STRATEGIC PLAN, 2011-2016

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- Soaring to Greatness
- Priorities for 2011-2016
- Program Prioritization
- Major Equipment
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- Criteria for Prioritization

Comment [A1]: ADD MARICULTURE MOVE TO CMS TO PLAN
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Comment [A6]: STATUS UPDATE: 21.42 FTE
Faculty Positions requested from CITI for 2011-12
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UNCW ACADEMIC AFFAIRS
STRATEGIC PLAN, 2011-2016

I. MISSION

Academic Affairs will maintain and enhance the most powerful and dynamic learning and discovery experience possible for UNCW’s students, faculty, staff, and other constituents. It will support new and existing high-demand programs and initiatives in the areas of teaching, research, and service that are of increasing importance to meet regional and state needs, that offer the greatest opportunities to further UNCW’s mission and goals, that are outcomes driven, and that are sustainable.

II. GOALS

A. Foster the most powerful learning, scholarship, and creativity possible for students, faculty, and staff in an educational academy committed to honesty and truthfulness in academic inquiry and in the pursuit of knowledge.

B. Embrace diversity to create and develop culturally competent global citizens in an inclusive community.

C. Promote research and economic transformation to foster entrepreneurship, innovation, discovery, technology transfer, engagement, and opportunities.

D. Secure facilities and equipment to support the most powerful and dynamic learning and discovery experience possible.
III. *SOARING TO GREATNESS PRIORITIES FOR 2010-2016: Each AA unit will develop accountability measures for each priority.*

**A. Goal I: Create the most powerful learning experience possible for students.**
1. Increase graduate student enrollment as a percentage of overall student population.
2. Increase 4- and 6-year graduation rates.
3. Implement URI (Undergraduate Research Involvement).
4. Implement University Studies.

**B. Goal II: Recruit, retain and develop quality faculty, administration and staff in appropriate numbers.**
1. Establish plans to utilize UNC’s Faculty Recruitment and Retention Fund.
2. Seek at least 2 new funding sources for faculty/staff development.
3. Address COACHE concerns expressed by tenure-track faculty.
4. Expand research reassignments.
5. Determine appropriate faculty numbers for each program.

**C. Goal III: Embrace and enhance diversity throughout the university’s constituencies, culture, curriculum and outreach activities.**
1. Increase sources for diversity scholarships/support.
2. Develop a strategy in each academic unit to recruit and retain diverse faculty and staff.
3. Develop a strategy in each academic unit to recruit and retain diverse students.

**D. Goal IV: Create an educational environment that prepares our students to be global citizens.**
1. Revise policies and procedures to increase safety and communication while traveling.
2. Develop new or enhance existing activities supporting academic curriculum and programs.
3. Increase opportunities for global explorations within and beyond the classroom.
4. Develop comprehensive inventory of global activities.
E. **Goal V: Strengthen the university’s regional engagement and outreach activities.**
   1. Develop and implement four strategies to increase the economic development of and regional engagement in the region in line with the UNC Tomorrow initiatives (with limited funds).
   2. Review the organizational structure of economic development on campus and develop a new structure to enhance economic development. (Provost Office objective; not for AA units)

F. **Goal VI: Enhance the quality of UNCW’s environment and provide a sustainable campus that is attractive, functional and, above all, safe.**
   1. Evaluate current spaces for most productive use of space.
   2. Work with master planners to develop efficient plan.

G. **Goal VII: Ensure adequate resources to achieve university goals by increasing public financial support and private giving.**
   1. Increase grant and contract submissions.
   2. Increase training and guidance in grant work, especially for new faculty.
   3. Reset campaign strategies for public phase of comprehensive campaign.

IV. **ACTION ITEMS: PROGRAMS**

A. **Approved Programs Pending Implementation (These programs have received UNCW and UNC Board of Governors approval. Listed by date of approval.)**
   1. Oceanography Bachelor of Science program (approved February 12, 2010; to be implemented Spring 2011) [resource requirements]
      a. Interdisciplinary program to meet existing student demand, train professionals to meet national and regional scientific and management priorities, meet societal need for improved ocean and climate literacy, and support existing programs in traditional scientific disciplines.
      b. Will provide broad marine perspective or allow in-depth study in chemical, geological, or physical oceanography.
      c. Builds on existing successful minor in oceanography.
d. Expected Outcomes
   (a) Prepare students for professional careers in oceanography or related through comprehensive training in content, and quantitative, analytical and communication skills.
   (b) Provide a variety of experiential learning opportunities throughout the curriculum including hands-on use of state-of-the-art oceanographic technology, ship-board and field experiences, and internships.
   (c) Optimally prepare students for graduate and other advanced studies.
   (d) Prepare students to be responsible, conscientious and informed citizens.

2. Clinical Research and Product Development Master of Science distance education program
   (approved April 9, 2010; to be implemented Spring 2011) [resource requirements]
   a. Professional degree with concentrations in clinical research management and in regulatory affairs and compliance.
   b. Students will gain advanced expertise in clinical research with human subjects.
   c. Courses align with recommendations of a National Institutes of Health workshop on defining core competencies in clinical and translational science.
   d. Expected Outcomes
      (a) Demonstrate competency in biopharmaceutical clinical trial research designs and regulatory affairs management to meet the health and medical needs of current and future biopharmaceutical product consumers.
      (b) Evaluate critical domestic and global regulatory and health care issues that challenge and influence biopharmaceutical product development.
      (c) Effectively assess and manage ethical clinical trial program and biopharmaceutical development projects.
      (d) Forecast the resources necessary for developing and managing biopharmaceutical clinical research grants and trials as required and regulated by global regulatory agencies.
      (e) Demonstrate competencies in evaluating clinical research data and communicating results.
      (f) Manage innovative biopharmaceutical/biotechnology products through the discovery process and into the clinical trial phases via identifying research questions and testable hypotheses.
      (g) Demonstrate advanced critical thinking skills necessary to enhance employment opportunities or advance within the biopharmaceutical industry.
(h) Effectively communicate and collaborate with health care providers and regulatory agencies to develop culturally diverse domestic and global strategies for biopharmaceutical product approvals.

