



Campus Visit Summary
University of North Carolina at Greensboro

Campus Visit Date: May 8, 2007

Brief Overview

UNCG is classified as a Research University with High Research Activity by the Carnegie Foundation and offers programs at the baccalaureate, master's, intermediate, and doctoral levels. Its instructional programs are organized in a College of Arts and Sciences and six professional schools (business and economics; education; health and human performance; human environmental sciences; music; and nursing). Graduate studies are offered throughout the campus through the Graduate School. The University of North Carolina at Greensboro is committed to equality of opportunity. To further promote ethnic diversity, the University actively seeks to recruit and enroll a greater number of minority students, and currently has the highest percent enrollment of ethnic minority students among the historically white colleges and universities in the University of North Carolina system.

UNCG is in the business district of downtown Greensboro (population 238,000), a thriving business, manufacturing, cultural, and educational center in the piedmont region, with emerging nanotechnology and biotechnology ventures and companies. Greensboro is the home of several major industries.

- Total Enrollment Fall 2006: 16,728
- Undergraduate Enrollment Fall 2006: 12,921
 - 70.0% white, 18.7% black, 11.3% other
 - 68.4% female, 31.6% male

Campus' definition of its "region"

Located in Greensboro, the campus serves the Piedmont Triad region and the State of North Carolina.

Current responses to regional and statewide needs

The campus highlighted the following programs and initiatives as representative of its efforts to meet regional and state wide needs:

- Economic Development –
 - Biology undergraduate *Biotechnology concentration* prepares students for a variety of jobs in the biotechnology industry.
 - Geography and Political Science department cooperate to offer a *post-Baccalaureate Certificate in Urban and Economic Development*.

- *MPA program* trains students for professional positions in nonprofit management, community and economic development, and local government management.
- *Evening MBA program and BS in Business Administration* meet Triad place-bound working professionals' needs.
- BS in Information Systems and Operations Management offers a *concentration in Supply Chain Management and Post Baccalaureate in Supply Chain Management* to meet the needs of the Transportation and Logistics Cluster in the Triad.
- *MS in Accounting* meets the need for more accounting professionals.
- BS in Business Administration *concentration in Entrepreneurship/Small Business* meets the educational needs for the economic transformation of the region and state.
- *Non-degree Program for Management Development* meets the professional development needs of business firms in the region.
- *Office of Business and Economic Research* informs public policy through applied business and economic research.
- *Consumer, Apparel, and Retail Studies* program prepares student for careers in the design and marketing of apparel and other textile products.
- *Interior Architecture* program prepares students for careers in space and furniture design.
- *Center for Innovation in Interior Architecture* engages in research and creative activity on the use and application of design and interior architecture.
- UNCG offers extensive *international student exchange and study abroad programs* to help prepare students for professions in the global economy and intercultural society.
- Anthropology Department conducts *research on marketing* with North Carolina small farmers and commercial fishermen, on disaster recovery, and on health care availability for Latino populations.
- Geography department faculty conduct *research on the Triad's potential for economic development* in areas such as transportation/logistics and on journey-to-work patterns in the age of "urban sprawl."
- Business School students and faculty *conduct applied research* on various aspects of individual firms, industry trends, and regional economic competitiveness.
- *Impact of aging population on the economy* - A core research agenda of the campus connects business and aging in several ways, currently focusing on generational and family dimensions of finance and business, including the new concept of the '*Senior Sandwich*' Generation. UNCG is developing more broadly-based research, such as the *Carolina Silver Survey* – a state-level attitude survey that will focus on issues of interest to Carolina business (involves retiree migration and economic implications), a proposal to educate financial journalists about business & aging issues, and development of an online Business & Aging journal in partnership with AARP's Office of Academic Affairs

