 years of service to NC State. John Blondin, Alumni Distinguished Undergraduate Professor of physics and senior associate dean for administration in the College of Sciences, will serve as interim dean. An open search for the director of the Institute for Emerging Issues (IEI) is underway. Former IEI Director and Vice Provost for Outreach and Engagement, Leslie Boney retired from his position at NC State effective May 1. IEI's Senior Manager for Policy and Programs, Sarah Langer Hall, currently serves as interim. The IEI director search nomination committee is chaired by Senior Vice Provost and Director of Libraries Greg Raschke. Courtney Thornton, former Associate Vice Provost for Academic Personnel and Policy at NC State is now Associate Vice Provost for Strategy, Implementation and Communication. Professor of Psychology Kwesi Brookins is leaving NC State to be the associate provost for outreach at Michigan State where he has both his masters and doctoral degrees.

Provost Arden stated that, “I am not unaware that we have lost several senior underrepresented faculty, including predominantly African-american faculty from the university in the last year. Many of those individuals have gone on to incredible leadership opportunities and career progression opportunities at

other institutions. Although we desperately try to keep many of them, these were obviously career progressions for them and we applaud that. Nonetheless, I don't want to ascribe it all to simply career progression. I want to make sure that we are not missing institutional factors which are not helping us retain some of our most talented, underrepresented faculty." He went on to share that NC State has been successful in recruiting underrepresented faculty but less successful in retaining them long-term. To that end, a task force will be convened to do a deep dive into the data and issues of culture, support, merit equity and otherwise.

## Question and Discussion

**Question:** Can you share information on the new associate vice chancellor for alumni affairs and annual giving?

**Chancellor Woodson:** Those programs have been rolled under one office and Reshunda Mahone was hired into the position. She's recently been at Emory University as director for alumni relations in their College of Management. Prior to that, she was at Spelman College.

**Question:** How can we increase TA/RA funding to sustain our success? Are there any new initiatives to stay competitive?

**Provost Arden:** There's a gap between us and our peers in terms of graduate stipends. We also know that graduate student support is not just the stipend, but it's a combination of stipend, graduate student support plan, and fees so we have to look at this comprehensively. I've been working with the deans to develop a plan where we could begin moving the base for graduate student support up. It is clearly different across the university. There will be an announcement shortly of a partnership with one of the colleges and some significant investment over the coming years to move the base for both the masters and doctoral students. We're having success, thanks to the Chancellor and Brian Sischo and others, with respect to our fundraising support focused on graduate student support, particularly on stipends. Thanks to the generous support of the Goodnights and the Mansours, we will have significant funding available for a limited number of fellowships across the University, which are going to pay really generously compared to current fellowships. This will allow some of the money that those fellows are currently receiving to be redirected towards other graduate assistants across the University. We're looking at a model of building capacity for what we call top-off support.

## 6. F&A

### a. University Perspective

*Charles Maimone, Vice Chancellor for Finance and Administration*

*Mladen Vouk, Vice Chancellor for Research and Innovation*

Mr. Vouk and Mr. Maimone presented data on facilities and administrative costs, reimbursements, and budget planning. Mr. Vouk shared that in FY22 recent expenditures exceeded \$547 million, brought in \$64 million in F&A earned, and sent out \$1.5 billion in submitted proposals and brought in \$409 million in awards. Federal monies produce F&A, but not always at an ideal rate. Federal expenditures, which were approximately \$239 million last year will vary in terms of F&A; USDA brings less because USDA has some caps.

Mr. Maimone explained what F&A is and what it is not.

F&A is:

- Indirect costs incurred by the university to enable and administer research and public service efforts.
- F&A receipts are a partial reimbursement of these costs by external sponsors who fund research, public service and instructional activities.
- Examples include equipment depreciation, facilities, utilities, information technology infrastructure, pre and post-award administration and regulatory compliance, library, etc.

F&A is not:

- It is not a tax on research budgets.
- It is not new money in the coffers of the University.
- It is not a full reimbursement of overhead costs for funding research.

Mr. Maimone went on to share examples on how the current fully negotiated research rate is calculated and discussed further F&A costs that are not recovered. He also shared NC State's F&A full rate compared to peers and described how NC State budgets, allocates and invests F&A receipts.