3. International Studies Bachelor of Arts program (approved April 9, 2010; to be implemented Fall 2011) [resource requirements]
   a. Integrative program allowing students to focus on a particular international theme or geographic area of concentration. Major includes required foundational courses in global studies, a research methods course, a study abroad experience, foreign language proficiency, a thematic or geographic concentration area, and a capstone research seminar. Program would also prepare students for graduate study in a number of related fields.
   b. Expected outcomes
      (a) Provide distinctive international credentialing and learning experience.
      (b) Acquire basic liberal arts skills combined with substantive knowledge and skills focusing on global awareness and application.

B. Programs Pending Board of Governors Approval

1. Applied and Experimental Psychological Science Doctor of Philosophy program [resource requirements]
   a. To provide doctoral training in areas related to persistent cognitive and behavioral disorders (including addictions, dementias, autism and other developmental disabilities, and mental illness in corrections). There is a strong demand for doctoral training in psychology in these areas and a great need for professionals to work with these underserved populations in our region in accord with UNC Tomorrow. No universities in North Carolina offer training with a focus on the psychology of persistent cognitive and behavioral disorders.
   b. Expected outcomes
      (a) To build upon the existing Master’s level in degrees in Substance Abuse Treatment Program (SATP), Applied Behavior Analysis (ABA), and General Psychology with the goal of creating a unique program with a national reputation for excellence.
      (b) To graduate approximately 5 students per year in the 4th and 5th years, and increase to 6-8 PhDs per year after the first 6-7 years. These individuals will assume positions in hospitals, community mental health centers, prisons and other correctional settings, universities and other educational settings, government agencies in North Carolina and throughout the nation.
(c) To develop and expand partnerships with regional public and private institutions to meet emerging needs in the areas of dementias, developmental disabilities, mental illness in corrections, and additions.
(d) To generate funding for research that addresses many of the challenges faced in the areas of dementias, developmental disabilities, mental illness in corrections, and additions.
(e) To educate and train psychologists in areas reflecting immediate and emerging needs both regionally and nationally. One need is for greater numbers of psychologists trained to work with the large and growing number of Spanish-speaking members of the Hispanic community. In keeping with the UNCW Diversity Initiative, the training of psychologists to work with the rapidly expanding Hispanic population in North Carolina and the nation represents important community outreach for UNCW.

2. Coastal and Ocean Policy Master of Science program [resource requirements]
   a. Multidisciplinary professional degree program administered by the Department of Public and International Affairs (PIA) with the cooperation and assistance from CMS and faculty affiliated with PIA’s MPA program, Economics and Finance, Environmental Studies, Health and Applied Human Sciences, Geography and Geology, Biology and Marine Biology, Chemistry and Biochemistry, and Physics and Physical Oceanography
   b. Expected outcomes
      (a) Students will obtain an interdisciplinary education in coastal and ocean policy that combines coursework in public policy analysis with classes that are “science-oriented” but geared towards the non-scientist. The curriculum focuses on producing environmental stewards capable of finding creative, scientifically-sound solutions to coastal and ocean policy problems who can interface with local, regional, state, national, and international decision makers.
      (b) Students will complete a yearlong (6 credit) capstone experience that involves an interdisciplinary applied project for a real or hypothetical client. The project will synthesize social, political, economic, and scientific information related to a coastal and ocean policy problem. Students will also develop recommendations for addressing the problem and present their findings orally and in written form to demonstrate their ability to communicate their analysis to politicians, management agencies, and the public.
      (c) Students will gain the knowledge and professional skills needed to assume leadership roles in governmental and nongovernmental organizations involved in the formulation, implementation, and administration of coastal and ocean policy.

3. Information Technology Bachelor of Science program [resource requirements]
a. Interdepartmental, multi-disciplinary program involving the Departments of Information Systems and Operations Management and Computer Science.
b. Program will follow the guidelines set forth by professional societies for such program including the Association for Computing Machinery, the Association of Information Systems, and the IEEE Computer Society.
c. The curriculum will provide a foundation for information technology professionals to have a perspective of the rapidly expanding and evolving science of technology and how it can be managed and leveraged to support and further commerce and trade activities.
d. Expected outcomes
   (a) Prepare students as “information technologists” and professionals who can assist general users in evaluating needs and solving problems related to information technology (IT).
   (b) Produce graduates who can enter into and advance in the professions of information technology
   (c) Continue their education and obtain advanced degrees in the related fields.

C. **Number One Priority—Quality Enhancement Plan** [resource requirements]

1. Required for reaffirmation of accreditation, the QEP describes a carefully designed course of action that addresses a well-defined and focused topic or issue related to enhancing student learning. The QEP should be embedded within the institution’s ongoing integrated institution-wide planning and evaluation process and may very well evolve from this existing process or from other processes related to the institution’s internal reaffirmation review. It is an opportunity for the institution to enhance overall institutional quality and effectiveness by focusing on an issue or issues the institution considers important to improving student learning.

2. SACS Core Requirement 2.12: The institution has developed an acceptable Quality Enhancement Plan (QEP) that (1) includes a broad-based institutional process identifying key issues emerging from institutional assessment, (2) focuses on learning outcomes and/or the environment supporting student learning and accomplishing the mission of the institution, (3) demonstrates institutional capability for the initiation, implementation, and completion of the QEP, (4) includes broad-based involvement of institutional constituencies in the development and proposed implementation of the QEP, and (5) identifies goals and a plan to assess their achievement.

3. A key component of the QEP requirements is the allocation of “adequate human and financial resources to develop, implement, and sustain the QEP.”

