

**University Council  
Meeting Minutes  
Park Alumni Center, Hood Room  
Monday, January 14, 2008**

**Members Present:**

Chancellor James Oblinger, Provost Larry Nielsen, Warwick Arden, Lennie Barton, Harold Freeman for Blanton Godfrey, John Gilligan, Karen Helm, Cecile Hinson, David Horning for Lee Fowler, Kevin Howell, J.B. Jett for Robert Brown, Nevin Kessler, Mary Beth Kurz, Charles Leffler, Terri Lomax, Marvin Malecha, James Martin, Louis Martin-Vega, Bobby Mills, Kathryn Moore, Susan Nutter, Toby Parcel, Daniel Solomon, Thomas Stafford, PJ Teal, Ira Weiss, Gail Willis, Johnny Wynne, Ling Xiang and Jim Zuiches

**Business:**

Chancellor Oblinger called the meeting to order at 10:00 a.m. and provided the following report:

- In Partnership with Progress Energy, NC GreenPower, Carolina Solar Energy, NC Solar Center, BB&T and the State Energy Office (DOE grant), NC State's Solar Array at the RBC Center will be officially dedicated on January 15. This is the State's largest, privately funded, grid-tied solar array.
- The upcoming Emerging Issues Forum on February 11 and 12 will focus on energy. NC State alumnus and Nobel Peace Prize recipient Dr. Rajendra Pachauri will be among our outstanding speakers.
- He and Student Body President Bobby Mills issued a Water Conservation Challenge to UNC-Chapel Hill Chancellor James Moeser and Student Body President Eve Carson. The challenge to students on both campuses is to cut water use and began with the NC State/Carolina football game. An announcement will be made at the ACC Tournament recognizing the University demonstrating the most water conservation.
- The Chancellor reviewed Legislative Priorities as follows:
  - a. Capital Funding:
    - Hunt Library on Centennial Campus
      - \$17.5 M last session, we will make a push for the remaining funds to complete the project
    - Engineering
      - Finishing what we have started
        - Engineering Buildings 4 and 5
    - As we continue to move Engineering to Centennial Campus, we will need the funds to renovate buildings on main campus
  - b. Operational funding:
    - Engineering
    - Entrepreneurial Efforts
    - STEM
    - Bio-Energy
- Chancellor Oblinger provided an update on the UNC Tomorrow initiative including highlights and some of the major topics discussed at the regional listening sessions this fall. Also, a task force chaired by Provost Nielsen will be working to develop NC State's response to General Administration which is due April 1.

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Provost Nielsen provided the following remarks:

- Campus interviews for the Vice Chancellor for Information Technology will be scheduled in mid February.
- The next Millennium Seminar is scheduled January 31 and Robert Reich, former Secretary of Labor is the featured speaker.
- Dean Brown is chairing a Task Force on Grievance Procedure for Faculty--team has been charged to review our procedure and evaluate if improvements can be made.
- Announcement will be forthcoming that NC State University will implement a new General Education Plan (GEP), effective for students who enroll in the Second Summer session of 2009 and thereafter. We will adopt the GEP recommended by the General Education Task Force (June 29, 2007 version). I am assigning the implementation of our new GEP to the Council on Undergraduate Education (CUE), which is the University's Standing Faculty Committee charged with overseeing general education, with the administrative support of the Division of Undergraduate Programs.
- Deans should have already received a memo regarding a new centralized benefits budgeting pool to be implement July 1, 2008.

The October 8, 2007 minutes were approved as prepared and distributed

### **Information:**

The following policies, regulations and programs recently enacted were reviewed including those enacted since the October 8, 2007 University Council Meeting:

- POL 01.20.2: Delegation of Authority
- POL 9.00.2: Drug Education, Screening and Counseling Program for Intercollegiate Athletics
- REG: 04.20.3: Smoking Regulation
- NEW REG 01.25.13: Associated Entity – Creation and Retention
- NEW REG 01.25.14: Procedure for Donation of Gifts Prohibited Under the State Ethics Act
- REG 11.40.1: Grievance Procedure for Students
- REG 01.25.05: Procedures for Formatting, Adopting, & Publishing Policies Regulations & Rules
- REG 05.70.1: SPA Successive Discipline
- REG 01.25.6: Use of the University's Names, Marks, Symbols, Images and Copyrights
- NEW DE Degree: Master of Nuclear Engineering
- NEW DE Degree: Master of Materials Science and Engineering
- Change Title of Existing Degree: *from* Business Management *To* Business Administration
- Change Title of Existing Degree: *from* Agronomy *to* Plant and Soil Sciences
- Change Title of Existing Program: *from* Master of Science in Training and Development *to* Master of Science In Human Resource Development

**Mini Retreat: Enrollment and Space Planning:**

Karen Helm reviewed the retreat agenda, which included: 2017 enrollment goals prepared by the Enrollment Planning Committee, results of the space needs analysis conducted by the Office of the University Architect, and presentations and discussion of innovative strategies for managing space more efficiently and effectively to serve more students.

