Campus Visit Summary The University of North Carolina at Chapel Hill

Campus Visit Date: May 24, 2007

Brief Overview

A major research university offering programs at the baccalaureate, master's, intermediate, first professional, and doctoral levels. With the exception of engineering and agriculture, it is the state's principal center of graduate education and research at the doctoral levels. Its instructional programs are offered through two divisions. The division of academic affairs consists of eight colleges and schools. The division of health affairs includes five schools. There are 80 centers, institutes, and multidisciplinary programs. The University of North Carolina at Chapel Hill is committed to equality of opportunity. To further diversity, the University actively seeks to recruit and enroll a greater number of students of color.

Chapel Hill, (population: 51,000) a beautiful college town in the center of North Carolina near the Research Triangle Park.

- Total Enrollment Fall 2006: 27,717
- Undergraduate Enrollment Fall 2006: 17,124
 - 73% white, 11% black, 15% other, 1% American Indian
 - 58% female, 42% male

Campus' definition of its "region"

UNC-Chapel Hill serves a statewide constituency, and national and international constituencies in some areas. Although not a land grant university¹, the campus promotes the tradition first articulated by President Edward Kidder Graham of an "extension model" where faculty remain on campus (as opposed to serving in field extension offices) and yet consider the practical problems of the state a legitimate field of university study and service.

¹ A land grant university is one so designated by a state's legislature to provide higher education outreach and extension services on a statewide basis. Historically, land grant universities were first established by Congress in 1862 with the mission of providing a liberal, practical education to working class individuals primarily in the fields of agriculture and technical trades. One of the hallmarks of land grant institutions is the agriculture experiment station program and local extension offices that historically served the agriculture industry by bring research innovations directly to farmers and agribusiness industries. There is now at least one land grant university in each state, and extension programs have broadened beyond their original mission of agriculture and technical trades to encompass a wide array of higher education programs and services in practically every discipline.

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 (*NOTE: Please see attachment for a listing of additional programs and initiatives*):

• Economic Development –

- o *Entrepreneurship programs* Through the Kenan-Flagler Business School, faculty and students target outreach to new and expanding innovative businesses, particularly "gazelle" entrepreneurial companies, offering advice and consultation.
- Community development Through the School of Government, state and local government officials, economic developers, and local non-profit organizations receive education, training, and individual advice and consultation services in building sustainable communities.
- Office of Economic and Business Development The office matches faculty and campus expertise and resources with economic development issues facing the state and its regions.
- o Renaissance Computing Institute (RENCI) Established in partnership with Duke and NCSU, the Institute utilizes leading high-performance computing and modeling technologies in analyzing and developing responses to significant state issues such as disaster response and mitigation (modeling storm surges, hurricanes, floods, and landslides to identify high-risk areas).
- o Global focus The campus educates students about and faculty conduct research in issues related to today's global economic and social issues through a variety of partnerships with foreign countries and institutions, including China (120 faculty and staff are involved in work groups with Tsinghua and Peking Universities), Malawi, India, and Madagascar (working on global health issues), and other projects and collaborations in South Africa, Russia, Thailand, Cambodia, the Dominican Republican, South America, and the Caribbean.
- National University of Singapore joint undergraduate degree program The
 first of its kind among peer institutions, the program offers UNC-Chapel Hill
 students the opportunity to earn joint degrees from both institutions in
 economics, English literature, geography, history, and political science.
- European Study Center (Winston House in London) The center serves as a venue for faculty and students engaged in international studies and study abroad programs (37% of UNC-Chapel Hill undergraduates participate in study abroad programs).

• Education –

o Fast track degree program – The School of Education and the College of Arts and Sciences are collaborating to recruit science and math majors into a 4th year accelerated teaching major using a streamlined set of education courses for students to graduate on time with an education degree. There are approximately 700 biology students on campus, not all of whom will pursue

- careers in medicine and health, and this pool of students will be tapped for recruitment into the education degree program. This program also will recruit future teachers from a smaller cohort of physics students.
- Carolina Student Transfer Excellence Program (C-STEP) This outreach
 program facilitates successful admission to college for low-income, highachieving community college students at Alamance, Durham Technical, and
 Wake Technical Community colleges.
- O National College Advising Corps Coordinating Office UNC-Chapel Hill is the national headquarters of this Jack Kent Cooke Foundation-funded program that places college advisers in 18 low-income high schools across the state and trains UNC-Chapel Hill seniors to serve as high school advisers for 1-2 years after graduation to assist low-income students with college enrollment; nine other campuses nationally are participating in this initiative.