Lastly, Mr. Vouk shared data and charts on what happens to the money and how it flows using examples from FY22 F&A receipts, allocations, college share allocations and F&A budget planning. All 2-digit OUC's receiving F&A budget complete a 5-year budget plan in coordination with the University Budget Officer as a component of the All-Funds Budget discussions in the Fall-modeled similarly to the auxiliary budget process. The process begins annually in August and leads to the All-Funds Budget meeting with units in September and October. The main purposes of the F&A Budget Planning process is to approve a current year (FY23) budget, establish an appropriate carryforward target, implement F&A Strategic Initiatives Fund (different from ORI Strategic Research Fund), and to begin to develop NC State's All-Funds Budget.

## **Question and Discussion**

**Question:** Does the percentage that goes to colleges change every year?

**Mr. Vouk:** Yes, it depends on what was brought in by the college the previous year and how the expenditures flowed last year. There could be some strategic investments that are made centrally that do take from the total pool. The last three or four years, the total pool has increased so colleges have received more money.

**Question:** From NC State's perspective, who does the negotiation on the grant?

**Mr. Vouk:** There are several types of negotiations, some which have been made with particular agencies, like the NSF, which are usually pre-negotiated.

**Question:** How do other universities get higher rates than NC State and how do they provide more services?

**Mr. Vouk:** I'm not sure they provide more services. If they're up north they may have higher heating bills than we have and that gets worked into it.

### **b. College Perspective**

*John Blondin, Senior Associate Dean for Administration, College of Sciences*

*Stephanie Jackson, Director of Research Management, College of Education*

*Brian Thomas, Director of Research Development and Administration, Poole College of Management*

**Question:** How does F&A flow in your college? For example, how is it split between the college Dean's office and the individual departments/units/Pis?

**Brian Thomas:** In Management, it goes to the dean's office, we do not make specific allocations to the departments. We return F&A to faculty who are responsible for generating it. Historically we returned 25% back to the PIs who generated it, now we're trying 50%.

**Stephanie Jackson:** The College of Education takes 20% from what is returned to the PIs that generated the F&A, the remaining is split 50/50 between the college and the department and 60/40 the center institute and the college.

**John Blondin:** In the College of Sciences everything is returned to the centers and institutes within the college to support that center. The part that has been earned by faculty and departments we send 25% back to the departments and they provide part or all of that to the PIs who earned it.

**Question:** What are the spending parameters for the funds in your college?

**Brian Thomas:** In Poole they cannot be used for additional compensation or summer salary. They typically get used to support hourly paid students, travel, data purchases, publication fees and incidental expenses related to research that come up that don't have another natural home for that expense.

**Stephanie Jackson:** I'll just add, typically things that we get requests for that are not allowed because these are state funds are foods and individual memberships.

**John Blondin:** We don't place extra restrictions, just that they are state funds and they have to follow those rules.

**Question:** What are some common uses?

**Stephanie Jackson:** Travel, graduate student support, transcription, general supplies or technology that faculty needs but could not budget for it on their grant, startup funds, renovations.

**John Blondin:** The piece that goes back to the PIs is extremely valuable to them because they can use it on other research projects or creating new ideas. Yes, they're going to be supporting students for travel to conferences that might not be related to their existing funding. The piece that we keep at the colleges goes to pay a small fraction of our startup.

**Brian Thomas:** That seems to be the biggest benefit to our faculty, having a flexible source of funds for unanticipated expenses.

**Question:** Are the funds being used to enhance diversity and inclusion in your college?

**Brian Thomas:** I don't have full insight into how all of the F&A gets used in our college but I'm not aware that we are specifically using F&A for diversity, equity, and inclusion purposes. However, we do have an assistant dean for DEI over the entire college who works towards those ends.

**John Blondin:** There's certainly examples of our faculty using the piece that comes to them to use that towards EI initiatives.

**Stephanie Jackson:** The American Association of Colleges for Teacher Education Homes Program that our college is involved with is designed to support graduate students who self-identify as racially or ethnically diverse.

**Question:** What happens to overages or reserves?

**Brian Thomas:** Faculty are given a deadline to use those funds that is well in advance of the fiscal year. If they do not spend those funds by the deadline then the funds are reverted to the college and

the college uses them.

