



# The University of North Carolina

GENERAL ADMINISTRATION

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Constituent Universities  
Appalachian State  
University

East Carolina  
University

Elizabeth City  
State University

Fayetteville State  
University

North Carolina  
Agricultural and  
Technical State  
University

North Carolina  
Central University

North Carolina  
State University  
at Raleigh

University of  
North Carolina  
at Asheville

University of  
North Carolina  
at Chapel Hill

University of  
North Carolina  
at Charlotte

University of  
North Carolina  
at Greensboro

University of  
North Carolina  
at Pembroke

University of  
North Carolina  
at Wilmington

University of  
North Carolina  
School of the Arts

Western Carolina  
University

Winston-Salem  
State University

Constituent High School  
North Carolina  
School of Science  
and Mathematics

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March 1, 2012

## MEMORANDUM

TO: Joint Legislative Education Oversight Committee

FROM: Charles Perusse *Charles Perusse*

SUBJECT: Strategic Initiatives Reserve Report, 2010-11

The Joint Conference Committee Report on the Continuation, Expansion, and Capital Budgets, 2001 Session, directed the University of North Carolina to report to the Joint Legislative Education Oversight Committee annually on how funds appropriated to the Strategic Initiatives Reserve are spent.

The Strategic Initiatives Reserve was established by the General Assembly in 1999 to be used by the University to capitalize on system-wide opportunities and address system-wide issues and concerns. This funding enables the President to explore new initiatives and foster collaboration and partnerships among the campuses. The appropriation to UNC-GA for fiscal year 2010-11 was \$2.3 million.

We appreciate the General Assembly's decision to appropriate these funds and the decision to allow management flexibility to the University. We will continue our effort to be fully accountable for this delegation of authority. A detailed report is attached.

Enclosure

cc: Ms. Dee Atkinson  
Research Division

Ms. Denise Harb  
Fiscal Research Division

**Report to the  
2012 North Carolina General Assembly  
Joint Legislative Education Oversight Committee**



**The University of North Carolina  
Strategic Initiatives Reserve  
2010-11**

The General Assembly established the Strategic Initiative Reserve in 1999. The President of the University of North Carolina encourages multi-campus initiatives to effectively address University issues. Projects and collaborative efforts funded from this Reserve during the 2010-11 fiscal year are identified below.

### **Teacher Quality Research Initiative – \$572,926**

UNC General Administration leaders and the Carolina Institute for Public Policy at UNC-Chapel Hill have collaborated to determine a research methodology for assessing the impacts of UNC's 15 teacher preparation programs on student achievement. The research also assessed the impacts of teachers in North Carolina that received their education in independent colleges within North Carolina or from educational entities in other states, as well as the impact of teachers who entered the profession through alternative routes, principally after pursuing another career before choosing to teach. The findings and results are enabling campus leaders to identify areas of strength, potential areas of weakness, and areas where the graduates' performance is comparable to the performance of teachers from other educational and training programs.

Research indicates that of the 15 traditional teacher education programs at UNC institutions, most are producing teachers that are as effective, or more effective than teachers prepared at non-UNC institutions. Evidence also suggests best practices (more student teaching experience, more mentoring, and comprehensive induction programs) for ensuring that novice teachers have the capacity to quickly become more effective in the classroom and increase student performance.

### **REACH NC – \$700,000**

The *Research, Engagement, and Capabilities Hub of North Carolina* is a web-based portal that initially began as a pilot project at UNC-Chapel Hill and NC State University. The portal enables businesses and the public to find faculty expertise and research assets within North Carolina higher education and its various research initiatives. The hub draws on multiple data sets to provide a full view of faculty research and engagement capabilities, including faculty publications, faculty teaching responsibilities, funded contracts and grants, and patents. The investment of strategic initiative funding provided support for the required software, vendor

licensing and maintenance fees, portal build-out, and dedicated project management support; as well as, the transformation from the pilot project to the full 15-campus implementation. These funds were supplemented with resources from private foundations, partnerships, and grants.

#### **Math Education Development at NCCU – \$200,000**

The Mathematics Faculty Learning Community was established to offer additional training to faculty teaching math courses in the General Education Curriculum. The initiative was designed to assist faculty with course re-design and enhance teaching effectiveness with a focus on matching teaching and learning styles to improve student success. The professional development emphasized essential awareness, skills, and knowledge to address factors that contribute to student anxiety associated with taking mathematics courses. As a result, faculty participants were able to identify and implement at least three effective approaches to teaching college math. The culmination of the knowledge-based development is the creation of a “Best Practices in Math Teaching and Learning Portfolio Toolkit,” which can benefit individual faculty members, the department, and will serve as a database archive for further research. The toolkit will be shared with other UNC institutions.