• Health –

- Carolina Center for Nanotechnology Excellence Funded through the NIH
 "Roadmap for Medical Research Awards" program, the Center combines
 faculty expertise in nanotechnology with patient research at the Lineberger
 Comprehensive Cancer Center to develop quick translations of computational
 techniques into patient care.
- o *Increasing number of health care professionals* The campus is planning enrollment increases at the schools of dentistry, medicine, and nursing.
- AHEC Through nine regional centers across the state, health sciences faculty and students provide patient care and professional development programs for health care professionals in underserved areas.
- o *North Carolina Academy of Public Health* The academy provides life-long learning for public health officials statewide to keep these professionals abreast of the latest developments in public health; this program is operated in partnership with AHEC.
- o *Joint Pharmacy program at ECSU* To address the shortage of pharmacists (and particularly minorities in this profession), the UNC-Chapel Hill School of Pharmacy offers a Doctor of Pharmacy Degree to ECSU students who are seeking a BS in Pharmaceutical Sciences from ECSU. Through the use of innovative interactive videoconferencing technologies, faculty and students in Chapel Hill engage with students on the ECSU campus.
- Action-Oriented Community Diagnosis program Masters students in the School of Public Health conduct community-based research to identify and develop action plans to address problems in areas such as health, education, employment, and transportation; to date over 1,000 students have worked with 262 communities statewide.
- Engaged Institutions Effort of Community Campus Partnerships for Health –
 The Kellogg Foundation supports this program in the School of Public Health focusing on the elimination of racial and ethnic health disparities.
- o Nursing The School of Nursing is developing a "fast track" degree program to increase the number of nursing graduates to a rate of 160/yr for the next 4

years. In addition, through AHEC, "nursing refresher" programs are offered for RN's who are re-entering the profession.

Social Issues –

- O School of Government Engaged scholarship and teaching by faculty focuses on issues of concern to local and state government officials; annual impacts include 14,000 public officials served through educational programs and approximately 100,000 served through direct consultation and advice, 200 classes, workshops, and programs, and 100 publications on legal and policy issues affecting public officials.
- o *Carolina Center for Public Service* The center promotes scholarship and service among faculty, students, and staff.
- O Jordan Institute for Families The institute serves as the research, training, and technical assistance arm of the School of Social Work by bringing together experts in the field of social work to develop and test policies and practices that strengthen families.
- O Assisting People in Planning Learning Experiences in Service (APPLES) This student-initiated, student-led, and student-funded program engages students, faculty and community agencies in service-learning ("experiential learning") partnerships; 150 community organizations in the Triangle region alone participate in the APPLES program.
- O Public Service Scholars The program promotes public service and community engagement among students; each student logs at least 300 hours of public service and completes training and courses with a public service component. In the last three years, 1,000 students have logged 198,000 hours of service work with organizations ranging from nursing homes to hospitals to public schools to non-profit organizations.

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

- Chancellor's Task Force on Engagement with North Carolina This campus-based task force was formed to determine how the campus could better engage with the state and address regional and state needs. Task force members consulted with leaders in business and industry, government, education, health care, and community based organizations to develop specific responses by the campus (some input was received through forums and summits such as the Carolina Community Economic Summit involving 80 participants from the campus and community leaders). Three main areas of focus were identified through this process: education, health, and economic development. As a result of the task force's work, the office of Vice-Chancellor for Public Service and Engagement was formed to further define, coordinate and oversee the campus' increased focus on engagement.
- Academic Planning process Adopted in 2003, the campus' Academic Plan outlines
 the campus' six major academic priorities, identifies related strategic areas of
 opportunities, presents recommendations on specific plans of action, links plans to

resource allocations, and assigns administrative units to be accountable for follow-up. Funding requests from schools and departments must align with the priorities and strategies of the Plan. Progress toward goals is assessed annually and reported to the Board of Trustees. The Plan serves as a tool for communicating main priorities to the campus community. The six major academic priorities identified in the Plan are:

- o Provide the strongest possible academic experience for all students
- o Further integrate multidisciplinary research, education, and public service
- o Strengthen faculty recruitment, retention, and development
- o Increase diversity among faculty, students, and staff
- o Enhance public engagement
- o Extend global presence, research and teaching
- Advisory Boards The campus receives input on concerns and needs from a number
 of advisory boards. Most schools, departments and centers have advisory boards
 comprised of leaders in areas and fields related to that unit. Community input is also
 sought and received through specialized units such as North Carolina Public Radio
 (WUNC-FM), the Sonja Haynes Stone Center for Black Culture and History, the
 North Carolina Botanical Garden, the Ackland Art Museum, the Center for the Study
 of the American South, the Friday Center for Continuing Education, and the Carolina
 Center for Public Service.
- *Tar Heel Bus Tour* For 10 years, the campus takes new faculty and administrators on a 5-day bus tour of the state educating faculty and administrators about North Carolina and receiving input from community leaders about their needs; during the last 10 years 360 faculty and administrators have participated.

