



MEETING OF THE BOARD OF GOVERNORS
Committee on Educational Planning, Policies, and
Programs

March 22, 2018 at 2:15 p.m.
University of North Carolina Wilmington
Burney Center, Ballroom C
Wilmington, North Carolina

AGENDA

- B-1. [Study to Establish School of Health and Health Care at UNC Pembroke](#)Junius Gonzales
- B-2. [Studies to Establish a Physician Assistant Program, a Chiropractic Medicine Program, and a pilot program for Basic Law Enforcement Training \(BLET\) at Winston-Salem State University](#)Junius Gonzales
- B-3. [ECU Innovation Early College High School](#)Kimberly van Noort
- B-4. [North Carolina A&T Revised Vision and Mission Statements](#)Kimberly van Noort
- B-5. [UTeach Feasibility Study](#)Sean Bulson
- B-6. Other BusinessAnna Nelson
- B-7. Adjourn

Additional Information Available

- B-1. Full Report: [Study to Establish School of Health and Health Care at UNC Pembroke](#)
- B-2. Full Reports:
 - [The Physician Assistant Workforce in NC and a Potential Physician Assistant Program at Winston Salem University](#)
 - [The Chiropractic Workforce in NC and a Potential School of Chiropractic at Winston-Salem State University](#)
 - [The University of Texas at San Antonio – Feasibility of Establishing A Basic Law Enforcement Training Program at Winston-Salem State University](#)
- B-3. [Support Documents: Cooperative Innovative High School Applications](#)
- B-5. [Feasibility Study of Implementing UTeach in the UNC System](#)

AGENDA ITEM

B-1. Study to Establish School of Health Sciences and Health Care at UNC PembrokeJunius Gonzales

Situation: The president submits this report and information for discussion and approval. The report will be submitted to the Office of the President Pro Tempore of the Senate, the Office of the Speaker of the House of Representatives, and the Legislative Library. The original due date was March 1, 2018, however; we worked with the General Assembly to extend the due date to March 29th, to allow full consideration and discussion at the March Board of Governors Meeting.

Background: Session Law 2017-57, Senate Bill 257, Section 10.14.(a and b) required the Board of Governors to report on the feasibility and recommendations for establishing a School of Health Sciences and Health Care at the University of North Carolina at Pembroke.

Assessment: The attached report includes all of the requested information and recommendations for the Board of Governors. Through UNC Pembroke, the University commissioned the Cecil G. Sheps Center for Health Services Research and Consulstart, Inc. to assist with the report.

Action: This item requires a vote by the committee, with a vote by the full Board of Governors through the consent agenda.

INTRODUCTION AND EXECUTIVE SUMMARY

The University of North Carolina at Pembroke (UNCP) respectfully submits the enclosed studies, documents, vision, and proposal in fulfillment of North Carolina appropriations act (N.C.S.L. 2017-57) which directed the Board of Governors to:

...study the feasibility of establishing a School of Health Sciences and Health Care at the University of North Carolina at Pembroke. In its study, the Board of Governors shall consider the health care needs of the region and what health science and health care programs would best serve the region and meet its health care needs. The board of Governors shall also consider the costs and financial benefits of establishing a School of Health Sciences and Health Care.

In an effort to obtain a thorough assessment, UNC Pembroke contracted with two nationally recognized groups; The Cecil G. Sheps Center for Health Services Research and Consulstart Inc. led by Dr. John Ruffin the founding Director of the National Institute on Minority Health and Health Disparities at the National Institutes of Health. Their reports are included. The overall findings are perhaps best summarized by the authors of the Sheps study as follows:

- "The findings from this report suggest that new health sciences programs at UNC-P could make a potentially significant and lasting contribution toward improving the supply of health professionals in the region, increasing the racial and ethnic diversity of the health workforce, and providing access to well-paying health care jobs." (Sheps, 36)
- "The development of a health sciences school could provide UNC-P an opportunity to build new health sciences programs from the ground up around inter-professional training. Similar concepts have been developed around the country and show benefits not only to the learners-in-training but also to patients in the community. These teams sometimes take on community-based research projects that develop the capacity of the student, university and community to respond to local health challenges. Inter-professional models of community-based education improve clinical care processes and increase the research capacity of the institution which could, in future years, draw in research dollars." (Sheps, viii)
- "A significant body of research shows that the best way to address these shortages is for rural communities to adopt a "grow your own" approach that draws students into health professions training programs from the local catchment area." (Sheps, 36)

These conclusions are further supported by the Consulstart report:

- "It is clear that many of these disparities and challenges have existed for some time and are likely to continue if not worsen unless something transformative is done. UNC Pembroke could make a significant impact in terms of access to care and expertise with new and expanded training of the next generation of health care work force. This could include direct care and behavioral health care." (Consulstart, 5-6)
- "Without some sort of change which creates a larger and more diverse work force prepared to work in a rural setting, it seems unlikely that improvements will be made in regional health outcomes." (Consulstart, 13)