- Anthropology department conducts *Project Greenleaf*, a resource for local growers and farmers providing networking and assistance with marketing.
 - Broadcasting & Cinema holds the annual *Carolina Film and Video Festival* which brings professionals in the film industry to Greensboro, raising their awareness of the important role of film-making in the local economy and the campus' expertise.
- Education –
 - *Bachelor of Liberal Studies* is an on-line degree-completion program for working adults and community college graduates.
 - Many departments offer a BA with *teacher licensure* to prepare students for secondary-school teaching.
 - Geography Department has developed *BA, MA, and PhD programs in Urban Development and Geographic Information Science*, two areas where there are pressing regional and state needs for trained workers at all levels.
 - *Post-Baccalaureate Alternative Initial License (PAIL)* is a post-baccalaureate program that prepares high need special education teachers.
 - *Preparing Outstanding Science Teachers (POST)* program deepens middle school science teachers' knowledge and pedagogical skills.
 - *NC QUEST* program creates science learning communities in two high schools.
 - *NCTEACH* program certifies out-of-field lateral entry teachers.
 - *Master of Library and Information Studies (MLIS)* programs are offered in Charlotte and Asheville.
 - *Guilford County Schools cohort master's programs in science, mathematics, and social studies* advanced educational opportunities for middle and high school teachers.
 - *UNCG Recruitment and Retention Task Force* has developed a campus plan to increase recruitment of students into teaching and help retain them.
 - *The A+ Schools* program is leading educational reform in 42 North Carolina schools and working with UNCG's School of Education to place student interns in these reform programs to train for their future as teachers.
 - *Project DUET* is a teacher preparation project with an evaluation component.
 - Through *SERVE project*, faculty conduct educational research and provide technical assistance to public schools in a six-state area in the Southeast (\$35 million contract).
 - Physics & Astronomy offers public viewing nights at the *Three College Observatory* to educate the public and encourage children to become interested in the sciences.
 - *Wachovia teacher mentoring project* involves 9 Triad school systems.
 - Professional development programs for public school teachers are offered through *Yopp and University-School Teacher Education Partnership (USTEP) workshops*.
 - *Center for Educational Studies and Development* organizes clinical and educational leadership workshops.

- The *Youth Leader Corps program* provides leadership opportunities to underserved high school adolescents who plan and implement a value-based sport program for children from the local community. These children represent various ethnic and cultural groups (African, Mexican, Vietnamese, and African-American).
 - UNCG plays a leadership role in the *UNC/Guilford County Mathematics Project* that focuses on recruiting and retaining certified teachers in mathematics for low performing high schools and on increasing student learning in mathematics.
 - Originating *iSchool*, which will position UNCG to lead the State in the Governor's proposal to provide online college courses to high school students across North Carolina.
- Health –
 - UNCG participates in the Guilford Genomic Medicine Initiative with Duke University, the University of Miami, and the Moses Cone Health Care system with funding provided by the Federal Government's Department of Defense.
 - Geography Department held a series of *six workshops attended by over 200 health professionals* from across the state in the use of Geographic Information Science for public health applications.
 - Psychology's PhD in clinical psychology *trains professional clinicians for licensure* in either private practice or positions in hospitals and other clinical settings. For example, students are trained to use early-intervention approaches to enhance social and emotional development of preschool children through the *Bringing Out the Best (BOB) Program* (funded by Guilford County Partnership for Children), which also provides workshops for daycare teachers.
 - MA and PhD programs emphasize *health care economics* and applied research for public policy analysis.
 - New PhD in Communication Sciences and Disorders.
 - New DrPH in Public Health Education (Community Health Education).
 - *Healthy Girls Initiative* promotes and maintains health enhancing behaviors among girls through programming and research to develop strong bonds between girls and adult female role models.
 - Sponsors or co-sponsors several *women's health symposia/conferences* that are open to the UNCG community, including 2nd Annual Breastfeeding and Feminism Symposium: Focus on the Working Mother, co-Sponsored with the Women's and Gender Studies Program, and the 4th Annual Women's Health Symposium: Improving Women's Sexual Health, co-sponsored with the Greensboro Area Health Education Center.
 - *Nutrition program* prepares students for careers in nutrition, wellness, and nutrition science and as Registered Dietitians.