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

- Experiential learning (service learning, study abroad, internships) has become a new component of the required undergraduate curriculum.
- Study Abroad In March, UNC launched a joint undergraduate degree program with
 the National University of Singapore (NUS). Eligible undergraduates at UNC-Chapel
 Hill can take two to four semesters of classes at NUS and earn diplomas from both
 universities.
 - o This spring marked the dedication of the European Study Center in Winston House in London, augmenting a relationship with King's College, London.
 - The need for a London location is another indication of the strong student interest in Carolina's study abroad programs. For the past several years, the campus has been among the leaders of all public research campuses for the percentage of undergraduates studying abroad. *That rate has reached about 37 percent, growing from about 15 percent in 2000.* The goal is for every undergraduate to have a significant international education experience.
- Accelerated Learning Modules To respond to the increased need for soft skills and to connect students and faculty intellectually, the School of Pharmacy altered the information delivery mechanisms used in their classes. Online web modules are now

being used to prepare students prior to entering the classroom for that day's lecture. The modules are equipped with online quizzes and interactive activities that enhance the depth and understanding of materials, similar to modules used by business for continuing education.

Enrollment growth – General

- Chapel Hill plans to grow to help meet the changing needs of students and the state, especially as it faces rapidly shifting demographics. They are prepared to do their part to help the UNC system accommodate the expected enrollment boom as the number of high school graduates going to college rises. By 2015, they project enrollment will reach 29,474 students. Their chief concern remains identifying and securing the necessary infrastructure and funding for the additional faculty and staff required to support enrollment growth and maintain and enhance academic quality.
 - o Goal: Maintain 60/40 undergraduate to graduate student balance.

Enrollment growth - Special Populations

- Recruitment uses minority recruiters to focus on recruitment of underrepresented minorities across North Carolina. Recruiting takes places in high schools, during regional visits and at community events.
- *The Carolina Covenant* guarantees a debt-free education for qualified low-income students. More than 900 Covenant Scholars are benefiting from the program, which has become a national model.
- *The Carolina College Advising Corps* will recruit and train seniors at Carolina to be full-time college advisers in 18 low-income North Carolina high schools.
- Carolina Student Transfer Excellence Program (C-STEP) encourages low- to moderate-income community-college students to transfer to four-year colleges and universities; this fall, 35 of 75 C-STEP students are expected to transfer to Carolina.

Faculty Issues

• Promotion and Tenure policies – Currently, P&T policies (governing promotion tenure) and merit salary evaluations do not encourage and reward faculty for engaged public service and engaged scholarship that does not result in traditional scholarly publications. Similarly, applied research and external results of research, such as patents, intellectual property licenses, business spin-offs and tech transfer, are not recognized to the extent that basic research is for promotion and tenure. Discussions have begun on campus about changes to its P&T policies to encourage and reward faculty for engaged scholarship and public service.

- Attrition and Retirement trends While the campus does not formally track trends in faculty attrition and retirement, informal estimates place the number of UNC-Chapel Hill faculty who will be eligible for retirement in the next ten years at 70% (for example, the mean age of Nursing School faculty is 55). This trend demonstrates the need for significant increases in faculty recruitment and retention to prepare for high turn-over in the next decade.
- Faculty salaries The salaries of faculty are not competitive with its national peers, making recruitment and retention of leading faculty difficult. In addition, the benefits package actually presents a loss to some faculty members that they try to recruit.

External Communications

- Current impact The campus estimates that the impact of the research dollars attracted by its faculty yield a \$1.70 benefit to the state for every \$1 awarded the campus' \$593 million in research dollars received in 2006 yielded over \$1 billion in economic impact to the state, and 80%-90% of the campus' research dollars evolve into income for employees or revenue sources for North Carolina businesses. In addition, the campus reports receiving 21 patent awards in 2006, starting a total of 36 new companies, licensing 43 inventions, and receiving \$2.2 million in revenues from licensed technology.
- Comprehensive assessment of impact The campus does not currently assess its overall impact on the state, but is planning to do doing so. Such an analysis could include the impact of the campus' 11,000 employees, \$1.8 billion ongoing construction program, 131,000 alumni living in North Carolina, and health care provided through the UNC Health Care System, AHEC, and other clinics and patient services affiliated with the campus' health sciences schools.
- Carolina Connects initiative Started in 2004, the Chancellor tours the state, meeting with business, education, and community leaders to promote campus programs and initiatives that seek to address issues involving public education, health, and economic development. To date, 70 such visits have been held. During the visits, legislators and other policy leaders as well as the news media are involved as a way of highlighting the campus' service and engagement activities. A comprehensive marketing effort is in the planning stages now to increase citizen awareness of the many ways in which UNC-Chapel Hill serves the state.