4. Expected Outcomes
   a. Successful implementation of program to improve student learning
b. Demonstrated and documented improvement of student learning through assessment

D. Number Two Priority—University Studies Implementation [resource requirements]
1. In 2004 Chancellor DePaolo asked the UNCW Faculty Senate to consider a review and renovation of the university’s Basic Studies general education core curriculum. On March 17, 2009 the Senate completed that task, which identified 9 new learning goals for all UNCW undergraduates in a new curriculum to be called “University Studies.”
2. University Studies will include over 300 courses that will meet curricular requirements.
3. Implementation will begin for the incoming freshman class of Fall 2011.
4. Major new components of University Studies core curriculum requiring additional resources over existing Basic Studies core curriculum
   a. Freshman Seminar becomes mandatory for freshmen and is expanded from 2 to 3 credit hours
   b. A capstone experience is added
   c. Three writing-intensive courses are added
   d. A second quantitative course is added
   e. A requirement for courses addressing “living in a global society” and “living in a diverse society” is added
   f. A foreign language is made mandatory
5. Expected outcomes
   a. Students will acquire foundational knowledge, theories, and perspectives in a variety of disciplines (Foundational Knowledge);
   b. Students will engage in rigorous, open-minded and imaginative inquiry (Inquiry)
   c. Students will locate, evaluate, and effectively use information by applying a variety of academic and technological skills (Information Literacy)
   d. Students will integrate multiple methods and perspectives to critically examine complex problems (Critical Thinking)
   e. Students will effectively express meaningful ideas in speech and writing (Thoughtful Expression)
   f. Students will demonstrate basic proficiency in speaking, listening, writing and reading in a language in addition to English (Foreign Language)
   g. Students will describe and examine the importance and implications of human diversity (Diversity)
   h. Students will describe and examine the intellectual and ethical responsibilities of active global citizenship (Global Citizenship)
   i. Students will demonstrate the ability to work effectively in teams (Teamwork)
j. Students will improve first year engagement with the university community
k. Students will increase engagement in curricular choices
l. Students will increase retention

E. Number Three Priority (in alphabetical order)

1. Clinical Research Bachelor of Science program expansion [resource requirements]
   a. This program continues to fill the need for entry level employment opportunities in the biopharmaceutical industry.
   b. The program is online only and has grown from 5 students in 2005 to 50 students in 2010.
   c. Twenty-five students are admitted each fall as a cadre in the two-year program.
   d. Online classes are limited to enrollments of 25 students
   e. Expected outcomes
      (a) Increase enrollment for undergraduate program cadre from 25 to 40 students; increase enrollment for new Master of Science in Clinical Research and Product Development by 10.
      (b) Permit non-clinical research and industry professionals to enroll in clinical research courses for continuing professional development
      (c) Permit development of minor and/or certificate in clinical research and increase revenue generation

2. College of Health and Human Services Implementation [resource requirements]
   a. The new college is intended to reconfigure existing health professional programs to link and focus the university’s health related research, professional continuing education, health knowledge and dissemination, and application.
   b. The new college will concentrate and coordinate existing and new programs in nursing, social work, and health and human sciences, providing a common infrastructure for instructional, outreach, engagement, and research resources.
   c. Expected outcomes
      (a) Expansion in number of high quality health professional graduates.
      (b) Increase in value and number of research contract and grant awards.
      (c) Increase in faculty scholarly activities.

3. Film Studies Bachelor of Arts program expansion [resource requirements]
a. The Film Studies Bachelor of Arts program was established in 2001 and has grown to 341 majors as of Fall 2009. Demand for Film Studies is magnified by non-major enrollment and by substantial interest among transfer students.

b. Previous steps to manage growth have involved adding 4 new faculty since 2006 and implementing selective criteria for admission to the major.
c. Expected outcomes
   (a) At current enrollment levels, faculty expansion would insure seat availability in required courses sufficient for all majors to graduate on time.
   (b) At current enrollment levels, equipment expansion would insure all students have access to the specialized equipment needed for required production courses.
   (c) Faculty and equipment expansion would insure a small increase in headcount major enrollment (approximately 5%) would be feasible, offering a modest improvement to the "displaced student" problem whereby pre-majors amass unacceptably high credit totals while waiting admission to the program.

4. Nursing Bachelor of Science program–Accelerated (Onslow County) Implementation [resource requirements]
   a. Implementation intended to address nursing shortage in North Carolina.
   b. Program intended for non-nursing baccalaureate degree-holders
   c. Program will primarily target military personnel, including active duty, reservists, veterans, and dependent spouses in the Jacksonville area.
   d. Sixteen month program will include fully online course offerings for the non-clinical core courses, 5 and 7 ½ week non-clinical courses, and preceptor-based courses with options for evening, night, and weekend sessions for clinical requirements.
   e. Expected outcomes
      (a) Increase enrollment and graduation rates of undergraduate nursing students prepared at the baccalaureate level.
      (b) Improve program capacity by increasing student admissions and graduates.
      (c) Improve nursing program infrastructure by adding program at extension campus.

F. Number Four Priority (in alphabetical order)
   1. Elementary Education Bachelor of Arts program expansion [resource requirements]
   2. Watson School of Education space decompression in main campus Education Building [resource requirements]

G. Number Five Priority (in alphabetical order)
   1. Cameron School of Business student/faculty ratio [resource requirements]
2. Coastal and Ocean Studies Doctor of Philosophy program implementation [resource requirements]
3. Creative Writing Master of Fine Arts program expansion [resource requirements]
4. Randall Library EPA librarians/lecturers [resource requirements]
5. University College advisors expansion [resource requirements]

H. Number Six Priority (in alphabetical order): resource requirements will be added in future years as these and other programs rise in priority.
1. Burevitch Animal and Field Support Facility
2. Film Studies Master of Arts and Master of Fine Arts programs
3. Graduate student support
4. Marine Biology Doctor of Philosophy program
5. Marine Science Master of Science program
6. Randall Library services maintenance and expansion
7. Randall Library SPA library technicians
8. Master of Business Administration Health Care track
9. University College Freshman Seminar program

I. Other programs under consideration (see appendix): resource requirements will be added in future years as these and other programs rise in priority.
V. ACTION ITEMS: MAJOR EQUIPMENT (in priority order)—detailed descriptions

