



March 20, 2009 – Annual Progress Report

Goals for 2008-2009

Cooperating Raleigh Colleges Director Jenny Spiker

- **Orchestrate and successfully carry out a marketing plan for internal and external communications for Cooperating Raleigh Colleges, including:**
 - **Celebrating CRC's 40th anniversary**
 - **Creating a CRC web site**
 - **Communicating the results of the Economic Impact Study**

Progress: Our marketing approach this year stressed a major external communications project—communicating the results of the Economic Impact Study—and a major internal communications project—a CRC 40th anniversary celebration to bring together a variety of people involved in CRC from within the member communities. We began the planning for a **CRC web site**, but when the economy showed such stress, we decided to postpone that project until we could assess what finances we had available for it.

- **Celebrating CRC's 40th anniversary**—We convened a committee to plan the celebration which is taking place on March 20th. Committee members were Sue Kearney from Meredith, Katrina Dix from Saint Augustine's, Sandy Briscar from Peace and Lauren Gregg and Katie Perry from NC State. The group concluded that one of our goals should be to bring together people involved in CRC from different directions—the committees, community partners, faculty and staff not normally involved and students. The emphasis would be both on celebrating our history and stimulating ideas for future collaborations.
- **Communicating the results of the Economic Impact Study**—On Sept. 15th we released to the media the results of the Economic Impact Study we commissioned Mike Walden to do. A team of public affairs/marketing professionals from the campuses worked together to prepare for the release and do the media relations. Team members were Mike Hobbs of Peace, Melyssa Allen of Meredith, Verna Odoom of Shaw, Katrina Dix of Saint Augustine's and Matt Shipman of NC State. We got some good coverage (see samples) in the News & Observer, NC Magazine, WRAL-TV and Technical Journal South. We were lucky that we released it just a few days before the big national economic news hit but may have gotten more coverage a little later if that news hadn't overshadowed everything else. Laura Bingham also used information for the study in a number of reports to the community (Downtown Raleigh Alliance, Wake County Visitors Industry group). And several administrators from other CRC campuses asked for the information to use with other groups. The key facts are included in the program for the March 20th celebration. This is information we can use and build on for some time.

Now what?

- 1) Get moving on the **web site** and use its creation as a way to work with some key constituencies we've identified this year as important to CRC but not fully in the loop, particularly academic advisers and students themselves. Use the web site to let students and faculty know about the kinds of courses and programs that have the best potential for cross-registration and other collaboration.
 - 2) At a several meetings a number of people suggested that we regularly look for ways to bring the different constituencies together so that CRC is seen as a broader entity and not as "siloed" as it is sometimes perceived to be. Consider having one **comprehensive meeting** a year or every other year where the committees meet separately and then have a reception together with some brief reports to all.
 - 3) Identify more **community groups and partners** to tell our story to and to look for appropriate partnerships. For example, I'm now on the Chamber's Education Committee and need to do more with that group.
 - 4) Set up more **regular communications tools** for "between-meetings" stimulus (e.g., e-newsletters and targeted emails and flyers/brochures.)
 - 5) Create a new **logo** and **branding identity** to launch with the web site.
- **Complete the work to establish a process for Joint Faculty Appointments among CRC campuses and initiate a process for collaborations involving the hiring of spouses of faculty and administrators.**

Progress: This was a main topic at the fall 2008 meeting of the Academic Affairs Officers meeting. Here's the action item from that meeting.

Action Item: The committee concluded that it would like to be more proactive this year with the above issues and that each committee member should provide a list of courses that may be appropriate for joint appointments and of courses that may be in danger of under-enrollment and might benefit from increased encouragement for cross-registration. Committee members were also to look for courses that faculty members are interested in teaching but that don't get placed in the curriculum because of concern about low enrollment. Those may include interdisciplinary courses.

I sent a number of email reminders, but did not get any concrete responses. Several chief academic officers said they forwarded the requests to their department heads. Then I talked individually with several of the people who were most involved in the initiative. They've stressed that the best way for the joint appointments to succeed is through a living example or two. At least one discussion took place last summer between NC State and Meredith but it didn't come to pass because the adjunct ended up taking a full-time position at one of the schools.

Now what?

