



GPSC General Assembly Meeting Minutes: April 1, 2014: 6:30pm, 0016 Westbrook

Presiding Officer: Shannon O'Connor

Refreshments: Brad Hover

6:30pm: Welcome and Call to Order

Shannon O'Connor

6:31pm: Invited Speaker

Provost Peter Lange, PhD

- Our invited speaker was Dr. Peter Lange, the outgoing provost of Duke University who has served in this position for the last 15 years. He has been the longest-serving provost at Duke University
- Amol Yadav (President): Amol had the opportunity to sit with Provost Lange on a number of committees this past year, and commented on his witty sense of humor and camaraderie with people from all corners of the university. Amol also served on the provost search committee this year, and felt that he would try to estimate the horsepower of the candidates to see if they could fill the shoes of Provost Lange
- Starting with a joke: Why is the provost like the manager of a cemetery? There are lots of people under him, but no one is listening. ☺ As Amol mentioned, wittiness and camaraderie are necessary qualities in a provost, as you need to lead by the authority you win from your colleagues by how you draw them into the conversation.
- Formal responsibilities of a provost
 - To understand the big picture, one must know that the university is organized in a “responsibility-centered management system.” This means that the leadership is decentralized. Each school retains all its revenues from tuition, fundraising, etc. and is also responsible for its own expenses. The schools each then pay allocated costs (payment for services received) that pay for central expenses. As a result, the leadership is closer to the action (the deans know what is important in each school) and initiative flows to the periphery. The provosts job, then, is to provide the centripetal force to gather focus around a broader vision.
 - As provost, he is the chief academic officer. All deans report to the provost, and as such the deans are his team. He meets with the deans monthly.
 - He oversees each schools’ budget each year, meaning the deans must report and justify the budget to him. This includes their annual search plans (they must justify the budget, and tell him how each person fits into the broader strategic vision of the school)
 - He oversees the broad strategic directions for the university
 - 2001: Building on Excellence
 - 2006: Making a Difference
 - There was also a mini-planning process after the financial crisis to give people some focus
 - He ultimately decides who gets tenure/promoted/chairmanship. While there is an advisory process, he has the final decision. Fun fact: he has only been grieved upon once, and that’s not because he gives everyone tenure.

- In the strategic planning process, the central administration (deans, president, provost) will set a central framework, but a lot of the ideas will come from the periphery, which are then sifted through various committees.
- He manages the provost office budget (~\$900 million)
- He is a closer advisor to the president
 - A piece of advice: if you are delivering good news, you may invite the person to your office. If you are delivering bad news, it is best to go to their office.
- Informal responsibilities of the provost
 - The provost draws the schools together.
 - By nature, each school and each dean may want to keep to him/herself. However, there is great value to being part of big Duke. Each school may pursue their own priorities, but this is done within the framework of Duke's vision.
 - The provost provides a strategic plan, finding places for mutual advantage
 - Within a \$900 million budget in the provost's office, there is \$20-40 million that he can distribute at his discretion.
 - This amount is meaningful to the deans, who may have goals they want to pursue, but their own budgets are tied up/pre-committed. This amount is not tied up, and the provost is not subjected to the same short-term demands as the deans.
 - \$20-40 million is not very much money in the grand scheme of things, and so he depends on working closely with deans to accomplish mutual goals
 - Example: We help schools hire faculty in areas of strategic priority that fits with their overall plan. However, the provost does not have long-term resources to pay each faculty's salary. Instead, he may give the money in a 5-year walk down, so that the school will take over the salary, and can redistribute their budgets year-by-year to accommodate the change. This is beneficial to him because an old position that did not fit the strategic plan was replaced with a position that does. The school is able to hire new faculty, and he has gained leverage with limited resources.
 - He and the president pick the deans. In picking the deans, he finds people who share the university's strategic vision
 - Build a culture of collaboration
 - Meets with deans every month
 - Innovation
 - Duke prides itself on innovation and taking risks. The provost must provide this agenda as the deans have little wiggle room.
 - The university used to be organized in "rows" and now he has introduced "columns" turning it into a matrix. As with any matrix, there is tension. If there is no tension, then you have either removed the columns or the rows. With the increased interdisciplinarity and fluidity between programs, there may be tension with regard to loyalties/time/resources spent.
- DKU
 - Duke Kunshan University is a joint effort between Duke and Wuhan university (a top 10 university). They are paying for the buildings, and we will share 50% of the university activities. There is no involvement of the central government in the university activities, and there will be an independent board of trustees
 - Why Kunshan? For them, this area is the equivalent of their RTP and the most rapidly developing area in China. They want to have an intellectual engine to take them to the next level