#### **E-Procurement (SciQuest) – \$151,024**

In November 2009, UNC General Administration signed a system-wide Master Agreement to license and implement the SciQuest e-procurement and supplier enablement solution on most UNC campuses. President Bowles’ Advisory Committee on Efficiency and Effectiveness (PACE) Report had previously recommended a system-level e-procurement initiative as one of the University’s greatest opportunities for potential cost savings. The SciQuest solution provides strategic spend management software and services including e-procurement, supplier enablement, and spend analysis reporting at both the campus level and the system level.

The Strategic Initiatives Reserve funds the UNC System Higher Education Market Consortia e-catalog server license and software maintenance services. The UNC Consortia site leverages vendor catalogs and state and university contracts in a single instance portal used by member institutions. The product provides an electronic and efficient end-to-end process from item selection through payment using the seamless integration between SciQuest and the UNC Banner

ERP system. The SciQuest tool provides system-wide spend analysis functionality that is critical to negotiating better pricing across the UNC system and enabling strategic sourcing from both a contract and electronic catalog enablement perspective.

### **Community Campus Partnership Program for Tomorrow – \$115,000**

In response to the UNC Tomorrow Commission's recommendation that UNC play a greater role in terms of economic transformation and community development, particularly in rural and underserved areas of the state, UNC-Chapel Hill launched the Community-Campus Partnership (CCP). CCP is an initiative to form effective partnerships with economically-distressed communities in North Carolina. It brings together community-based organizations and multi-disciplinary teams of UNC-CH faculty, students, and staff, to help meet local challenges in a comprehensive way. CCP launched on July 1, 2009, and program resources have focused initially on two "Tier I" counties, Lenoir and Caswell.

In fiscal year 2010-11, UNC General Administration provided \$115,000 to support CCP. These funds were matched with \$115,000 from the Office of the Chancellor at UNC Chapel Hill. Together these resources supported multi-disciplinary projects involving UNC faculty, students, staff and community partners in Caswell and Lenoir Counties. Outcomes of all these projects include increased trust and shared priorities between the UNC Chapel Hill faculty and local communities in Tier I counties.

Projects include:

- Science, Technology, Engineering and Math (STEM) education project in nine public elementary schools with the Morehead Planetarium;
- Workforce development assessment initiative to craft career ladders for entry-level health care workers with the UNC Planning Department;
- Real estate development project to attract private investment into re-development areas with the Kenan Institute;
- Mentoring for 225 middle school students and high school dropout prevention programs with the UNC School of Education;
- Prostate health initiative for over 400 individuals through health fairs and other community venues with the UNC School of Epidemiology; and
- Inter-generational and wheel-chair accessible community garden project for middle school students and senior citizens with UNC School of Public Health.

### **Cumulative Effects Mathematics Project – \$60,000**

The University of North Carolina General Administration, the University of North Carolina at Greensboro, North Carolina A&T State University and Guilford County Schools are collaborating on a six-year (2006-2012) math pilot program that focuses on developing the content knowledge and pedagogical skills of high school math teachers through professional development, intensive mentoring, and incentive pay. The core program goals are to increase the recruitment and retention of qualified mathematics teachers to ten low performing high schools in Guilford County and to increase student performance at these schools for End-of-Year examinations in Algebra I, Algebra II, and Geometry. The project has five components – Teacher Compensation, Mentoring, Summer Mathematics Institutes, Professional Development Seminar Series, and Technology. Each year, an evaluation is conducted using student end-of-course test data and participant surveys and a report prepared that addresses each of the five components. Funds were provided to UNC Greensboro to support data collection, survey compilation and analyses, statistical analysis, evaluation of the project, and report preparation.

Prior results indicate Algebra I, Geometry, and Algebra II student enrollment, test proficiency, and percent of students proficient on the end-of-course tests have all increased by 22%, 64%, and 33% respectively in the low-performing high schools. Furthermore, the number of teacher applications submitted for high school mathematics positions has doubled. As a result, administrators have a larger applicant pool and can select the most qualified candidates while achieving a 83% teacher retention rate.