- *Center for Research Excellence* in proactive food components (part of the NC Research Campus in Kannapolis).
- *Nursing* – Several campus programs address the nursing shortage:
 - Bachelor's program to prepare Registered Nurses (graduates over 80 students each year)
 - Accelerated Bachelor's program for RN's who have an associate or diploma degree (offered in collaboration with Moses Cone Hospital)
 - Master's program educates nurses at an advanced level in education, administration, anesthesia, and nurse practitioner to help meet the need for these advanced practice nurses
 - MSN/MBA Program offered jointly by the School of Nursing and the Bryan School of Business and Economics
 - PhD program prepares nursing faculty and administrators.
- The *MS Genetic Counseling program*, a two year interdisciplinary program provides education and clinical training for genetic counselors. Graduates of the program are eligible to apply for certification by the American Board of Genetic Counseling (ABGC). Nationally, there is a great need for certified genetic counselors, especially as clinical genetics becomes integrated into various areas of medicine. As the only such program in North Carolina and one of 28 programs nationally, the MS Genetic Counseling program helps to meet the need for certified genetic counselors in North Carolina and the region. The program faculty also engage in research and scholarship activities in specific areas of need, such as ethical issues in genetic counseling, educational and counseling needs of patients affected with specific genetic conditions, and the knowledge, skills, and competencies of individuals providing clinical supervision for genetic counseling students.
- Biology conducts research on *water-quality issues* in the Triad.
- Biology faculty have responded to specific requests from industry to address issues in *food spoilage and drug development*.
- The *School of Music* is researching noise-induced hearing loss among students and faculty in the SOM and in the K-12 schools. Over 40% of our incoming students have the beginnings of a hearing loss; this is critical to the future of our students (and all students throughout the University).
- Anthropology offers *Recipe for Success*, a program with the North Carolina Nutrition Network and USDA designed to provide nutrition education to food stamp recipients as well as immigrants and refugees.
- Chemistry's *Center for Drug Discovery* works with local pharmaceutical companies on the application of computational approaches to drug discovery.
- Geography's *Center for Geographic Information Science and Health* provides workshops on use of GIS technology for public health professionals.
- Psychology operates the *Psychology Clinic and the AD/HD Clinic*, providing mental-health services to area residents, both through a sliding-scale fee and a Medicare contract.
- *UNCG Speech and Hearing Center* assists patients with communication disorders in the campus community and Piedmont Triad.

- *Speech and Hearing Program at the Gateway University Research Park* provides speech and hearing services to the aging population of the Triad.
 - *UNCG-HOPE (Helping Older People Exercise)*, an exercise program for adults over 50, provides community service and service learning for undergraduate and graduate students.
 - Collaborated with staff at the Moses Cone Regional Cancer Center, Junior League of Greensboro volunteers, and staff affiliated with a local non-profit (Alight, Inc.) on a study, funded by the Junior League, to develop *a resource guide for Greensboro women diagnosed with breast cancer*.
- Social Issues -
 - *BA in Anthropology*, which trains students to be better prepared for dealing with and providing services to the growing immigrant labor force in North Carolina.
 - *Environmental Studies program and Biology Department's concentration in Environmental Biology* prepare students to address environmental needs in the state and region.
 - Psychology Department, in collaboration with the Center for Youth, Families, and Community Partnerships, trains students to participate in a new "*Mental Health Court*" to identify the underlying mental health problems that cause recidivism among criminal offenders.
 - Romance Languages offers *modified instruction in Spanish* to meet the needs of learning-disabled students, in addition to Business Spanish and Spanish for Health Professionals.
 - Sociology provides *concentrations in criminology* in the BA and MA programs to prepare experts on deviance/crime who can address state and regional needs for prevention and rehabilitation.
 - Women's & Gender Studies offers an MA with *concentrations in Gender and Health and Gender and Community Leadership* that train graduates to address important societal problems in these areas.
 - *Human Development and Family Studies program* prepares students for careers as licensed teachers in B-K programs and in family service agencies as human sciences professionals.
 - *Center for Family Research* conducts nationally-recognized research on family and children issues.
 - *Social Work program* prepares students for social work careers in schools, hospitals, and many community agencies.
 - *Center for New North Carolinians* provides outreach, training, leadership development, and research focused on immigrant and refugee communities (this is the largest such center in the state).
 - *The CIVIC Project* offers training and workshops and private consultations with community groups, such as the Guilford Nonprofit Consortium, to address conflict and violence in organizations and communities. Supplies trainers, mediators, meeting facilitators, collaborative group leaders to community organizations on a sliding cost scale.

