

## I. Executive Summary

### The Campus for Research, Entrepreneurship, Service, and Teaching (CREST) – Overview

Regional service and engagement are embedded in the mission, strategic vision, and core values of the University of North Carolina Wilmington. Implementing the millennial campus concept at UNCW will enable the university to enhance its educational and research resources and apply the university's intellectual capital to address issues of concern to its service region. Of critical and immediate importance is the need to improve the economy in Southeastern North Carolina and provide graduates who can work effectively in a knowledge economy.

For the past three years, UNCW has engaged in a campus-wide, cross-disciplinary assessment of its academic and research strengths as related to regional economic development needs and opportunities identified by business, industry, governmental agencies, and the community.

To create initiatives that directly and significantly advance the university's strategic goals and simultaneously enhance the economic development of the region, UNCW proposes millennial campus designation for three sites, two on main campus and one at a university property located about seven miles south. These sites would support activities that would:

- Expand the academic and research capacity of the university;
- Respond to demand-driven needs and opportunities to identify and implement economic development and workforce initiatives;
- Enhance the university's ability to perform larger scale multidisciplinary applied research programs that focus on important regional issues;
- Foster creative research and entrepreneurial thinking;
- Develop new processes and products that will benefit the region, the state and the global community;
- Create opportunities for students to interact with business partners in a real-world environment; and,
- Provide opportunities to develop new and creative funding sources for academic and research activities.

The proposed sites, initial program activities, governance and management processes, and business strategy described in this proposal constitute the elements of CREST, the Campus for Research, Entrepreneurship, Service, and Teaching.

Already recognized as one of the top 10 public master's universities in the south for the ninth straight year, UNCW is poised to leverage the millennial campus designation through its outstanding academic programs, research endeavors, and community service. The millennial campus activities identified in this proposal will build on the university's strengths and coastal location to reach new levels of academic excellence and research contributions while at the same time responding to needs of a variety of stakeholders to achieve positive regional economic development outcomes.

## CREST will advance the mission of UNCW

*"The activities of the millennial campus must be closely tied to the mission of the university. Every effort related to the millennial campus designation and operation should contribute directly and significantly to the mission of UNCW."*—Millennial Campus Committee

The proposed initial millennial campus program activities will advance the following essential elements of the university's mission statement:

UNCW is a public comprehensive university that:

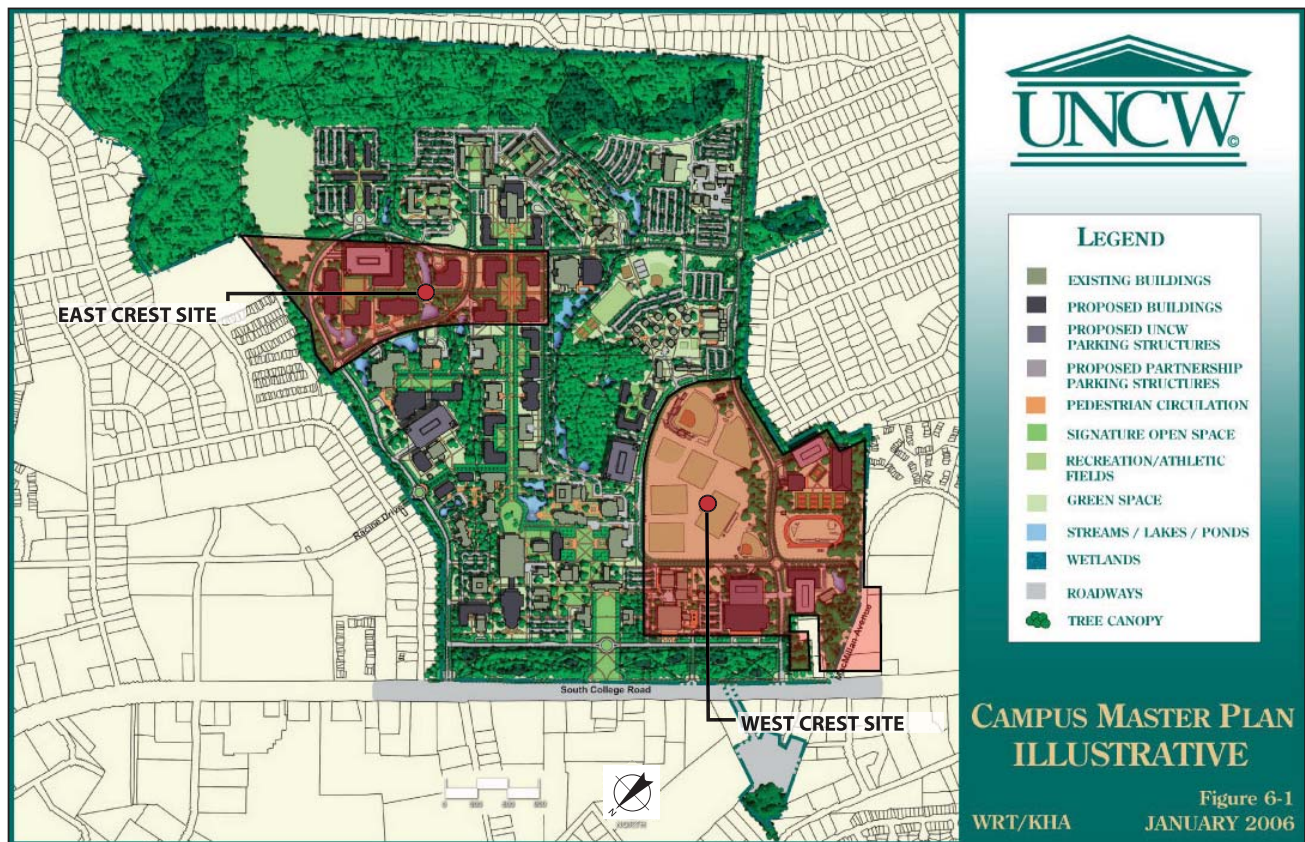
*"... is dedicated to learning through the integration of teaching and mentoring with research and service."*