A. Research vessel to replace the R/V Cape Fear
B. FEI Tecnai G2 Spirit BioTWIN Transmission Electron Microscope
C. Laser scanning confocal microscope capable of real-time measurements and observation of cells
D. Recirculating flume & combined particle image velocimeter/laser induced fluorescence system - to support an environmental fluid mechanics center
E. Liquid chromatograph /high resolution mass spectrometer with capabilities for accurate mass spectrometry to the nth degree (LC/MSn)
F. High performance computer 32-node cluster with infiniband inter-node connection

VI. ACTION ITEMS: CAPITAL FACILITIES (in priority order)—detailed descriptions

A. Randall Library renovation
B. Social and Behavioral Science Building modernization
C. Allied Health and Human Sciences Building
D. Library Building
E. Academic Center at Coastal Carolina Community College
F. Arts & Sciences Building
G. DeLoach Hall modernization
H. Burevitch Animal and Field Support Facility
I. Cameron Hall modernization
J. Morton Hall modernization
K. Bear Hall modernization
L. Global Center
M. Science & Health Building
N. CMS Aquaculture Facility
O. Randall Library Automated Storage & Retrieval Facility
P. Trask Coliseum, Hanover Hall, Natatorium renovation
Q. Repairs to CMS dock

VII. CRITERIA AND CONSIDERATIONS FOR PRIORITIZATION
A. UNCW strategic plan (Soaring to Greatness)
B. UNC Tomorrow and UNC Strategic Action Plan
C. “Doability”—considering existing or anticipated funding levels
D. Sustainability of new or existing programs
E. Greatest impact or effect on goals
F. Synergistic effect on other existing or new programs
G. Accreditation requirements
H. Number of faculty and students impacted

VIII. APPENDICES—detailed descriptions
## APPENDICES

I. Approved programs pending implementation

A. Oceanography Bachelor of Science program (approved February 12, 2010)

<table>
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<tr>
<th>personnel</th>
<th>operating funds</th>
<th>space needs</th>
<th>timetable</th>
<th>contact</th>
<th>comments</th>
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<td>Implement Spring 2011</td>
<td>Chair, Dept. of Geography &amp; Geology</td>
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B. Clinical Research and Product Development Master of Science distance education program (approved April 9, 2010)

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<th>Timetable</th>
<th>Contact</th>
<th>Comments</th>
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<td>2 faculty FTE</td>
<td>$6,000 continuing operations and maintenance (2x$3,000)</td>
<td>2x120 sf office space; $13,000 one-time funding for office furniture and technology</td>
<td>Implement Spring 2011</td>
<td>School of Nursing Clinical Research program coordinator</td>
<td>Distance funding</td>
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<td>1 FTE administrative associate</td>
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<td>1x120 sf office space; $6,500 one-time funding for office furniture and technology</td>
<td>Implement Spring 2011</td>
<td>School of Nursing Clinical Research program coordinator</td>
<td>Distance funding</td>
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### International Studies Bachelor of Arts program (approved April 9, 2010)

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<td>Director (1 faculty FTE)</td>
<td>$7,560 continuing operations and maintenance</td>
<td>1x120 sf office space; $6,500 one-time funding for office furniture and technology</td>
<td>Implement Fall 2011</td>
<td>Associate Dean for Faculty Policy and Enrollment Management, College of Arts &amp; Sciences</td>
<td>Internal reserves</td>
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<td>0.5 FTE SPA assistant CAS</td>
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<td>1x120 sf office space; $6,500 one-time funding for office furniture and technology</td>
<td>Delay appointment until program expands to justify position</td>
<td>Associate Dean for Faculty Policy and Enrollment Management, College of Arts &amp; Sciences</td>
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<td>1 faculty executive in residence (0.75 FTE) for Cameron School of Business</td>
<td>$4,000 continuing operations and maintenance</td>
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<td>Implement Fall 2011</td>
<td>Dean, Cameron School of Business</td>
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<tr>
<td>1 faculty (1.5 FTE) for Cameron School of Business</td>
<td>$4,000 continuing operations and maintenance</td>
<td>1x120 sf office space; $6,500 one-time funding for office furniture and technology</td>
<td>Implement Fall 2011</td>
<td>Dean, Cameron School of Business</td>
<td>Internal reserves</td>
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A. Applied and Experimental Psychological Science Doctor of Philosophy program

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<td>2 faculty FTE</td>
<td>$6,000 continuing operations and maintenance</td>
<td>2x120 sq. ft. offices; $13,000 one-time funding for office furniture and technology</td>
<td>Approved for planning April 9, 2010; submit request to establish Fall 2010; Implement Fall 2012</td>
<td>Dean, Graduate School &amp; Research; Chair, Dept. of Psychology</td>
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<td>1.5 FTE graduate assistantships</td>
<td>None</td>
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<td>Dean, Graduate School &amp; Research; Chair, Dept. of Psychology</td>
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<td>None</td>
<td>Library support, $10,000 continuing</td>
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<td>Approved for planning April 9, 2010; submit request to establish Fall 2010; implement Fall 2012</td>
<td>Dean, Graduate School &amp; Research; Chair, Dept. of Psychology</td>
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<td>None</td>
<td>None</td>
<td>$300,000 for renovation and $15,000 for planning for converting Academic Support Center to Psychology Clinic</td>
<td>Approved for planning April 9, 2010; submit request to establish Fall 2010; implement Fall 2012</td>
<td>Dean, Graduate School &amp; Research; Chair, Dept. of Psychology</td>
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### B. Coastal and Ocean Policy Master of Science program

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<td>1 faculty FTE for Public &amp;</td>
<td>$3,000 continuing operations and</td>
<td>1x120 sq. ft. offices; $6,500 one-time funding</td>
<td>Pending Board of Governors approval</td>
<td>Dean, Graduate School &amp; Research; Chair, Dept. of</td>
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</tr>
<tr>
<td>1 faculty FTE for Economics &amp;</td>
<td>$3,000 continuing operations and</td>
<td>1x120 sq. ft. offices; $6,500 one-time funding</td>
<td>Pending Board of Governors approval</td>
<td>Dean, Graduate School &amp; Research; Chair, Dept. of</td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td>maintenance</td>
<td>for office furniture and technology</td>
<td></td>
<td>Public &amp; International Affairs</td>
<td></td>
</tr>
<tr>
<td>1 graduate assistant FTE</td>
<td>None</td>
<td>None</td>
<td>Pending Board of Governors approval</td>
<td>Dean, Graduate School &amp; Research; Chair, Dept. of</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Public &amp; International Affairs</td>
<td></td>
</tr>
</tbody>
</table>
### COASTAL AND OCEAN POLICY MS IMPLEMENTATION