- *Parent Coordination Training and Research* program provides training in the new area of court practice in parent coordination to work with families in conflict over custody and other related issues.
- *Responding to the Aging Population* –
 - The dual degree master's in Gerontology/MBA degree program is the first such dual degree program in the nation
 - the annual Aging is Good Business summit provides a one-day meeting in which practitioners (business, social services, finance, etc.) meet with scholars
 - the master's in Gerontology with the Nonprofit Certificate option is the only such functioning program in NC
 - the MS in Gerontology degree is a generalist multidisciplinary degree
 - UNCG is the home of the American Institute of Financial Gerontology, which teaches applied gerontology to qualified financial services professionals.
- *Research in Psychology* includes: the causes of violence, substance abuse, and risky sexual behavior; difficulties regulating behavior and emotion in children; memory and cognitive function in older adults; prevention of domestic violence; effectiveness of treatments for various mental disorders, including AD/HD and depression.
- *Research in Sociology* includes: race and education; homelessness; infant and child homicide, response to disasters; consequences of criminal convictions; NC political system; housing discrimination.
- *Theatre collaborates with Triad Stage* to help strengthen this professional theatre company and enhance Greensboro's cultural appeal to new businesses as well as current residents.
- *The Harriett Elliot Lecture Series* uses endowment funds to present annual lectures that raise public awareness and understanding of important social issues such as eyewitness testimony, alternative energy sources, and changes in the workplace.
- Organize and produce the *NC Dance Festival*, promoting the creation and presentation of new choreography across the state.

Methods of identifying and incorporating regional and statewide needs into academic mission

- *Advisory Boards* – Campus schools, departments, and administrators receive input from a number of advisory boards at the departmental and campus level. In addition, department heads and deans solicit direct input from stakeholders (examples: the Dean of Education School meets periodically with 15 Piedmont Triad school superintendents; the School of Nursing hosts a bi-annual forum for clinical agencies to get feedback on student and graduate performance and to identify needs).
- *Strategic Plan* – The campus' five-year strategic plan incorporates external input in developing institutional priorities. Priorities and action plans of departments may be reviewed annually, and annual division reports are organized around

accomplishments in achieving annual institutional and departmental goals. The academic plan was last updated in 2003, and the campus plans to delay initiation of the plan update so that it may take outcomes of the UNC Tomorrow initiative into account. Academic units also conduct reviews of professional literature, participate in professional organizations, and conduct environmental scans of business, industry, demographic and social trends, and conduct employer surveys in developing new programs and initiatives. Finally, the campus' self-assessment process incorporates a strong use of data in measuring and assessing against established benchmarks.

Teaching Innovations (soft skills development, experiential learning, etc.)