- 1) With the help of the Academic Affairs and Operating Committees **identify key individuals on each campus** to do some serious exploration of joint faculty appointments and efforts for trailing spouses. Start with the **foreign language** departments and have them meet regularly.
- 2) With the new economic climate, emphasize efforts to address **under-enrolled courses**. Consider such things as teleconferencing and new guidelines for reserving spaces for CRC students
- 3) Explore **joint administrative or staff positions** in such areas as advising, student activities, IT, security, counseling and international programs.
- 4) Create an **Academic Advising Committee** to meet regularly.

- **Initiate a program of collaborations for Study Abroad programs.**

Progress: We convened representatives from all of the international programs on the five campuses on Nov. 14th. It was a good first step with participants showing enthusiasm for their own programs and interest in those at the other institutions. The group vowed to communicate more regularly—formally and informally. Already invitations have gone out for events like the January Study Abroad Fair at NC State and Saint Augustine’s and NC State are collaborating this summer on a Study Abroad program in China.

Now what?

- 1) Continue with **regular communications** from the CRC office to keep each other informed about events and developments.
- 2) Plan another **meeting of the group** to explore more ways to collaborate.
- 3) Make the section on international programs and study abroad prominent on the web site.

- **Orchestrate and successfully carry out an analysis and plan for the next five years of operating and programming the CRC Education Channel.**

Progress: I started out planning to have a large meeting with key people interested in the Channel from all of the campuses, but I decided to meet with the campuses separately first. Each campus approaches the Channel in different ways, and I’ve discovered the challenges and opportunities vary quite a bit. The first meeting with 12 people at **NC State** took place Sept. 26, bringing together people from DELTA, Creative Services and Marketing and various parts of Extension, Engagement and Economic Development (EEED). The meeting began addressing the need for more awareness of what others at NC State are providing and the possibilities for new programming. The Channel fits well the extension and engagement mission of NC State, but that discussion hadn’t happened with them recently (if ever). Another issue was determining who at NC State can take on a kind of oversight role. The people in Marketing agreed to take that role. Later I had a lunch meeting with one of the committee participants, Jay Holloway, who’s now in EEED but worked for years at UNC TV and Saint Augustine’s. He had some very helpful ideas about new programming possibilities, including connecting with public television. I’ve since begun a dialogue with Shannon Vickery at UNC TV. We’re now getting regular content from Creative Services, Encore and several lecture series and from some of the EEED programs, as well as the core distance education programs.

At **Meredith** Sue Kearney and I met with people in marketing, media services and community programs to explore ways to find more content and set a direction for the programming. Four people now make up the coordinating group for the Channel. One of Meredith’s programs this year features one of their faculty members on the “Millennials,” an effective way to showcase the faculty talent in this area. At **Peace** the marketing staff has introduced some exciting new programming with “Peace Conversations,” an interview program with Peace leaders, and now they’re also considering a student film festival. I met separately with people there to discuss some equipment issues they have. At **Shaw** the faculty and students in Mass Communications have been producing high-energy news and public affairs shows through a great collaboration with Raleigh Television Network (initial training) and us. We also continue to get programs from the Divinity School, shows that elicit more audience appreciation than any others we have. At **Saint Augustine’s** we continue to work closely with the marketing and communications office, the film program, and new this year a student-produced news show.

Overall, I am very encouraged by all of this activity. I’m especially pleased that each institution is working on ways to serve the viewing public through programming that encourages and rewards

students, faculty and staff for work vital to their institutional missions. One of the ways that we can provide further encouragement and increased Channel quantity and quality is through the mini-grant program that we've been able to initiate this year through the a new source of income tied to a law that passed the NC Legislature that will provide close to \$20,000 this year to our Channel to go directly to Channel operations. (See the enclosed RFP for the first of those funds to be made available in the 2009-10 year.)

Now what?

1) I need to keep in **regular contact** with each of the entities responsible for programming and keep encouraging new programming and productive use of the new funds. My highest priority is at Meredith since that's a newly appointed group. I think this "ground-up" approach is still more viable for at least the next six months; after that it may be time for a more global meeting with representatives from all of the campuses.