<table>
<thead>
<tr>
<th>PERSONNEL</th>
<th>OPERATING FUNDS</th>
<th>SPACE NEEDS</th>
<th>TIMETABLE</th>
<th>CONTACT</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>$5,000 continuing for library resources</td>
<td>None</td>
<td>Pending Board of Governors approval</td>
<td>Dean, Graduate School &amp; Research; Chair, Dept. of Public &amp; International Affairs</td>
<td></td>
</tr>
</tbody>
</table>

Ctrl-Click here to return to Coastal and Ocean Policy MS program in Strategic Plan body

#### C. Information Technology Bachelor of Science program

### INFORMATION TECHNOLOGY BS IMPLEMENTATION

<table>
<thead>
<tr>
<th>PERSONNEL</th>
<th>OPERATING FUNDS</th>
<th>SPACE NEEDS</th>
<th>TIMETABLE</th>
<th>CONTACT</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 faculty FTE Dept. of Computer Science</td>
<td>$6,000 continuing operations and maintenance (2x$3,000)</td>
<td>2x120 sf office space; $13,000 one-time funding for office furniture and technology</td>
<td>Pending Board of Governors approval</td>
<td>Chair, Dept. of Computer Science</td>
<td></td>
</tr>
</tbody>
</table>
III. Number One Priority—Quality Enhancement Plan

**QUALITY ENHANCEMENT PLAN (QEP) IMPLEMENTATION**

<table>
<thead>
<tr>
<th>PERSONNEL</th>
<th>OPERATING FUNDS</th>
<th>SPACE NEEDS</th>
<th>TIMETABLE</th>
<th>CONTACT</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>QEP Director (faculty with 2 course reduction) $16,000/yr</td>
<td>Approximately $2.5 million in one-time funding, including some in-kind, for QEP office for 2012-2017; $13,000 one-time funding for office furniture and technology</td>
<td>140sf for QEP office for 2012-2017; $13,000 one-time funding for office furniture and technology</td>
<td>2012-2017</td>
<td>Vice Provost</td>
<td>Based on average expenses of 12 other universities with QEPs</td>
</tr>
</tbody>
</table>

Comment [A7]: STATUS UPDATE: $10,800 from 2010-11 Provost Reserves to fund 3 Assistant Chairs; $4,000 for QEP Director 1 course reduction; and $5,000 operating funds

---

**INFORMATION TECHNOLOGY BS IMPLEMENTATION**

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<tr>
<th>PERSONNEL</th>
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<th>SPACE NEEDS</th>
<th>TIMETABLE</th>
<th>CONTACT</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 faculty FTE Dept. of Information Systems &amp; Operations Management</td>
<td>$6,000 continuing operations and maintenance (2x$3,000)</td>
<td>2x120 sf office space; $13,000 one-time funding for office furniture and technology</td>
<td>Pending Board of Governors approval</td>
<td>Chair, Dept. of Information Systems &amp; Operations Management</td>
<td></td>
</tr>
</tbody>
</table>
### Quality Enhancement Plan (QEP) Implementation

<table>
<thead>
<tr>
<th>Personnel</th>
<th>Operating Funds</th>
<th>Space Needs</th>
<th>Timetable</th>
<th>Contact</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Assistant $9,000/yr</td>
<td></td>
<td>Will occupy space identified above with QEP director</td>
<td>2012-2017</td>
<td>Vice Provost</td>
<td></td>
</tr>
</tbody>
</table>

**Comments**

[A8]: STATUS UPDATE: $18,000 from 2010-11 Provost Reserves for graduate assistantship.

### University Studies Implementation

<table>
<thead>
<tr>
<th>Personnel</th>
<th>Operating Funds</th>
<th>Space Needs</th>
<th>Timetable</th>
<th>Contact</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 Foreign Language Faculty (5.0 FTE) to service mandatory foreign language requirement</td>
<td>$15,000 continuing operations and maintenance (5x$3,000)</td>
<td>5x120 sq ft offices for new faculty; $32,500 one-time funding for office furniture and technology</td>
<td>3 for 2011-12; 2 for 2012-13</td>
<td>Dean, College of Arts and Sciences; Chair, Dept. of Foreign Languages and Literatures</td>
<td>Could be reduced by qualified part-time lecturers, though generally they are not available</td>
</tr>
</tbody>
</table>

**Comments**

[A9]: STATUS UPDATE: University Annual Allocation: 2010-11 for hire 2011-12: AA-11008 - $250,000 salary (@ $50k each) (perm). CAS allocated 2 to FIL, 1 PAR, 1 MATH and 1 TBD. 2010-11 University Annual Allocation AA-11008 - $9,000 (perm) for operating. 2010-11 University Annual Allocation AA-11008 - $32,500 (one-time). Further redistributed by CAS for office furniture and technology. Provost Reserves $9,000 (one-time) for recruitment.
<table>
<thead>
<tr>
<th>UNIVERISTY STUDIES IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PERSONNEL</strong></td>
</tr>
<tr>
<td>5 English Faculty (5.0 FTE) to meet composition and writing-intensive requirements</td>
</tr>
<tr>
<td>3 Freshman Seminar Faculty (3.0 FTE) to meet Freshmen Seminar requirement</td>
</tr>
<tr>
<td>General Education Director (1.0 FTE EPA)</td>
</tr>
</tbody>
</table>