The recommended enrollment goal for 2017 is 40,000 students, including 3,200 students in distance education programs. This sum would include 9,745 graduate and professional students, 26,505 undergraduate students, and 3,750 non-degree-seeking students. These students would generate more than a million credit hours each year, of which an increasing proportion would be credit hours taught online.

Associate Vice Chancellor Kevin MacNaughton presented the space requirements associated with this level of enrollment growth. He pointed out that the enrollment goals would require about 1.5 times the amount of construction than the university experienced during build out of Bond I. The university's land mass would accommodate the growth, but it is unlikely that sufficient resources would be provided to support it. The associated increase in demand for research space would be the greatest limiting factor, as the enrollment goals would bring 350-450 new faculty to NC State.

Vice Provost Louis Hunt reviewed NC State's performance in classroom utilization and presented a variety of strategies to improve efficiency. These strategies included changing the class schedule, requiring more classes to be taught outside of "prime time," and providing a more appropriate array of classroom sizes in all university neighborhoods.

Vice Provost Tom Miller described the students and faculty of 2017, who, as neo-millennials, will have more experience and higher expectations for the use of technology in research, teaching, and learning. He projected that online learning will continue to grow faster than the general higher education population and that courses blending face-to-face and online learning will be the norm by 2017.

Dean Dan Solomon reported on a new strategy used by PAMS to solve two problems: the lack of adequate start-up funds for new faculty, and delivering enough service courses while maintaining nationally competitive graduate and research programs. Up to 10% of PAMS' new faculty will be hired as career teaching faculty, who will hold non-tenure-track appointments, will be hired at the same salary as research faculty, and will not be expected to develop a research program. It will be important for departments to integrate them fully as full members of the faculty. This strategy would reduce the need for research space while helping the university achieve its enrollment goals.

Vice Chancellor John Gilligan's presentation made several points: it is important for NC State to expand its research programs faster than enrollment growth in order to maintain a national position; F&A receipts cannot fully fund start-up costs; and the university could use research space more efficiently through shared facilities and instrumentation.

University Council members participated in break-out groups to develop ideas for serving 40,000 students with the space and resources the university can realistically expect to have.

Recommended strategies included the following.

1. Teach more students during the summer.
2. Change customary practices in classroom scheduling for greater efficiency, even “Travelocity” classroom scheduling for hybrid courses that don’t require regular room assignments.
3. Require that students take a certain proportion of their courses online, and supplement face-to-face courses with online learning (blended courses). Develop ten fabulous courses that can teach 500 students.
4. Develop more integrated programs such as accelerated bachelor’s/master’s, dual degree programs, and 2+2 programs. Increase the degrees awarded with the space we have.
5. Increase efficient use of research space through shared facilities, coordinated scheduling, and moving some research off campus to companies, federal labs, Kannapolis. Faculty can still teach from a distance.
6. Develop more collaborative, interdisciplinary teaching and research programs focused on a common theme like nanotechnology. This might also attract private funding.
7. Hire faculty who are “less space intensive” in both STEM and non-STEM disciplines.
8. Remember that we don’t need to **own** all of the resources we need to deliver programs.
9. Grow by adding a new college, based on demand, e.g., health.
10. Consider new forms of faculty appointments.

In the discussion that followed, Faculty Chair Jim Martin cautioned against enrollment growth for growth’s sake and urged the Council to focus on attracting the highest quality faculty and students with excellent facilities and smaller classes. Former Faculty Chair Nina Allen pointed out the importance of engaging faculty in this discussion of new strategies. Dean Solomon asked for information from peers about the effectiveness of the various strategies mentioned. Dean Malecha argued that the sooner the university can become flexible, the greater a university NC State will be.

Chancellor Oblinger closed the meeting by pointing out that NC State can implement several strategies surfacing at this retreat without waiting for policy changes at the system or legislative level. We should explore several of them without delay with the advice of the faculty.