Based on the detailed information contained in both reports, plus feedback from five focus groups of regional health care leaders, the University of North Carolina at Pembroke strongly supports the formation of a new College of Health Sciences. Given the university's already vibrant economic contribution, it is reasonable to conclude that targeted investments in academic and community health care programming would bring even more robust benefits across Southeast North Carolina, while simultaneously improving health outcomes, work force capacity and documented diversity challenges. As noted in the Shep's Study, adding academic health programming capacity in targeted and specific areas with abiding health disparities provides a better chance at a positive impact on outcomes.

An especially exciting opportunity for the new College is the creation of a uniquely positioned Clinical Research Program. UNC Pembroke is located in a distinctive tri-racial, rural county impacted by persistently chronic poverty. As noted, the health outcomes are severe and have not responded to interventions to date. A clinical research program could pull together local, state and federal partners, with associated funding, along with institutions, academic and otherwise, public and private, to coordinate studies in this unique population and region. Indeed, major pharmaceutical firms would have great interest in such studies. As the executive director of a leading NC health society noted, nowhere else could we match the clinical research possibilities in Robeson county and southeast North Carolina.

To form a new College of Health Sciences specific to the needs of our region, we propose to build on the existing infrastructure of health-related programs already at UNC Pembroke, and, in a managed, phased approach, create a continuum of care designed to address the clear, present, and persistent health factors and outcomes which have become a generational plague on southeastern North Carolina. The new College of Health Sciences will be phased in as follows:

PHASE ONE, 2018-2020

- Create College of Health Sciences
 - School of Nursing
 - Department of Social Work
 - Department of Counseling
 - Department of Athletic Training
 - Department of Exercise Science and Health Promotion
- Expand BSN Nursing program.
- Plan and start accelerated 5 year BS to OT program.
- Plan School of Optometry
- Plan DNP program
- Implement DPT MOU with East Carolina University
- Hire College of Health Sciences Leadership team

PHASE TWO, 2021-2024

- Start Optometry Program
- Start DNP Program
- Start Clinical Research Program
- Plan and start Doctor of Occupational therapy Program
- Construct College of Health Sciences Building
- Plan and start degree completion program for “part-way home” medical work force professionals: B.S. Rural Health Equity
- Plan B.S. Public Health

PHASE THREE, 2024-2027

- Start B.S. Public Health
- Transition DPT program from East Carolina University
- Plan and start Health Informatics and Analytics Certificate.
- Plan and start Master’s Degree in Health Administration (MHA).
- Plan M.S. Nutrition
- Conduct sweeping internal and external assessment to determine next steps, if any. Investigate partnership pathways with other universities to identify opportunities to make regional impact. Possible programs to consider include Physician Assistant and Speech Pathology.

The University of North Carolina at Pembroke is in the rare and enviable position to be able to transform an entire region of North Carolina, much as East Carolina has done in the eastern part of our state. With visionary legislation such as NC Promise as a tool for strategic growth, the foundation is in place to strategically and methodically change the futures of generations to come in southeast North Carolina. This study clearly demonstrates the need and equally the potential for meaningful long term economic and social impact. Importantly, this proposal is in keeping with the priorities expressed in the University of North Carolina System’s strategic plan: Access, Student Success, Affordability and Efficiency, Economic Impact and Excellent and Diverse Institutions.

Sincerely,



Robin Gary Cummings, M.D.
Chancellor

AGENDA ITEM

- B-2. Studies to Establish a Physician Assistant Program, Chiropractic Medicine Program, and pilot program for Basic Law Enforcement Training at Winston-Salem University.....Junius Gonzales

Situation:	The president of the University submits these reports and information for discussion and approval. The reports will be submitted to the Office of the President Pro Tempore of the Senate, the Office of the Speaker of the House of Representatives, and the Legislative Library. The original due date was March 1, 2018; however, we worked with the General Assembly to extend the due date to March 29 th to allow full consideration and discussion at the March Board meeting.
Background:	Session Law 2017-57, Senate Bill 257, Section 10.14.(c) required the Board of Governors to report its findings and recommendations on establishing a Physician Assistant Program, a Chiropractic Medicine Program, and a pilot program for Basic Law Enforcement Training at Winston-Salem State University.
Assessment:	The attached report includes all of the requested information and recommendations for the Board of Governors. The evidence presented leads the University to conclude it that there are challenges currently in trying to establish these programs at WSSU now. In addition to the varied, complex factors, such as current demand and career forecasts (and the lack of medical training preceptors), the University and the WSSU leadership note the costs of implementing any of these programs would prove exorbitant in both facilities and faculty and existing resources to dedicate. However, in lieu of establishing a BLET program, the University and WSSU will work together with Forsyth Technical Community College to establish a “2+2” degree program, with a BLET certificate, and a career path through the established WSSU Criminal Justice degree program.
Action:	This item requires a vote by the committee, with a vote by the full Board of Governors through the consent agenda.