Barriers and Challenges facing the campus

• *Increasing private industry research dollars* – Only 4% of the campus' 2006 grant revenues came from private industry, ranking it 90th among its peers (Duke ranks 1st and NCSU's Centennial Campus ranks 15th). The Carolina North research campus is seen as an opportunity to partner more directly with private industry, develop more spin-offs from faculty research, and attract more private industry grant dollars.

- Enrollment growth The campus expressed concern at exceeding total enrollment beyond 30,000 students due to lack of infrastructure (research lab space, classrooms, student facilities, etc.), lack of land (the main campus is virtually landlocked) and funding to accommodate more students beyond the 30,000 level.
 - o Fall 2006 enrollment: 27,717
 - o Projected 2015 enrollment: 29,474 (campus projection)
 - o Projected 2017 enrollment 35,311 (GA projection)
- Recruiting and retaining high quality graduate students The lack of tuition remission funding makes attracting and retaining high quality graduate students (especially at the Doctoral and post-Doctoral level) challenging, especially given that UNC-Chapel Hill is competing nationally and internationally for these students.

Opportunities

- *Increased Engagement* In receiving the Carnegie Foundation's "community-engaged university" voluntary classification (in the combined categories of curricular engagement and outreach and partnership), coupled with the establishment of the office of Vice-Chancellor for Public Service and Engagement, the campus is poised to significantly increase its level of engagement with the state.
- Satellite programs The School of Pharmacy's innovative joint program with ECSU offers a model for increasing satellite programs in other high-demand disciplines elsewhere in the state. In addition, the School of Nursing expressed interest in establishing a satellite program in partnership with another university or college in the RTP area (including perhaps a private institution) to expand its nursing program and develop more clinical sites for nursing students. Both the use of video conferencing and distance learning innovations as well as expanded physical sites offer opportunities for the campus to increase its production of students in high-need areas as well as allows the campus to increase its enrollment beyond the physical limitations of the main campus.
- Campus portal The campus visit materials highlight the wide array of programs, services, initiatives and resources offered by UNC-Chapel Hill. Developing a single portal of entry into the campus through which external stakeholders (community leaders, business and industry, education and health professionals, government officials, individual constituents, etc.) could identify and access programs that could be of benefit to them would enhance the campus' outreach and engagement activities.
- *Comprehensive Communications* The campus currently does not have a comprehensive communications plan that broadly communicates the campus' impact, resources, programs, and initiatives. It has engaged a consultant to assist in developing such a plan.

Attachment A

Carolina Connects: Responding to the Needs of North Carolina

A Sample

Education

The Carolina Covenant guarantees a debt-free education for qualified low-income students. More than 900 Covenant Scholars are benefiting from the program, which has become a national model.

The DESTINY Program takes two buses, fully equipped as science laboratories, to schools across the state. In 2005-2006 alone, the program served 8,363 students at 158 N.C. schools.

LEARN North Carolina provides a virtual classroom of online courses for K-12, visited by about 20,000 students and teachers every day.

The Carolina College Advising Corps will recruit and train seniors to be full-time college advisers in 18 low-income North Carolina high schools.

Carolina Student Transfer Excellence Program (C-STEP) encourages low- to moderate-income community-college students to transfer to four-year colleges and universities; this fall, 35 of 75 C-STEP students are expected to transfer to Carolina.

Morehead-Cain Scholarships for future leaders have been expanded in number thanks to the largest donation ever given in support of Carolina.

National Research Center for Rural Education Support (NRCRES) works to improve teaching, learning and student achievement in rural schools using state-of-the-art distance education.

UNC Project for Historical Education (PHE) offers Saturday seminars for social studies teachers in public schools.

Treatment and Education of Autistic and Related Communication Children with Handicaps (TEACCH) serves 6,000 individuals with autism and their families through nine regional outpatient clinics, helping individuals to function independently and getting jobs for 1,000 adults.

Continuing education courses attracted more than 109,000 participants in noncredit courses, and 1,200 participants who earned academic credentials.

The William and Ida Friday Center for Continuing Education is home to most of Carolina's continuing, online and distance education programs, including courses

taught at correctional institutions and a nursing refresher program that helps 200 nurses a year return to the profession.