### UNIVERSITY STUDIES IMPLEMENTATION

<table>
<thead>
<tr>
<th>PERSONNEL</th>
<th>OPERATING FUNDS</th>
<th>SPACE NEEDS</th>
<th>TIMETABLE</th>
<th>CONTACT</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 faculty (1.0 FTE) to assign to the next greatest area of need (to be determined based on student registrations)</td>
<td>$3,000 continuing operations and maintenance</td>
<td>1x120 sq ft office; $6,500 one-time funding for office furniture and technology</td>
<td>2012-13</td>
<td>Dean, College of Arts and Sciences</td>
<td></td>
</tr>
<tr>
<td>1 faculty (1.0) to meet lifetime wellness requirement</td>
<td>$3,000 continuing operations and maintenance</td>
<td>1x120 sq ft office; $6,500 one-time funding for office furniture and technology</td>
<td>2011-12</td>
<td>Director, School of Health &amp; Human Sciences</td>
<td></td>
</tr>
<tr>
<td>1 University Studies User Experience Librarian</td>
<td>$3,000 continuing operations and maintenance</td>
<td>1x120 sq ft office; $6,500 one-time funding for office furniture and technology</td>
<td>2012-13</td>
<td>University Librarian</td>
<td></td>
</tr>
</tbody>
</table>


**Comment [A14]:** Provost Reserves (2011-12) - $48,500 salary) (perm). Provost Reserves $9,500 (one-time): $3,000 for recruitment expenditures and $6,500 for furniture and technology

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**V. Number Three Priority (in alphabetical order)**

**A. Clinical Research BS expansion**
### CLINICAL RESEARCH BS EXPANSION

<table>
<thead>
<tr>
<th>PERSONNEL</th>
<th>OPERATING FUNDS</th>
<th>SPACE NEEDS</th>
<th>TIMETABLE</th>
<th>CONTACT</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 Clinical Research Faculty (2.0 FTE)</td>
<td>$27,000 continuing operations and maintenance</td>
<td>2x120 sq ft offices for new faculty; $13,000 one-time funding for office furniture and technology</td>
<td>To be determined based on the availability of funding</td>
<td>School of Nursing Clinical Research program coordinator</td>
<td>Faculty will also support new online Master of Science in Clinical Research and Product Development program</td>
</tr>
</tbody>
</table>

**Comment [A15]:** STATUS UPDATE: 2 Clinical Research Faculty positions authorized and funded for 2010-11 from DE funding.

**Comment [A16]:** STATUS UPDATE: 2010-11 University Annual Allocation AA-11009 - $13,000 (one-time). Returned $2,970 to University – not spent.

**Comment [A17]:** STATUS UPDATE: 2010-11 University Annual Allocation: for hire 2011-12: AA-09024 - $150,019 salary (perm). Retained in Provost Office until hire. 2010-11 University Annual Allocation AA-09024 - $3,000 (perm). Retained in Provost Office Provost Reserves provided $25,125 in one-time and will increase each year until permanent value is approved for operating. 2010-11 University Annual Allocation: AA-09024 - $6,500 (one-time). Retained in Provost Office until hire for furniture and technology. 2010-11 Provost Reserves recruitment budget of $18,000 (one-time).

### COLLEGE OF HEALTH & HUMAN SERVICES IMPLEMENTATION

<table>
<thead>
<tr>
<th>PERSONNEL</th>
<th>OPERATING FUNDS</th>
<th>SPACE NEEDS</th>
<th>TIMETABLE</th>
<th>CONTACT</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dean (1.0 FTE)</td>
<td>To be determined</td>
<td>140sqft office; $6,500 one-time funding for office furniture and technology</td>
<td>2010-11</td>
<td>Provost</td>
<td>Initially interim appointment</td>
</tr>
</tbody>
</table>

**Comment [A18]:** To be determined.

**Comment [A19]:** Provost Reserves recruitment budget of $18,000 (one-time).
<table>
<thead>
<tr>
<th>PERSONNEL</th>
<th>OPERATING FUNDS</th>
<th>SPACE NEEDS</th>
<th>TIMETABLE</th>
<th>CONTACT</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Dean for Academic Affairs (1.0 FTE)</td>
<td>$3,000 continuing operations and maintenance</td>
<td>120 sqft office; $6,500 one-time funding for office</td>
<td>2012-13</td>
<td>Provost</td>
<td></td>
</tr>
<tr>
<td>Associate Dean for Research and Graduate Programs (1.0 FTE)</td>
<td>$3,000 continuing operations and maintenance</td>
<td>120 sqft office; $6,500 one-time funding for office</td>
<td>2012-13</td>
<td>Provost</td>
<td></td>
</tr>
<tr>
<td>Student Advisor/instructor (1.0 FTE)</td>
<td>$3,000 continuing operations and maintenance</td>
<td>120 sqft office; $6,500 one-time funding for office</td>
<td>2012-13</td>
<td>Provost</td>
<td></td>
</tr>
<tr>
<td>Distance Education Librarian (Randall Library) (1.0 FTE)</td>
<td>$3,000 continuing operations and maintenance</td>
<td>120 sqft office; $6,500 one-time funding for office</td>
<td>2012-13</td>
<td>Provost</td>
<td></td>
</tr>
</tbody>
</table>
## COLLEGE OF HEALTH & HUMAN SERVICES IMPLEMENTATION

<table>
<thead>
<tr>
<th>PERSONNEL</th>
<th>OPERATING FUNDS</th>
<th>SPACE NEEDS</th>
<th>TIMETABLE</th>
<th>CONTACT</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dean’s Executive Assistant (1.0 FTE)</td>
<td>$3,000 continuing operations and maintenance</td>
<td>120 sq ft office; $6,500 one-time funding for office furniture and technology</td>
<td>2011-12</td>
<td>Provost</td>
<td></td>
</tr>
<tr>
<td>Dean’s Office Receptionist (1.0 FTE)</td>
<td>$3,000 continuing operations and maintenance</td>
<td>120 sq ft office; $6,500 one-time funding for office furniture and technology</td>
<td>2012-13</td>
<td>Provost</td>
<td></td>
</tr>
<tr>
<td>Interim Director School of Social Work (1.0 FTE)</td>
<td>Current resources transferred from Department of Social Work; maintain current course release</td>
<td>None</td>
<td>2010-11</td>
<td>Provost</td>
<td>Consider permanent director 2011-2012</td>
</tr>
</tbody>
</table>


