

Report to the
2014 North Carolina General Assembly
Joint Legislative Education Oversight Committee



The University of North Carolina
Strategic Initiatives Reserve
2012-13

First appropriated in 1999, the Strategic Initiatives Reserve is used by the President of the University of North Carolina to encourage multi-campus initiatives, capitalize on promising opportunities, and address system-wide issues and concerns. Beginning in the 2005-07 biennia, the previous annual appropriation of \$4 million was reduced to \$3.3 million. Projects and collaborative efforts funded from this Reserve during the 2012-13 fiscal year are identified below.

NCSSM (Beijing Royal School) - \$20,000

- Supported North Carolina School of Science and Mathematics (NCSSM) to develop a strategic partnership with Beijing Royal School (BRS) allowing NCSSM to offer the initial AP U.S. History course to BRS.

Fudan Fellow Support - \$11,000

- Supported a UNC campus faculty member who worked out of the UNC Fudan office during the academic year to strengthen the relationship between the UNC System and Fudan University. The faculty member also supervised the UNC-ASU Holland Fellow in managing the office at Fudan University.

FSU (Retention Improvement) - \$200,000

- Funded several projects to improve the retention of male students. Funds were used to support tutors in the Freshman Learning Center, lab assistants in the Freshman Seminar Computer Lab, peer advisors for freshmen, arranged programs with motivational speakers, and implemented student success study hall.
- Strengthened student services in the Registrar and Financial Aid Office.
- Increased operation hours of the library.

NCSSM Public Safety Support – \$33,600

- Funded an armed on-duty Durham Police Officer during extended weekends and summer months to maintain the campus safety. Previously, there were no on-duty Durham Police Officers on campus during these times.

UNC FIT 2013 Strategic Initiatives – \$1,352,533

- Funded the operation of the UNC FIT project. The project identifies best practices and common standards, and integrates those practices into the University operations of each campus.
- Specific programmatic objectives achieved during FY 2013:
 - Leveraged an E-Procurement investment with SciQuest to provide and expand strategic sourcing, catalog enablement, and consolidated acquisition coordination efforts.
 - Partnered with the NC Community Colleges and College Foundation, Inc. to develop and pilot an automated Free Financial Application for Student Aid (FAFSA) verification process at ECSU and WSSU. The program is being expanded to four

additional campuses (FSU, UNCA, UNCP, WCU) in FY 2014 after the pilot implementation proof of concept was validated in FY2013.

- Expanded an online time and attendance application for the shared service center (SSC) payroll operations to six UNC payroll shared service campuses.
- Continued the UNC FIT business process improvement compliance initiative that has effectively reduced UNC annual audit findings from 58 in FY 2007 to 1 in FY 2013.
- Developed business case and campus procedural guidance to realize mobile communication device (MCD) allowance tax exempt status savings (40-50%) on UNC campuses.
- Partnered with the NC Department of Justice to enable campuses to upload past due account referrals into the Attorney General's portal through an automated process.
- Implemented a standard UNC student information system process to collect required military affiliated data for UNC SERVES (System-wide Evaluation & Recommendation for Veterans' Education & Services), that provides veteran student data collection, tracking, and performance and outcome reporting.
- Conducted an operational review to identify and select a uniform automated online transcript exchange service to deliver transcripts to students and between UNC constituent institutions and/or NC Community Colleges.
- Began a residency verification process review in coordination with the State Education Assistance Authority, NC Community Colleges and the NC Independent Colleges and Universities to identify a common process and standard for verifying residency for in-state tuition and student aid purposes.

ECU Coastal Studies – \$540,476

- Funded equipment required for the Coastal Studies Institution. The equipment will enable not only the CSI to improve the programmatic and operational partnerships with NOAA and ECU, but also allow this program's capabilities to fulfill its potential. The equipment includes hardware that allows broadcasting over multiple platforms with improved quality. As the CSI hosts and shares massive data, it requires relevant hardware to support those functions. HAM radio equipment is also required to support emergency management community during storm/disaster events. This equipment is a more reliable method of communication with the boats that are out to sea.

ECSU General Education – \$125,000

- Supported the strategic initiatives taken by ECSU in order to increase graduation, refine recruitment and retention efforts, and improve student advisement services. Those strategic priorities and needs will be achieved through enhancing the Academic Support Center by adding additional personnel, relevant software and appropriate technical support. The funding was also used to restructure the Transfer Student's Program, and improve services in the Counseling and Testing Center by providing additional equipment for use by students with special needs.

Strategic Planning at NCCU - \$200,000

- Funded a faculty summer institute in course redesign and pedagogy program at NCCU. The aim of the program was to provide a series of faculty development opportunities that equip all the participating faculty to more effectively teach students, to redesign three Spanish courses offered, and to set department-wide competency standards.

Strategic Planning at WSSU - \$200,000

- Funded strategic initiatives at WSSU to aid in achieving the UNC Strategic Directions 2013-2018 goals one and two. The projects included increasing the efficiency and efficacy of transferring to WSSU, and revision of BIS Degree Completion option at WSSU. The following projects were undertaken to achieve the second goal: improving the use of standardized rubrics to assess learning in the general education outcomes, improving the use of classroom rating of instruction to improve teaching and learning, banner enhancements to improve efficiency of transferring credits, and on an early alert warning system for all students.

Coastal and Marine Sciences – \$93,694

- Funded the contract with the American Association for the Advancement of Science (AAAS) on Coastal and Marine Science review.
- The AAAS was engaged to perform a comprehensive, cross-institution, site-based review of marine science programs, activities and related assets within the UNC System. A five-member panel with expertise and experience in areas such as marine and coastal science research, education, infrastructure, and university research administration visited North Carolina in January 2013, for a five-day tour of marine science research and education facilities. The campuses with marine science programs, activities and assets (UNCW, UNC-CH, NCSU, ECU, ECSU and WCU) provided targeted program and activity inventory information in advance of the visit and also made presentations to the panel during the visit. A two-person team from the AAAS presented summary results at the June 2013 Board of Governors meeting and issued a full report to President Tom Ross.

UNCGA Early Warning System Initiative – \$109,700

- According to the regulations of the Fostering Undergraduate Student Success Policy 400.1.5, all UNC campuses are required to have an Early Warning System (EWS) in place by Fall 2014. In order to ensure all campuses are compliant with this regulation, UNC-GA implemented a pilot during the 2012-13 academic year for three campuses that did not have a robust electronic system in place. The pilot campuses were Elizabeth City State University (ECSU), North Carolina Agricultural and Technical State University (NCA&TSU) and Winston Salem State University (WSSU). Select accomplishments of the pilot campuses include:
 - Implementation of EWS systems on each campus
 - Faculty and professional advisors trained on each campus
 - Increased identification of students experiencing academic difficulty

- Increased use of academic resources by students who were identified as at risk
- NCA&T's EWS went live in the fall of 2013 and reported 89% of the pilot cohort was in good academic standing at the end of fall 2013 semester. There was a 72% average alert survey completion rate by faculty.
- WSSU's EWS went live the in fall of 2013 and reported 10 target progress report campaigns during fall 2013 (athletes, academic probation students, students in two high DFW courses with a concentration of freshmen).
- ECSU's EWS goes live in February 2014 and has implemented a train the trainer model whereby sixteen faculty and staff have been trained and will be responsible for training their peers.

Unobligated Fund Reversion to General Fund – \$413,997

The University of North Carolina reverted \$413,997 to the General Fund from the Strategic Initiatives Reserve.