A new **fast-track program** in the School of Education will enable undergraduate science students to become certified teachers without lengthening the time needed to graduate.

Carolina Online Lateral Entry (COLE) Program allows teachers who have been hired but are not yet licensed to earn state licensure in mathematics or science at the middle grades or secondary level while completing their first two years of teaching.

Durham Scholars Program helps 30 low-income sixth-graders a year prepare for college by improving both academic and social skills in after-school classes.

Hickory Metropolitan Higher Education Center is a virtual institution of higher education that assists students who have completed their initial two years of college to earn undergraduate and graduate degrees through part-time classes.

School of Social Work distance education programs recruit those employed in human services, parents returning to the work force and others through its four locations.

At **Peck Elementary School** in Greensboro, a faculty member taught a dozen handson lessons to fourth graders, including experiments about electricity and magnetism.

To promote **high school reform**, the School of Education is conducting performance audits of high schools in all 115 school districts in the state to ensure accountability and guide the smart, targeted use of resources.

Research at the **Frank Porter Graham Child Development Institute**, which currently supports 45 projects, influences early childhood policy nationwide and around the world.

Family Life Project examines biological, individual, family and community processes to improve the lives of nearly 1,300 children in rural areas.

A leadership/management training program has been developed for priority high schools by Kenan-Flagler Business School faculty, who are also building K-12 education models in Durham and Edenton/Chowan.

The Community Workshop Series provides free computer and information literacy programming to community residents, reaching 1,622 participants in its first two years.

In providing **information services to the public,** the University libraries made 16,000 interlibrary loans to readers statewide.

As part of their **support for K-12 education**, University libraries host "research days" for 12 area schools each year, teaching some 500 students about library research and introducing them to the Carolina campus.

The Program in the Humanities and Human Values sponsors continuing education seminars to help business executives, public leaders, humanities scholars and teachers explore and respond to emerging issues and challenges.

Health Care

N.C. Area Health Education Centers in nine regional offices offered 7,745 continuing education programs in health topics to 184,194 participants in 2004-2005.Of the nearly 2,000 physicians graduating from AHEC since 1980, more than 1,100 are now practicing in North Carolina, nearly half in family medicine.

Doctor of Pharmacy Partnership Program co-enrolls 10 to 15 pharmacy students a year at UNC-Chapel Hill and Elizabeth City State University.

North Carolina Institute for Public Health prepares the next generation of committed, minority public health leaders with "Managing through Turbulent Times," a program that targets African American, Latino and Native American communities.

North Carolina Breast Screening Program increases mammography and Pap testing rates to improve quality and length of life for rural African American women.

North Carolina Cancer Hospital, to be completed in 2009, will serve as the clinical home for the UNC Lineberger Comprehensive Cancer Center, one of only 38 such National Cancer Institute-designated centers in the United States.

BEAUTY Health Project is a four-year study to assess the effectiveness of using 62 beauty salons in central North Carolina to share information about preventing cancer with nearly 3,000 African-American women.

ENNEAD Society of Dental Volunteers provide free dental care at mobile clinics, including almost \$70,000 worth of care to 267 patients at a two-day Missions of Mercy clinic in Burlington.

A Su Salud (Spanish for "To Your Health") has taught practical, intermediate-level Spanish to about 500 health care providers, in various formats.

Program in Racial Disparities and Cardiovascular Disease, a partnership of doctors at Carolina and East Carolina University, enables scientific collaborations to bring near-term breakthroughs in the understanding and treatment of this cause of illness and death in the United States.

Ethnicity, Culture and Health Outcomes (ECHO) Program works to eliminate health status and health outcomes disparities through translatable, evidence-based research, multidisciplinary training and education and culturally sensitive service to North Carolina communities

Pilot study of mental health among Latino immigrants involves faculty research at 10 schools across five different school systems in the state and work with the N.C. Department of Health and Human Services and many Latino-serving organizations throughout the state.

UNC Health Care System, which serves more than 400,000 patients a year, recently overhauled its policies to improve access to the system for those in financial need.

Preventing childhood obesity and diabetes among middle school students in rural North Carolina is the goal of a three-year project begun in January 2007 by a School of Nursing research team.

Improving the Care of Acutely Ill Elders by bringing education and training in geriatric care to nurses in rural or underserved areas is the goal of a partnership between the School of Nursing and the N.C. AHEC program.

Psychiatric Mental Health Nurse Practitioners (PMH-NP) program is the first and only in the state to prepare psychiatric mental health nurse practitioners to provide one-stop diagnosis and treatment to patients in medically underserved areas throughout North Carolina.