Although things have gone amazingly smoothly with the staff at NC State's DELTA, where the technical aspects of broadcasting are now handled, we have to **set up procedures** that make their work less cumbersome than it is sometimes because of a lack of training or appropriate equipment on the campuses feeding material to DELTA. Peter Watson and Bob Pence, our main DELTA contacts, met with Kristin Kauffman (the part-time CRC Channel Coordinator) and me recently to talk through ways to move forward more efficiently. We need to complete more detailed guidelines for program submission.

2) **Award the mini-grants** and set goals for how each will enhance the quality of the Channel.

3) **Convene a five-campus meeting** with the several key coordinators each campus to map out the future of the Channel.

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Not on the list but worthy of note:

The "One Voice" efforts with the City of Raleigh Planning Department. I'm very encouraged by this project. We've now met four times with key members of the City of Raleigh Planning Department and have plans for continued meetings. We also now have a liaison in the planning department, Christine Darges. At the last meeting the planners encouraged the colleges to propose a special college and university overlay district for planning for campus changes and growth. This is a highly dedicated and motivated group from the CRC campuses: NC State architects Mike Harwood and Tom Skolnicki, Peace finance director Craig Barfield, Meredith finance director Bill Wade, Saint Augustine's VP Marc Newman, and Shaw Executive VP Martel Perry.

The professional development workshops for library staff. The CRC library committee staged a very successful workshop last July and is planning another one for this July. This first effort of its kind for CRC was a day-long workshop called "Beyond Books and Computers: The Importance of Working the Frontiers." The emphasis is on providing professional development for all levels of staff, especially those that don't get to go to national or regional meetings. The leaders of the library group have been Mary Chimato from NC State, Musette McKelvey from Shaw, Linda Henry from Saint Augustine's and Donna Garner and Jackie Manning from Meredith. I think these efforts have potential for a number of areas, especially now that travel budgets have been decimated. The Student Affairs Committee decided at its last meet to explore the concept for student affairs staffs.

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Report on the Financial Picture: The budget that the Board approved for 2008-09 included drawing \$20,921 from our \$148,038 Operating Reserve Fund for some key new projects this year. When the economy took its nose dive this fall, I thought it important to revisit the draw from the reserves. Even though that money is liquid (held in Meredith College's market-market type fund), I wanted to be careful because of so much uncertainty. When I sent out the materials for the cancelled October Board meeting, I included an updated budget that essentially had us going forward without using the reserves. I deferred spending on a number of things, as you'll see in the budget report for this meeting. I'm projecting that we will end the year without drawing from the reserves. The main thing we cut out of expenses was work on the creative of a web site and some other marketing expenses. The budget I'm proposing for next year adds some funds for those projects. I'm proposing that we draw a small amount from the reserves (\$2,500 instead of \$20,921 in this year's budget) in order to go forward, albeit cautiously.

Below is the Reserve Fund Policy that the Board approved at last year's annual meeting.

Policy for an Operating Reserve Fund for *Cooperating Raleigh Colleges*

Purpose: The Board of Directors of *Cooperating Raleigh Colleges* recognizes that the creation of an operating reserve fund is a prudent action of a responsible nonprofit governing board that is committed to the long-term mission of the organization. The purpose is to provide funding to cover short-term or unanticipated funding needs and to help the organization grow appropriately to serve its mission.

Goal: To maintain a minimum of 25% and a maximum of 90% of the annual operating budget in any given fiscal year.

Sources of Funding: From appropriate excess revenues over expenditures remaining at the end of each fiscal year after cash flow needs for the next fiscal year are taken into the account and from any funds accumulated for this purpose.

Use of Funding: The Board authorizes that up to one-third of the funds can be used for cash-flow issues or unanticipated shortfalls of revenue each year without prior approval of the Board. Any expenditures beyond that require full Board approval.

Investment of Funds: The investment goals for this fund are 1) preservation of capital, 2) liquidity, and 3) optimization of investment return within the constraints of 1) and 2) above. Each year the Director (chief operating officer) should present a plan to the Board of Directors for approval of the investment of the funds and any changes in this policy.

Designation: Unrestricted

My major take-away from the national consortium leaders' conference this year:

One of the major roles of consortia is **to create safe spaces and opportunities to share resources and serve as an incubator for problem-solving.**