### **Military Affairs – \$58,889**

UNC manages partnerships with key military stakeholders in support of its teaching, research, and public service missions. In order to sustain reliable and consistent leadership for military partnership efforts, day-to-day program management is required to engage, inform, and execute objectives for the benefit of the state and federal governments. The UNC Partnership for National Security is the University's system-wide effort to support elements of the U.S. military located in North Carolina. The primary focus areas of the Partnership are the development of academic programs and supporting services for active service members and veterans, delivery of training packages and seminars for units preparing for overseas deployments, fellowship and

internship programs at UNC institutions and in military commands, and research and development focused on military applications. Funding from Strategic Initiatives also provided oversight for the following programs:

- Active UNC student participation in the U.S. Army Special Operations Command Internship Program
- 100% UNC campus enrollment in the U.S. Marine Corps Leader Scholar Program
- Optimum Warfighter Performance Workshop
- UNC System-wide Evaluation and Recommendation for Veterans Education and Services (UNC SERVES).

### **RAMSeS – \$52,000**

RAMSeS is a research administration tool management developed by UNC-Chapel Hill in 2008 and is currently used by 13 additional UNC campuses for sponsored program proposals, award management, and financial system integration. The initial implementation included basic reporting, but as utilization of the platform migrated to other campuses, more flexibility was required for over 10,000 proposals and 8,000 awards per year. Additional programming resources were acquired to develop more robust reporting features that included a web-based reporting module for public inquiry. The enhancements have improved the reporting capabilities and efficiencies of the RAMSeS product for the UNC system; as well as, campus leaders, deans, department heads and faculty.

### **Global Readiness and Economic Transformation – \$40,000**

Multiple projects were designed to create awareness, public visibility and discussion, data collection, and a collaborative environment with international partners. Strategic Initiatives Reserves funding allowed for the development and launch of an international portal to aid recruitment of international students for UNC. Staff worked with campuses and the U.S. Commercial Service for site content and development of an effective marketing strategy. The North Carolina Center for International Understanding, SAS Institute, and the NC Department of Commerce participated in a joint venture to acquire data and develop a website that promotes North Carolina's global connections in our counties. The UNC China project facilitated conversations for exchange relationships at Fudan, Tongji, and Soochow Universities in China.

Officials from the XiCheng School District in Beijing collaborated on a joint UNC and Chinese K-12 project on creativity and innovation.

The UNC Exchange Program to China was enhanced to solidify student exchange agreements with universities in China, with specific emphasis in the Shanghai region. As a result, Fudan University will provide three full scholarships to UNC students for the Fudan Summer Program. The next phase of student exchange agreements will focus on Tonji and Soochow Universities.

The UNC Engagement Summit hosted community engagement administrators from all 17 campuses to learn how to more effectively meet the needs of surrounding counties. The summit identified and established a networking mechanism with a list serve to set the stage for on-going collaboration and program delivery. To assist with development of enrollment goals, data analysis was conducted to gauge the workforce demand in North Carolina for four-year college graduates during the next ten years. A monthly newsletter was established and designed to communicate campus opportunities and advancements devoted to international, community, and economic engagement.

### **Expand Global Partners in Education – \$30,000**

UNC China Technology Learning Grants were provided to Fayetteville State University, North Carolina A & T State University, and East Carolina University to demonstrate the effectiveness of using technology to increase the number of students who interact with students in foreign countries by replicating and expanding the award winning Global Understanding course at East Carolina University. In order to streamline delivery and eliminate logistical barriers, the Office of Emerging Initiatives at East Carolina University received a technical assistance grant to develop instruction in appropriate pedagogy, align technical platforms, and train faculty for this initiative.

Fayetteville State University developed a joint course on Educational Psychology with the partner campus at Baotou Teachers College in Inner Mongolia China. NCA&T State University developed a course with Henan Polytech University (HPU) that focused on intercultural understanding; as a result, the campuses are exploring the possibilities for joint degrees. Students also compared learning styles of the U.S. and Chinese students, which contributed to



the appreciation of cultural differences. Faculty and students at all campuses found the experience very positive and effective with a goal of using this technology in future course offerings.

**UNC School of Law Civil Rights Center – \$25,000**

Founded by Julius L. Chambers in 2001, the UNC Center for Civil Rights has strived to extend America's promise of justice, prosperity and opportunity by elevating families and communities about the boundaries of race, class and place. The mission is structured to use community-based impact advocacy and legal education and scholarship to advance strategies that secure social, economic and environmental justice for low wealth, minority families and neighborhoods. A major educational initiative of the center, "The Unfinished Work": Advancing New Strategies in the Struggle for Civil Rights, was offered where issues were analyzed and innovative and strategic approaches were developed for applying the law, pursuing policy change, mobilizing well-informed grassroots activists, and encouraging the scholarly pursuit of public interest-oriented research.

**Unobligated Fund Reversion to General Fund – \$295,161**

The University of North Carolina reverted \$295,161 to the General Fund from the Strategic Initiatives Reserve.