Task Force for a Healthier North Carolina examines barriers that limit access to health insurance and offer policy recommendations to overcome the barriers.

Center for Health Promotion and Disease Prevention's research addresses challenges that many state residents face, including pediatric obesity, inadequate nutrition and cancer risks.

Get REAL & HEEL Breast Cancer Program (Get Recreation, Get Exercise, Get Active, Get Living) gives breast cancer patients in the greater Triangle area free gym privileges and a trainer.

N.C. Health Info is a website developed by the Health Sciences Library to provide Internet users with quick and easy access to quality health information.

AHEC Digital Library website provides community healthcare providers with access to clinical information resources equal to those available from academic medical libraries.

Community Workshops in the Library (CWL) offers free instruction to the public on computer and information literacy topics including three classes on online health information.

The North Carolina Women's Health Report Card plays an important role in indicating further areas of consideration for researchers and local policymakers in the areas of women's health.

The Cecil G. Sheps Center for Health Services provides better health care to the state's residents through research on topics such as long-term care, women's health and disparities in care.

Tri-County Family Dental Center is a new 18-chair dental clinic in Dunn serving patients in five southeastern counties that will be staffed in part by two general dentistry residents from Carolina.

National Children's Study, the largest long-term look in the United States at the effects of social, behavioral, biological, community and environmental factors on human health and development, will include children in Duplin County and UNC researchers.

Research

Renaissance Computing Institute uses sophisticated, high-performance computing resources and expertise, primarily to help the state plan for and respond to disasters, through modeling of storms, floods and landslides.

Roadmap for Medical Research encourages researchers to attack difficult problems using interdisciplinary collaboration and sophisticated computational techniques for quick translations to patient care.

Institute for Pharmacogenomics and Individualized Therapy will make drugs safer and more effective and speed laboratory discoveries to physicians and patients through its genetic research.

Impact Awards for Graduate Students have recognized research projects on issues related to education, economic development, environmental issues, health and social services, some with a direct impact on the state's citizens.

SPIRE (Seeding Postdoctoral Innovators in Research and Education) combines research training with professional development at Carolina and hands-on teaching at a minority-serving university in the state to help young scientists become researchers and educators.

The Office of Undergraduate Research includes a number of internships and opportunities for students to conduct community engaged research.

The Nutrition Research Institute (NRI) in Kannapolis will influence health policy recommendations statewide and nationally through its research.

Center for AIDS Research (CFAR) provides infrastructure to support investigation of the HIV/AIDS epidemic using clinical and behavioral research and educational outreach.

Southern Astrophysical Research (SOAR) produces the best-quality images of any observatory in its class in the world, which are available through the Internet to faculty and students in Chapel Hill and in public school classrooms across North Carolina.

Highway Safety Research Center created the concept of the graduated driver's license for teens, which has resulted in fewer injuries, fatal accidents and tickets for teen drivers.

Economic Development

Carolina Entrepreneurial Initiative is creating a surge of entrepreneurship among students, faculty and staff, including a new minor in entrepreneurship in the College of Arts and Sciences, aided by faculty and alumni who are successful entrepreneurs.

Spin-off companies – 36 of them created since 1995 through faculty discoveries and innovations – include high-tech ventures like Inspire Pharmaceuticals and Liquidia Technologies Inc., resulting in jobs for North Carolinians.

The Office of Economic and Business Development (OEBD) matches faculty and campus expertise and resources with economic development issues facing North Carolina and its communities and organizations.

Student Teams Achieving Results (STAR) MBA students consult with and assist N.C. businesses free of charge in return for the opportunity to learn from experienced business leaders about real-world challenges.

Center for Competitive Economies works with leaders at the community, county and regional level to address the challenges of global competitiveness and create custom solutions that build on the unique assets of each region.

Community and Economic Development Program provides public officials with training, research and assistance that support local efforts to create jobs and wealth expand the tax base and maintain vibrant communities.

Kenan Institute Charlotte develops models for creating jobs and alleviating poverty in the inner city, using Charlotte as its laboratory.

Community Outreach/Public Service

Carolina Center for Public Service coordinates campus outreach activities around the state and is home to the Carolina Center for Public Service Database of 858 projects (http://ccps.unc.edu/database/main.jsp) and the Public Service Scholars program, more than 1,000 students who have linked coursework with public service.

Community Development Academy provides training that helps local government officials get certification to administer federal grants and participate in community development programs.

Citizen-Soldier Support Program serves North Carolina National Guard and Reserve personnel who are challenged, along with their families, by the demands and risks of mobilization, deployment and return from duty.