- Teaching and learning at UNCG are anchored by 7 principles: set high expectations for students to learn; respect students' diverse talents and ways of learning; encourage students to be actively involved learners; encourage student-faculty interaction, in and out of classroom; give students frequent and prompt feedback; encourage students to devote sufficient time and energy to coursework; and develop opportunities for students to learn cooperatively.
- At UNCG, soft skills are included in the General Education goals that every student is expected to achieve. These include critical thinking (e.g. Undergraduate Research Assistantship Program), problem solving, lifelong learning, leadership, etc.
- UNCG is a national leader in requiring special achievement in Speaking and Writing (nearly ½ student body consults with Speaking and Writing Centers per year) and Global Understanding via the Lloyd International Honors College
- Office of Leadership and Service Learning coordinates a rich array of activities including Leadership Certificate Programs and numerous courses that are enhanced with a Service Learning component.
- UNCG's campus has been transformed to a wireless environment, freshman will arrive on campus with laptop computers (fall 2007), and faculty are integrating use of wireless technology into classroom instruction.
- The following are unit-based examples of soft skills development:
 - The Student Affairs Division has developed a definition of "a UNCG community leader" using 8 identified competencies of community leadership to describe a University "framework" for curricular and co-curricular leadership development.
 - Leadership and Service Learning has grown opportunities for students to apply class lessons in their community. This has evolved into the UNCG "Leadership Challenge", which is a recognition system that awards students based on their levels of engagement
 - 2,000 students are employed on campus each year and many of those positions are in management
 - Undergraduate research opportunities exist in every department (stresses skills: teamwork, data analysis, problem formulation...)
 - Freshman seminar courses encourage critical thinking amongst peers
 - Discipline specific internships
 - Communication-Across-the-Curriculum is a writing and speaking intensive collaboration stemming from the College or Arts and Sciences

- Graduate school programs offer grant and proposal writing courses as well as small group learning

Enrollment growth – General

- New student enrollment is growing every year
- Most departments lack space for new faculty, especially where lab or studio space must be provided
- In sciences and mathematics in particular, poor preparation of entering students greatly limits our ability to provide appropriate university-level instruction in these areas that are vital to the future of our economy and society
- UNCG has significant growth potential through distance learning initiatives

Enrollment growth – Special Populations

- UNCG is a model for diversity in both student and faculty recruiting
 - In 2005 a taskforce reported on UNCG’s changing student demographics and created a proactive call to action in response
 - UNCG is recognized for its innovative academic and cultural support systems that have been successful in retaining academically at-risk students. These key UNCG resources might also be used to maximize retention of second-generation students of immigrant origins
 - UNCG has made a concerted effort to increase the diversity of their faculty
 - More than 50% of the faculty is female
 - Ethnic minority faculty make up more than 12% of the total faculty
 - Ethnic minority students make up over 26% of the undergraduate population
 - UNCG serves more minority students, per capita, than any other historically white institution in the UNC System
 - Nearly 70% of the total undergraduate population is female

Faculty Issues

- *Promotion and Tenure Policies* – The campus’ P&T policies provide for rewards and incentives for faculty to “retool” to meet new needs and engage in more applied research and scholarship and public service, yet in some departments a “culture change” is needed to appropriately recognize the changing roles of today’s university faculty. For example, the campus’ P&T policies were recently revised to allow certain faculty to pursue “alternative profile” tracks agreed to by the faculty member and the P&T Committee which enables the faculty member to receive credit for engaged and alternative scholarship. The College of Arts and Sciences did recently revise its P&T policies to specifically recognize interdisciplinary work among faculty; this effort stimulated similar revisions in policies at other academic units.
- *Recruitment and retention* – UNCG has successfully recruited highly competent faculty to its campus, yet needs more competitive salaries and enhanced health care and retirement benefits to retain its outstanding faculty. UNCG mirrors national

trends in experiencing difficulty recruiting faculty in some high-need disciplines such as nursing.

- *Time constraints* – As the campus moves to promote more collaborative and interdisciplinary programs and research, developing such programs requires more planning which consumes additional faculty time (without lessening existing teaching and research/scholarship obligations). As enrollment grows, this time constraint issue becomes more acute as tenure-track faculty assume increasing responsibility for teaching numerous sections of introductory level courses.
- *Attrition and Retirement* – The campus does not comprehensively assess trends in faculty attrition and retirement.