*"... encourages public access to its educational programs and is committed to diversity, international perspective, and regional service."*

*"... seeks to celebrate and study the heritage and environment of the coastal region, and to enrich its quality of life, economy and education."*

CREST will advance the academic and research activities of UNCW and enhance the regional economy.

The following elements will be pursued as initial program activities within the millennial campus sites. These program activities take advantage of UNCW's coastal location and will address regional needs. In addition, the proposed initial activities were developed with extensive participation of UNCW faculty and build upon three existing areas of programmatic strength.



2006 UNCW Campus Master Plan Update



Proposed SOUTH CREST Site: Myrtle Grove



- **Marine Science, Biology and Marine Biology:**
  - Initiative for Marine Biotechnology in North Carolina
- **Chemistry and Biochemistry, Nursing, Biology and Marine Biology, Sociology and Criminal Justice:**
  - Accredited Analytical Laboratory in Forensic Chemistry and
  - DNA Sequencing Laboratory
  - Multi-purpose Laboratory and Regulatory Agency Complex
- **Health and Applied Human Sciences, Nursing:**
  - Health, Fitness, and Nutrition Center

Within these programmatic areas, the university's faculty and researchers will join with business partners to develop new processes and products that will improve the quality of life for the citizens of North Carolina, the United States, and the global community. As part of its on-going assessment of emerging regional needs, and as opportunities arise, the university will evaluate additional strong academic programs such as education and business for incorporation into the millennial campus program. Any new programs added must advance the university's mission and strategic plan and be financially viable.

## **The millennial campus proposal is founded on an extensive planning process**

This request for millennial campus designation is the result of an extensive planning process that began in 2004. The process involved consultation with other institutions of higher education in North Carolina, particularly with administrators from NC State who were involved in the development of the Centennial Campus. UNCW faculty was also closely involved in the development of the program of initial activities to be pursued at CREST sites. Also in 2004, UNCW began the preparation of a campus master plan. Completed in late 2005, the UNCW Campus Master Plan identified prospective locations for millennial campus activities and provided assurance that those activities would be compatible with and supportive of existing campus functions. The plan also assured that millennial campus activities would not interfere with the development of future academic and support functions required to serve the university's anticipated growth.

## **CREST sites leverage the existing land and facility resources of UNCW**

UNCW proposes that two areas on the main campus along with Center for Marine Science property be designated as millennial campus sites. The sites were selected to leverage existing facilities related to each of the proposed program elements. In total, these three areas will encompass approximately 210 acres. Use of existing campus lands for CREST sites has the following significant advantages:

- It leverages existing infrastructure and academic and support facilities, thereby minimizing startup delays and future development costs.
- It ensures close interaction between educational and business partners and increases the opportunities for students to gain real-world business experience.

## **UNCW has the resources to govern and manage CREST**

Governance and guidance for CREST will be provided through the chancellor and the board of trustees. At the outset, CREST will be directed by a senior management group composed of current key senior administrators of the university. The senior management group will, in turn, utilize existing administrative and support staff resources of the university to assist in the management of CREST until such time that dedicated staff resources are required.

The business strategy for CREST will be developed around several key elements, first and foremost to create initiatives that support and further the UNCW strategic plan based on a continuous assessment of the demand-driven needs of businesses, industry, governmental agencies, and the community. In addition, the business strategy will be informed by the university's academic and research leadership as relates to those demand-driven needs and opportunities. The startup business plan for CREST will be based, in part, on the business plans of the three focus programs which will be adjusted as these programs are further developed. When new initiatives are proposed for consideration, they will be evaluated as to their "fit" with both the academic and research capabilities, the interests of UNCW, the needs of the community, and CREST's business plan.