Tar Heel Bus Tour is a privately funded five-day trip across the state shows new faculty and staff where 82 percent of the University's undergraduates grow up and how outreach efforts serve North Carolinians.

Carolina Connects is a chancellor-initiated state tour that highlights for local citizens the many ways that the University relates directly to their communities and their needs and gives them the opportunity to ask faculty and staff for help on local issues.

Transitioning to the New Economy is an evaluation of the effectiveness of the state's BioWork training program on job placement and career transition to jobs in biotechnology and biomanufacturing.

Reducing the Risk of Foreclosure is examining the financial impacts of floodplain buyout programs in the state, focusing in particular on whether buyouts increase the likelihood of foreclosure on homes owned by low-income disaster victims.

Disaster Preparedness Demonstration Project is a pilot project in Hertford County to help disadvantaged groups and the nation as a whole better prepare for future disaster events. FEMA will use the research to develop a model emergency preparedness program.

Development Patterns Study will aid efforts to bring the Charlotte metropolitan area back into compliance with federal air quality standards.

Study of displaced public housing residents of the Few Gardens project in Durham will provide recommendations for improving services to other displaced public housing residents.

Facilitating Collaboration among School Boards and Local Governments summit explored ways to improve coordination and communication between school boards and local governments with representatives from Cabarrus, Guilford, Johnston and Union counties.

Fort Bragg Base Realignment and Closure Baseline Assessment predicts the impact of military personnel changes on the public schools, helping local governments and school systems prepare for an influx of soldiers and their families.

Good Schools-Good Neighborhoods identified trends in school construction and suggested ways local officials could overcome obstacles to building and maintaining walkable, neighborhood-scale schools.

Helping Families Build Assets is an evaluation of the state's two demonstration programs involving Individual Development Accounts, matched savings accounts that enable low-income American families to save, build assets and enter the financial mainstream.

Community Outreach Partnership Centers Program served nearly 4,000 residents in six Durham neighborhoods through nine separate projects ranging from crime prevention to housing to job skills/job training.

High-Speed Internet Connectivity in Distressed Urban Areas evaluated the factors that deny significant portions of the urban population in four North Carolina cities (Charlotte, Durham, Asheville and Wilmington) from participating fully in the "knowledge economy."

Lifelong Access Libraries (LAL) create a model for public libraries to support older adults in ways that facilitate learning, social connections, life planning and community engagement.

Workforce Issues in Library and Information Science (WILIS) is studying the complex personal, organizational and social factors that affect recruitment, job satisfaction and retention of library and information science graduates.

School of Law Clinical Programs provide legal representation by third-year law students to indigent clients who otherwise wouldn't have access to it in the areas of civil law, juvenile justice, community development law and immigration/human rights.

The Center on Coastal Law helps to bring environmental, land use and legal expertise to emerging issues of coastal development along the North Carolina coast.

The Center for Civil Rights was started because of the need to have an institutional presence in the South to protect the civil rights of non-white and low-income communities.

The Center for Banking and Finance provides legal expertise to banking lawyers and financial officials.

School of Law Pro Bono Program matches law students with practicing attorneys across the state to work on cases that the attorneys have taken for free or on reduced rates, providing clients with high quality, low cost legal representation.

Public Policy Practicum allows students majoring in public policy to offer policy analyses and evaluations free to North Carolina nonprofit agencies.

Volunteer Income Tax Assistance (VITA) provides free tax assistance to low-income Carolina employees, graduate students and low-income residents of the Chapel Hill/Carrboro community.

North Carolina ECHO (Exploring Cultural Heritage Online) aims to provide deep, wide, and comprehensive digital access to the holdings of North Carolina's cultural institutions, allowing K-12 educators and students to benefit from these resources even though they may be far away.

Wilson 20/20 is a planning process for the future of the greater Wilson area involving a broad cross-section of the community and support from School of Government faculty and staff.

Public Executive Leadership Academy provides managers, assistants and department heads with an opportunity to learn more about themselves as leaders and to acquire skill sets to lead and manage change in their communities.

Environment

Institute for the Environment carries out its public service mission in several ways, including through its Environmental Resource Program, which promotes environmental stewardship and public health through education, research and community service.

Institute of Marine Sciences serves North Carolina by addressing important questions related to the nature, use, development, protection and enhancement of coastal marine resources.

Protecting N.C. water resources is the goal of researchers in various departments of the College of Arts and Sciences, who study drought conditions and the effects of small-dam removal on the restoration of steam and river ecosystems.

Alternative energy studies of affordable solar cells could open up new possibilities for developing highly-efficient and cost-effective systems for the commercial development of solar cell technology as an alternative to coal and oil.