## College of Health & Human Services Implementation

<table>
<thead>
<tr>
<th>Personnel</th>
<th>Operating Funds</th>
<th>Space Needs</th>
<th>Timetable</th>
<th>Contact</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reclassification of administrative assistant positions</td>
<td>To be determined</td>
<td>None</td>
<td>2010-11</td>
<td>Provost</td>
<td></td>
</tr>
<tr>
<td>Health and Human Services Librarian (1.0 FTE)</td>
<td>$3,000 continuing operations and maintenance</td>
<td>120 sq ft office; $6,500 one-time funding for office furniture and technology</td>
<td>2011-2012</td>
<td>University Librarian</td>
<td></td>
</tr>
</tbody>
</table>

[Ctrl-Click here to return to College of Health and Human Services in Strategic Plan body](#)
### Film Studies BA expansion

<table>
<thead>
<tr>
<th>PERSONNEL</th>
<th>OPERATING FUNDS</th>
<th>SPACE NEEDS</th>
<th>TIMETABLE</th>
<th>CONTACT</th>
<th>COMMENTS</th>
</tr>
</thead>
</table>
| 2 Film Studies Faculty (2.0 FTE) | $30,000 continuing operations and maintenance; $2,000 continuing funds for Randall Library supporting materials | 2x120 sq ft offices for new faculty; $13,000 one-time funding for office furniture and technology | To be determined based on the availability of funding | Dean, College of Arts and Sciences; Chair, Dept. of Film Studies | Faculty would also support planned

**Comment [A24]:** STATUS UPDATE: Provost Reserves funding (enrollment growth) – 2.0 FTE @ up to $58,000 each for hire 2011-12 (perm). 2010-11 University Annual Allocation AA-11010 - $13,000 (one-time) for furniture and technology. Provost Reserves $6,000 (one-time) for recruitment.
## D. Nursing BS–accelerated (Onslow County)

<table>
<thead>
<tr>
<th>PERSONNEL</th>
<th>OPERATING FUNDS</th>
<th>SPACE NEEDS</th>
<th>TIMETABLE</th>
<th>CONTACT</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.5 Nursing faculty (2.5 faculty FTE)</td>
<td>$7,500 continuing operations and maintenance</td>
<td>3x120 sq ft offices for new faculty and advisor; $19,500 one-time funding for office furniture and technology</td>
<td>To be determined based on the availability of funding</td>
<td>Director, School of Nursing; Associate Director for Research &amp; Sponsored Programs, School of Nursing</td>
<td></td>
</tr>
<tr>
<td>1 on-site coordinator (1.0 FTE)</td>
<td>$3,000 continuing operations and maintenance</td>
<td>1x120 sq. ft. office; $6,500 one-time funding for office furniture and technology</td>
<td>To be determined based on the availability of funding</td>
<td>Director, School of Nursing; Associate Director for Research &amp; Sponsored Programs, School of Nursing</td>
<td></td>
</tr>
<tr>
<td>1 advisor (0.5 FTE)</td>
<td>$1,500 continuing operations and maintenance</td>
<td>Office shared with 0.5 FTE faculty above</td>
<td>To be determined based on the availability of funding</td>
<td>Director, School of Nursing; Associate Director for Research &amp; Sponsored Programs, School of Nursing</td>
<td></td>
</tr>
</tbody>
</table>

Comment [A25]: STATUS UPDATE: 1 faculty position authorized and funded for 2010-11 from Extension/DE funds. 2010-11 University Annual Allocation: AA-110011 - $19,500 (one-time) for furniture and technology – Returned $19,500 to University because Extension/DE positions not funded.
<table>
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<th>TIMETABLE</th>
<th>CONTACT</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 office assistant (0.5 FTE)</td>
<td>$1,500 continuing operations and maintenance</td>
<td>1x120 sq. ft. office; $6,500 one-time funding for office furniture and technology</td>
<td>To be determined based on the availability of funding</td>
<td>Director, School of Nursing; Associate Director for Research &amp; Sponsored Programs, School of Nursing</td>
<td></td>
</tr>
</tbody>
</table>
### VI. Number Four Priority

#### A. Elementary Education BA expansion

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<th>TIMETABLE</th>
<th>CONTACT</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 Elementary Education tenure-track faculty (5.0 FTE)</td>
<td>$15,000 continuing funds for program operating budget</td>
<td>5x120 sq. ft. offices on main campus, Onslow, and Brunswick; $32,500 one-time funding for office furniture and technology</td>
<td>To be determined based on the availability of funding</td>
<td>Dean, Watson School of Education; Chair, Dept. of Elementary, Middle Level, &amp; Literacy Education</td>
<td></td>
</tr>
<tr>
<td>4 Clinical Faculty (4.0 FTE)</td>
<td>$9,000 continuing funds for program operating budget</td>
<td>4x120 sq. ft. offices at Onslow and Brunswick; $26,000 one-time funding for office furniture and technology</td>
<td>To be determined based on the availability of funding</td>
<td>Dean, Watson School of Education; Chair, Dept. of Elementary, Middle Level, &amp; Literacy Education</td>
<td></td>
</tr>
</tbody>
</table>

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### B. Watson School of Education space decompression

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<th>CONTACT</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>None</td>
<td>20x120 sq. ft. offices; $130,000 one-time funding for office furniture and technology</td>
<td>To be determined based on the availability of funding</td>
<td>Dean, Watson School of Education</td>
<td>None</td>
</tr>
</tbody>
</table>
VII. Number Five Priority
   A. Cameron School of Business student/faculty ratio

<table>
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<th>PERSONNEL</th>
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<th>TIMETABLE</th>
<th>CONTACT</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 academically qualified tenure-track faculty (6.0 FTE)</td>
<td>$12,000 continuing funds for program operating budget</td>
<td>4x120 sq. ft. offices; $26,000 one-time funding for office furniture and technology</td>
<td>To be determined based on the availability of funding; phased implementation of 1 position per year</td>
<td>Dean, Cameron School of Business</td>
<td></td>
</tr>
<tr>
<td>2 executives-in-residence faculty (2.0 FTE)</td>
<td>$6,000 continuing funds for program operating budget</td>
<td>2x120 sq. ft. offices; $13,000 one-time funding for office furniture and technology</td>
<td>To be determined based on the availability of funding; phased implementation of 1 position per year</td>
<td>Dean, Cameron School of Business</td>
<td></td>
</tr>
</tbody>
</table>