THE UNIVERSITY OF NORTH CAROLINA SYSTEM

Report on Feasibility of Establishing Physician Assistant, Chiropractic Medicine, and Pilot Basic Law Enforcement Programs at Winston-Salem State University

February 28, 2018

University of North Carolina System
Chapel Hill, North Carolina

Executive Summary

As required by Session Law 2017-57, Senate Bill 257, Section 10.14.(c), the Board of Governors of the University of North Carolina was charged with examining “the feasibility of establishing the following programs at Winston-Salem State University: a Physician Assistant Program, a Chiropractic Medicine Program, and a pilot program for Basic Law Enforcement Training.”

The University, not having the expertise on-staff to complete the Physician Assistant and Chiropractic Medicine studies, commissioned the Cecil G. Sheps Center for Health Services Research to gather the required information from which the Board of Governors could make a recommendation to the General Assembly. The Sheps Center reports provide data and discussions on demographic trends, practice locations, demands for services, and educational trends. Their studies do not examine the costs and financing for the new schools.

For Chiropractic Medicine, the Sheps Center concluded that North Carolina patients may see not just chiropractors to meet their health needs for musculoskeletal issues, as they can also see a physician, a physical therapist, a massage therapist, or alternative medical provider. As such, they could not determine a demand for chiropractic services nor state if North Carolina is under-supplied.

The Sheps Center notes that while a physician assistant (PA) program at WSSU would likely increase the diversity of the NC PA workforce (if the graduates remained in-state), a key challenge remains the lack of available preceptorships in the state to train new PAs—and WSSU students would “navigate an already crowded field.” Director of North Carolina Area Health Education Centers (AHEC) Program and Vice Dean for the UNC School of Medicine Warren Newton provided a presentation to the Board of Governors at the January 2018 meeting on the overall lack of preceptorships in the state and its effect on medical education programs. Additionally, current PA schools in NC are at private universities (including at nearby High Point University), and these schools likely would out-compete WSSU students due to being able to pay higher costs for the limited number of preceptors.

After discussions with the WSSU leadership, and given the recent report on precepting issues in the state, the Board of Governors and the president of the University of North Carolina have concerns about establishing these schools at this time. There are many competing demands, such as primary care health professional shortages, that impact the state currently. Although, as the Sheps report notes, WSSU could contribute to the diversity of the chiropractic workforce and it would be unique to have this program at a public university, questions exist about the chiropractic profession and training. The addition of these programs at WSSU would require large amounts of additional state funding prior to any student enrolling. WSSU is at capacity in its health science programs, and adding additional programs would require vastly expanded facilities and the hiring of a large number of new and expensive faculty. The PA program may be one to examine in the future, as the Sheps report noted

WSSU may be well-positioned due to lower tuition than the private universities and could increase the diversity of the NC workforce in this area, we all believe the state must first examine and tackle the issue of preceptors.

For the study of the pilot program for Basic Law Enforcement Training (BLET), UNC contracted with experts at the University of Texas at San Antonio, and System staff members contributed to the research and report, including the Associate Vice President for Campus Safety and Emergency Operations, Mr. Brent Herron. We conclude that establishing a BLET program at WSSU would be duplicative of established programs at various community colleges. Moreover, according to the North Carolina Department of Criminal Justice, demand for additional graduates is insufficient and BLET graduates statewide have declined in recent years. Multiple community colleges and BLET academies have seen enrollments decline due to not enough new recruits desiring this training and career. The costs to establish and maintain a BLET program are substantial, to include facilities for driver training and costs to maintain vehicles as well as firearms and firearm training. In lieu of establishing a new program at WSSU, we recommend a “2+2” degree program with Forsyth Technical Community College, which would allow students to earn an Associate in Applied Science degree and BLET certificate, and transfer those earned credits into the established Criminal Justice program at WSSU. The University, through our Director for Community College Partnerships, will facilitate these discussions and assist the faculty and administration of these two institutions as needed.

AGENDA ITEM

B-3. ECU Innovation Early College High SchoolKimberly van Noort

Situation: East Carolina University is partnering with Pitt County Schools to launch and operate a Cooperative and Innovative High School in accordance with G.S. 115C-238.50-.55.