- There are 3 phases of development
 - 1) Undergraduate programs will start as study abroad programs for students from America, and study away for students from China
 - 2) Undergrad programs become degree programs, with 500 students per class. This will transition over a 4-5 year period
 - There will be a liberal arts curriculum. The Chinese are looking for teaching innovation
 - 3) Graduate programs
 - Begin with some of the following: global health, medical physics, management studies, environmental studies, something economics-related. These will be masters programs
 - There will also be research centers for global health, environmental studies, economics/entrepreneurship, and something in the humanities
 - There will be 50 faculty going there in the first 2 years
- Questions from the GA
 - Hannah Meredith: What did you do before becoming provost that put you in this position?
 - He was a very active faculty member, and very active graduate student before that. He was on many committees, and was a vice provost of international affairs, and also chaired his department. He notes that chairing the arts and sciences curriculum committee was a turning point, as they transformed the curriculum under him and gave him the credentials that he could manage an intellectual process
 - Paul Escajadillo, Fuqua MBA: What is the greatest challenge Duke will face in the coming years?
 - Complacency is a danger. We have become a lot better than we were, however if you want to continue to improve, you can't just try to match the things schools that are a little better are doing. Instead, you have to innovate
 - We will also have to learn to manage with less resources than we had. Between 199-2008, we grew at 5%, but now we are at 2.5% per year.
 - Faculty isn't turning over fast enough, no one wants to leave! We have the lowest rate of voluntary faculty departure. The challenge is how to sustain intellectual renewal in the community

7:00pm: Approval of Basketball Campout Chairs 2014-2015

Ralph Michael Peace and Ben Gaines

- The basketball committee has elected the news chairs, and it is in our bylaws to officially vote them in
- Their goal for next year is to maximize the camping experience
- Question: how much space are the ushers allowed to take up on the stands? It seems to be expanding every year. → it is dictated by the chairs and by athletics. While they are trying to maximize the space for students, they do have an expanding staff too (which is a good thing!)
- Question: how will you increase attendance at campout next year? → this year we had a problem, in part due to the late date change. They will also work on instituting ideas from the survey
- Ben Gaines is a 5th year PhD in the math department who has been on the committee for 3 years and was previously their treasurer.
- The new chairs were unanimously approved by the GA

7:05pm: GPSC Budget, 2014-2015

Eden Ellis, the Finance Committee

- Eden described the major changes to the budget (which was emailed to the GA prior to this meeting)
 - There was a 6% growth to the budget.
 - Increases to: group funding (there was a greater number of requests from groups that were valid, and want to be about to fund the events), to the GPSC house, and to GA meeting food (want to boost attendance)
 - There were decreases to: career officer position (we removed the position) and to the strategic retreat task force (a bit misleading, because the amount last year was a gift)
 - There were new positions passed at the last meeting, which have received small budgets
- Questions:
 - Abhi: how much money have you actually reallocated?
 - We are on point with projects and are budgeting for the same revenues.
 - Also, over the years have built a surplus, which includes \$20,000 from student groups that have become defunct, so the \$11,000 increase in our budget is coming from that. We want to spend down our surplus so money goes back to students and we can still have a healthy surplus
 - Devin Bridgen: you didn't increase summer funding. Why not?
 - We are focusing on maximizing the bang for our buck. More students are here during the academic year. Also, we have felt that we could fund all the summer groups well with the current budget.
- The budget was passed unanimously by the GA

7:15pm: New Issues/Announcements

- Please take the housing survey
 - It didn't go to all the grad students, so if you did get one, please take the survey
- Devin Bridgen
 - The transportation committee is meeting tomorrow. What would you like me to pass along?
 - Central campus buses: during busy class-change hours, the buses will fill up and bypass some stops. They can remedy this by increasing number of buses at strategic times. Also, some drivers are staying at east/west and waiting for their buses to fill up before going
 - Emails: devin.bridgen@duke.edu and pet4@duke.edu

7:20pm: Officer Updates

- Amol: having a meeting with Dr. Rubenstein Friday at 9am. Email him if interested
- Yilin: invited president Brodhead to lunch on Wednesday the 9th and Cindy Robertson on April 11th. Email her if interested.
- Abbe: take the health survey, found in the GPSC news. There is no date on when this is going to close
- Tiffany: many events coming up, including Beer Tasting (Saturday), Thirsty Thursday, and Field Day the following Saturday

7:25pm: Executive Board Elections

1. President – Ben Shellhorn, Fuqua
2. Vice-President – Abigail Labella (Genetics and Genomics)
3. Attorney General – Paul Escajadillo, Fuqua

4. Executive Secretary – deferred to next meeting
5. Director of Finance – Yilin Liu, Medical Physics
6. Director of University Affairs – Colleen McClean, MD
7. Director of Operations – Kevin Anderson, MD
8. Director of Advocacy
9. Directors of Student Life
10. Directors of Student Life
11. Director of Community Outreach
12. Director of Academic Programming
13. Director of Communications

8:30pm: Reminders and Wrap-up

- Approval of previous meeting minutes
- Don't forget to send an update to your constituents!

8:33pm: Adjournment

GA meetings, 6:30pm, 0016 Westbrook

April 15, 2014

April 22, 2014 (tentative)