Social Services

Center for Child and Family Health – North Carolina in Durham provides a full range of medical, mental health, legal and family support services for abused and neglected children from across the state.

Jordan Institute for Families brings together experts – including families themselves – to develop and test policies and practices that strengthen families and engage communities, such as discouraging bullying behavior and reducing the amount of time children spend in foster care.

Examining Mental Illnesses in the Jails of North Carolina report recommendations have been incorporated into state legislation to be considered in the 2007 session.

Student Initiatives

Assisting People in Planning Learning Experiences in Service (APPLES) service learning courses enrolled 1,214 students, who volunteered 46,010 hours to support more than 150 Triangle groups in 2005-2006.

Student Coalition for Action in Literacy Education (SCALE) support college students who wanted to address the literacy needs of this country through projects like Read. Write. Act. and National Literacy Action Week.

Campus Y sponsors 17 issue-based program committees and projects that span a wide range of issues, including human rights, hunger, supporting immigrants and literacy.

Student Health Action Coalition holds weekly dental and health clinics, cares for home-bound elderly citizens, builds an annual Habitat for Humanity house and partners in activities with other social service organizations.

Dance Marathon is one of the largest fund-raisers for the North Carolina Children's Hospital, raised more than \$1 million for the Children's Hospital in eight years.

INSPIRE provides K-12 teachers with 30 to 40 enthusiastic undergraduate volunteers each semester to help teach science in their classrooms. More than 250 students have participated in the program, logging more than 5,000 hours in the classroom.

Arts, Culture, Science, Media and Politics

N.C. Botanical Garden is open to the public daily for recreation and learning and to school children who visit the garden for workshops, classes, guided tours, hikes and programs correlated with the North Carolina Standard Course of Study.

Morehead Planetarium and Science Center is the destination of 130,000 visitors each year, including about 85,000 children on school field trips. Morehead is also home base for the DESTINY (Delivering Edge-Cutting Science Technology and Internet Across North Carolina for Years to Come) program, mobile science laboratories that roam the state in two 40-foot buses.

The Ackland Art Museum, open to the public free of charge, also serves more than 5,000 visiting students annually and trains teachers in methods for incorporating art into public school curricula.

PlayMakers Repertory Company offers weekday performances attended by middle and secondary school students that are followed by discussions with the cast members, director, dramaturgs and technical staff.

The Sonja Haynes Stone Center for Black Culture and History sponsors Communiversity, after-school enrichment programs and homework help for K-12 students, managed and run by student volunteers.

Carolina Performing Arts Series performances at Memorial Hall often include artist residencies and collaborative projects with local partners, such as the Alvin Ailey American Dance Theatre Arts in Education Program, in which the professional dancers taught master classes for 160 local middle school students.

North Carolina Public Radio (WUNC-FM) has the largest public radio news staff in the state and operates a five-station radio network serving more than 250,000 weekly listeners from Greensboro to the Outer Banks.

School of Journalism and Mass Communication Community Media

Project offers free on-site workshops to improve the quality of local journalism in North Carolina, reaching 107 of the 192 community newspapers so far.

The Program on Public Life works to enable Carolina to serve the people of the state and region by informing the public agenda and nurturing leadership through state policy studies, leadership seminars and research on regional electoral trends.

North Carolina Innocence Project teaches students critical reporting skills as they contribute to the review and investigation of credible claims of innocence by death row inmates

Teen Media Project examined the effects of a range of media – television, music, movies, magazines, Internet and newspapers – on adolescents' sexual health through surveys of more than 3,200 North Carolina teens.

Medical Journalism Program communicates with citizens across the state about important health and environmental issues through a nine-year collaboration with UNC-TV.

Community interaction and service was the contribution of journalism student volunteers who developed public service announcements, news releases, fact sheets, brochures and websites for 100 nonprofit organizations during the 2006-2007 school year.

Educational outreach to working professionals in the state is the goal of the School of Journalism and Mass Communication's Certificate in Technology and Communications and Executive Education programs.

N.C. Black and Latino Media Issues Forum provided an open forum for discussions about dispelling certain myths and stereotypes that exist between ethnic groups and calling for better, more ethical and accurate coverage of minority populations.

Carolina Business News Initiative trains journalists to understand and explain complicated business topics.

The Media Law Handbook is widely used by journalists across the state as a ready reference to information about libel, privacy, access to public records and meetings, the journalist's privilege, copyright law, advertising regulation and the court system.

North Carolina Scholastic Media Association is a statewide organization that promotes excellence and responsibility in scholastic journalism and encourages respect for freedom of the press.