Background: East Carolina University (ECU) and Pitt County Schools (PCS), located in Greenville, NC, intend to operate an Early College High School to be known as the Innovation Early College High School (IECHS) on the campus of ECU for the express purpose of targeting high school students interested in achieving up to 60 hours of college credit, as well as their high school diploma, through pathways with a focus on Science, Technology, Engineering, Art/Design and Math (STEAM). IECHS is designed to provide a personalized, academically-energized, innovative environment, bridging the high school and college level. The IECHS will establish a robust education-to-workforce pipeline in which students have increased STEAM skills, knowledge, and abilities; develop competency in problem identification and innovative problem-solving; acquire leadership skills; and prepare for successful employment and entrepreneurial ventures.

Assessment: The Joint Advisory Committee recommended the ECU Cooperative Innovative High School application to the North Carolina State Board of Education for approval to open with funding for 2018-2019 school year. The State Board of Education voted in December 2017 to approve the application. Cooperative and Innovative High School funding for the ECU Early College is dependent on appropriation by the North Carolina General Assembly.

Action: This item requires a vote by the committee, with a vote by the full Board of Governors through the consent agenda.

AGENDA ITEM

B-4. North Carolina A&T Vision and Mission Statement RevisionsKimberly van Noort

Situation: North Carolina Agricultural and Technical State University requests approval of a revised mission statement.

Background: North Carolina A&T's strategic plan, *A&T Preeeminence 2020*, is undergoing a refresh process in order to integrate current issues in higher education and goals and targets set by the University of North Carolina System's strategic plan, *Higher Expectations*. The modifications to the mission and vision statements were made following a campus-wide process to engage all campus stakeholders and campus leadership. The revised statement was formally approved by their Board of Trustees on February 16, 2018.

Assessment: Approval of the revised mission statement is recommended.

Action: This item requires a vote by the committee, with a vote by the full Board of Governors through the consent agenda.

CURRENT AND PROPOSED VISION AND MISSION STATEMENTS

February 16, 2018

Current Vision Statement

North Carolina A&T State University will be recognized as a preeminent land-grant university and the institution of choice for high-achieving students who are inspired by outstanding teaching and learning, civic engagement, transformative research, and creative scholarship to solve societal challenges. (40 words)

Proposed Vision Statement

North Carolina Agricultural and Technical State University is a preeminent land-grant institution where high-achieving scholars are engaged in transformative teaching and learning, civic outreach, interdisciplinary research and innovative solutions to global challenges. (31 words)

Current Mission Statement

North Carolina Agricultural and Technical State University is an 1890 land-grant doctoral research university dedicated to learning, discovery, and community engagement. The University provides a wide range of educational opportunities from bachelors to doctoral degrees in both traditional and online environments. With an emphasis on preeminence in STEM and a commitment to excellence in all its educational, research, and outreach programs, North Carolina A&T fosters a climate of economic competitiveness that prepares students for the global society. (78 words) (Approved by the UNC Board of Governors, Feb. 21, 2014)

Proposed Mission Statement

North Carolina Agricultural and Technical State University advances knowledge through scholarly exchange and transforms society with exceptional teaching, learning, discovery and community engagement. An 1890 land-grant doctoral research institution with a distinction in STEM and commitment to excellence in all disciplines, North Carolina A&T creates innovative solutions that address the challenges and economic needs of North Carolina, the nation and the world. (62)

*Board of Trustees Approved
February 16, 2018*

AGENDA ITEM

B-5. UTeach Feasibility StudySean Bulson

Situation: Report on the feasibility of implementing the UTeach program for Board of Governors approval and submission to the Joint Legislative Education Oversight Committee

Background: As required by Session Law 2017-68, Senate Bill 315, the President and the Board of Governors must evaluate the feasibility of applying for and implementing the UTeach program as part of the curricula offered by the University of North Carolina System. The report should consider, “(1) how the UTeach program would match up with the curricula currently offered through the University of North Carolina System and what adjustments, if any, would be required for implementation of the UTeach program, (2) which constituent institutions and which departments and programs at those institutions would participate and collaborate in the UTeach program if it was implemented, (3) the application process and time frame required to develop a UTeach program tailored to fit within the curricula of the University of North Carolina System, (4) the cost of implementing and maintaining a UTeach program and the alternatives for financing the program, (5) any statutory amendments or other legislative action that would be needed for the implementation of a UTeach program, and (6) any other issues the President, or the President's designee, and the Board of Governors deem relevant in their evaluation of the UTeach program.”

Assessment: The draft UTeach Feasibility Study provides results from an online survey of UNC Education Deans and institutional representatives to obtain a better understanding on how the UTeach program would align with the curricula currently offered at their institutions and what adjustments, if any, would be required for implementation for the UTeach program. The survey also assessed potential interest in the UTeach program, as well as barriers to implementation. The study concludes with important considerations pertaining to UTeach implementation that have been carefully outlined to provide the General Assembly a clear assessment of the feasibility of implementation on any scale.

Action: This item requires a vote by the committee, with a vote by the full Board of Governors through the consent agenda.