External Communications

- The campus conducts a thorough impact study assessing its economic impact and the value of its “human capital” development. For example, for 2005-06, the campus reports \$33.5 million in research grants and contracts awarded, \$13.9 million expended in public service activities, and \$28.7 million spent on scholarships and fellowships.
- Service and outreach activities performed by each department and school are reported annually to the Division of Continual Learning.
- Academic units communicate directly with stakeholders; the campus would benefit from a comprehensive communications plan to broadly communicate the array of resources, programs, and initiatives it offers.

Barriers and Challenges facing the campus

- *Enrollment growth* – The campus notes that increased enrollment creates new demands that reduce the time available for planning and meeting emerging needs.
 - Fall 2005 enrollment: 16,147
 - 2017 projected enrollment: 24,165
- *Funding for applied and engaged activities* –The campus offered its general perception that industry (and the public at large) often believe that public institutions should charge lower fees for services than private-sector “competitors” because public institutions are state funded; for example, continuing education is receipt-based and must charge enough to cover all costs. A lack of funding for this activity within the University system is a barrier to performing more of it. The community college system is typically provided funding for specific workforce development programs (in addition to student FTE funding), but universities are not.

- *Inter-Institutional Collaboration* – The campus noted the lack of incentives to encourage more collaboration among UNC institutions; barriers to inter-institutional collaborations include differences in tuition rates, credit for enrollment, and equitable allocation of costs. Nevertheless, the recent approval of the UNCG/NC A&T Joint School of Nanoscience and NanoEngineering serves as an excellent example of the collaborative possibilities between two UNC institutions.
- *Attracting and retaining high quality graduate students* – The lack of tuition remission funding presents a challenge in recruiting and retaining high quality graduate students.
- *Facility utilization* – The campus is actively exploring ways to make better use of existing facilities by applying the UNC Eva Klein space guidelines and by carefully weighting all space requests. For example, between 2005 and 2006 the use of instructional rooms has improved:
 - from 35.6% room occupancy to 58.7% for classrooms, and
 - from 17.2% room occupancy to 24.5% for instructional laboratories

Opportunities

- *Campus portal* – Having a single portal of entry in accessing campus resources, programs, initiatives, and expertise would enable stakeholders to more effectively utilize these resources and better focus the campus’ numerous engagement and public service efforts.
- *Distance learning* – The campus identified significant growth opportunity through distance learning and online programs (it has already received strong positive external feedback on its existing distance education programs such as a recent review by the US Navy). Current plans for expansion include fully online minors and selected majors offered by the Business School, and a part-time MBA program, real-time interactive online programs in the School of Music, and gerontology courses being developed through the NC Gerontology Consortium. One barrier noted in expanding distance learning and online programs is the need for technical assistance for faculty in technology use (faculty are experts in their subject area, but may not be well-versed in technology applications).
- *New initiatives* – The campus outlined several future initiatives it wishes to explore:
 - International Honors College Campus (beyond the borders of its main campus)
 - Formal affiliation with Moses Cone Health Care System to develop a PhD in Nanopharmacology
 - Center for Sustainability
 - Institute for Translational Health Sciences
 - Center for Simulation and Design with Dell and/or Microsoft
 - Learning Resort/Silver Portal for learners age 65+

- *Satellite campus* – UNCG expressed interest in exploring establishing a satellite campus for selective undergraduate programs, perhaps developed in collaboration with another UNC institution, that utilizes both classroom instruction as well as online and distance education programs.
- *Gateway University Research Park* – Being developed jointly with NC A&T, the Park offers tremendous growth opportunity for UNCG as well as economic development potential for the region. The 150 acre Park is expected to be fully built out in 15 years. The Joint School of Nanoscience and Nanoengineering (operated jointly by UNCG and NC A&T) will be a signature program at the Park. The campus noted that some existing administrative policies create barriers to developing strong inter-institutional collaboration at the Park (see summary of this issue above in “Barriers and Challenges” section)