**Stephanie Jackson:** We go through the process each year of requesting carryover. We do encourage them to spend. Unfortunately, travel was suspended the past few years and that contributed to the carryforward.

**John Blondin:** There really is no unspent funds. The carryover is when there are commitments to someone who purchases a \$200,000 laser and it doesn't get delivered on time. Every carryover is already committed.

**Question:** Is F&A subject to audit to ensure that the money is spent properly?

**Stephanie Jackson:** There are no funds at the university that are not subject to audit.

**Question:** How would an audit be triggered?

**Stephanie Jackson:** State funds are audited every year.

**Charles Maimone:** There are compliance requirements for purchasing without regard for the funding sources, so all of these expenditures travel through the same process. Our teams know that there are certain restrictions on F&A so when they see an expenditure that may be out of compliance, they will activate an inquiry with the department. It could lead to an audit, but in most cases it just leads to figuring out the best source of funds to use to pay that particular expenditure.

**Question:** What do you wish faculty knew about F&A?

**Brian Thomas:** They need to spend all of the direct costs that you've been awarded in your budget because we do not get all of the F&A that we should if we don't spend all of the direct costs that are budgeted.

**John Blondin:** It's all about spending what you have in a strategic way.

**Stephanie Jackson:** Because it's off of the expenditures that we're generating, we don't get the funds until a year after.

**Question:** If you could change the process to make it more rational all around, what would it be?

**Brian Thomas:** I would say to share the Sankey diagrams widely. I think those are the easiest to digest and I don't see them every year. Or have the Federal government raise the cap on the administrative portion.

**Charles Maimone:** We are deep into the existing process to ensure that we get things right. It would be a cultural change, and one that suggested that from the faculty member to the chancellor, they're all working towards the same thing and for everyone to understand that our commitment is to individual research projects.

**Question:** Given that it is not really negotiated, is NC State disadvantaged by the 52% rate or is it an accurate reflection of the expenses?

**Charles Maimone:** Yes, because we have greater indirect costs than we do negotiated rates.

**Chancellor Woodson:** Our next round of negotiations, that aren't really negotiations, could see an

increase because of all of the infrastructure we have added in the last few years. It could change the equation.

There are 131 R1 universities and 131 different ways of sharing F&A across campus. I agree that we should share those charts more frequently. We are trying to constantly be good stewards of these resources and constantly make sure that we explain the benefit of these resources. When we have big surpluses in F&A, we have to explain that to the Board of Governors.

**Question:** Is there any progress at the legislative level for waving tuition for graduate students with assistantships?

**Provost Arden:** North Carolina is different from a lot of institutions. A lot of institutions have the ability to waive tuition. At NC State, we don't. We have to pay the tuition. When a graduate student is on a qualifying stipend and is on the GSSP and we pay the both in-state and out-of-state tuition portion of their tuition, we actually have to have that money in reserve, sitting in an account.

I have not heard any discussion from the legislature about giving universities the authority or ability to waive tuition. A lot of that is related to the way North Carolina thinks about tuition. A lot of university tuition recipes are completely separate and even the equivalent of funds that rollover. Here they are considered an appropriated receipt and therefore, someone has to pay that, whether it is the student or NC State.

**Question:** Is there a way to come up with a slightly more equitable distribution on the faculty level so there's not a sense of winners and losers?

**John Blondin:** Part of the situation you're in has to do with the State budget. I think one thing we all need to keep in mind is we are talking about an all funds budget, so if you have less of one thing, then you try to make it up elsewhere.

**Charles Maimone:** We have a two billion dollars operating budget and F&A is sixty million dollars, so it is not going to address many of the issues that face the institution. Chancellor Woodson just approved the funding source for replacement of bricks in Jordan Hall. There's a lot of deferred maintenance and yet we have about one billion dollars in renovation and repairs underway at this very moment.

## 7. Issues of Concern (IOCs)

Chair McGowan reminded faculty that Issues of Concern can be submitted at any time to a senator or to the Office of the Faculty Senate via email at [faculty\\_senate@ncsu.edu](mailto:faculty_senate@ncsu.edu).

## 8. Adjourn

The meeting was adjourned at 4:52 p.m.