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### B. Coastal and Ocean Studies Ph.D. implementation

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<th>CONTACT</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 tenure-track faculty (4.0 FTE)</td>
<td>$12,000 continuing funds for program operating budget</td>
<td>4x120 sq. ft. offices; $26,000 one-time funding for office furniture and technology</td>
<td>To be determined based on the availability of funding</td>
<td>Director, Center for Marine Science</td>
<td></td>
</tr>
<tr>
<td>1 SPA (1.0 FTE) administrative assistant</td>
<td></td>
<td>1x120 sq. ft. offices; $6,500 one-time funding for office furniture and technology</td>
<td>To be determined based on the availability of funding</td>
<td>Director, Center for Marine Science</td>
<td></td>
</tr>
<tr>
<td>5 graduate assistants</td>
<td>$90,000 continuing funds for stipends plus tuition remission</td>
<td></td>
<td></td>
<td>Director, Center for Marine Science</td>
<td></td>
</tr>
<tr>
<td>PERSONNEL</td>
<td>OPERATING FUNDS</td>
<td>SPACE NEEDS</td>
<td>TIMETABLE</td>
<td>CONTACT</td>
<td>COMMENTS</td>
</tr>
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<td>----------</td>
</tr>
<tr>
<td></td>
<td>$10,000 continuing funds for Randall Library coastal and ocean studies resources</td>
<td></td>
<td></td>
<td>Director, Center for Marine Science</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$250,000 continuing funds for research vessel operations and maintenance</td>
<td>$4,000,000 to replace research vessel Cape Fear</td>
<td></td>
<td>Director, Center for Marine Science</td>
<td></td>
</tr>
</tbody>
</table>

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### Creative Writing MFA expansion

**CREATIVE WRITING MFA EXPANSION**

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<th>CONTACT</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 tenure-track faculty Publication Laboratory Assistant Director (1 FTE)</td>
<td>$3,000 continuing funds for program operating budget; $17,000 continuing funds for program enhancement</td>
<td>1x120 sq. ft. office; $6,500 one-time funding for office furniture and technology</td>
<td>To be determined based on the availability of funding</td>
<td>Dean, College of Arts and Sciences; Chair, Dept. of Creative Writing</td>
<td>Move tuition remission off F&amp;A</td>
</tr>
<tr>
<td>3 graduate assistants</td>
<td>Tuition remission for graduate assistants</td>
<td>2x120 sq. ft. offices; $13,000 one-time funding for office furniture and technology</td>
<td>To be determined based on the availability of funding; phased implementation of 1 position per year</td>
<td>Dean, College of Arts and Sciences; Chair, Dept. of Creative Writing</td>
<td></td>
</tr>
</tbody>
</table>

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### D. Randall Library EPA librarian/lecturer expansion

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<tr>
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<th>SPACE NEEDS</th>
<th>TIMETABLE</th>
<th>CONTACT</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 EPA librarian/lecturers</td>
<td>2010-11 $6,000 continuing funds for program operating budget; 2011-12 $6,000 continuing funds for program operating budget; 2012-13 $6,000 continuing funds for program operating budget</td>
<td>2010-11 2x120 sq. ft. offices and $13,000 one-time funding for office furniture and technology; 2011-12 2x120 sq. ft. offices and $13,000 one-time funding for office furniture and technology; 2012-13 2x120 sq. ft. offices and $13,000 one-time funding for office furniture and technology</td>
<td>#1 2010-11 distance learning; #2 2011-12 instruction-reference for UNI courses &amp; Basic Studies; #3 2012-13 instruction-reference for UNI courses &amp; Basic Studies; #4 2012-13 instruction-reference for General Education Information Literacy; #5 2010-11 health affairs; #6 2011-12 collection management</td>
<td>University Librarian</td>
<td>Comment [A26]: STATUS UPDATE: $81,735 for Service Quality Library/Assessment Specialist and $81,735 for Scholarly Communication Officer requested from 2011-12 CITI funding.</td>
</tr>
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Ctrl-Click here to return to Randall Library EPA Librarian/Lecturer expansion in Strategic Plan body
### E. University College advisors expansion

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<tr>
<th>PERSONNEL</th>
<th>OPERATING FUNDS</th>
<th>SPACE NEEDS</th>
<th>TIMETABLE</th>
<th>CONTACT</th>
<th>COMMENTS</th>
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<tbody>
<tr>
<td>3 EPA freshman advisors</td>
<td>$9,000 permanent operating funds (3x$3,000)</td>
<td>3x120 sq. ft. offices and $19,500 one-time funding for office furniture and technology</td>
<td></td>
<td>Associate Provost for Enrollment Management</td>
<td></td>
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<tr>
<td>3 EPA transfer, pre-major, ineligible student advisors</td>
<td>$9,000 permanent operating funds (3x$3,000)</td>
<td>3x120 sq. ft. offices and $19,500 one-time funding for office furniture and technology</td>
<td></td>
<td>Associate Provost for Enrollment Management</td>
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Ctrl-Click here to return to University College Advisors Expansion in Strategic Plan body

### VIII. Number Six Priority

A. Burevitch Animal and Field Support Facility  
B. Film Studies Master of Arts and Master of Fine Arts programs  
C. Graduate student support  
D. Marine Biology Doctor of Philosophy program  
E. Marine Science Master of Science program expansion  
F. Randall Library services maintenance and expansion
G. Randall Library SPA library technicians
H. Master of Business Administration Health Care track
I. University College Freshman Seminar program

IX. Other programs (Ctrl-click to see other programs under consideration)

X. Major Equipment (in order of priority)

<table>
<thead>
<tr>
<th>EQUIPMENT</th>
<th>OPERATING FUNDS &amp; SUPPORT PERSONNEL</th>
<th>SPACE AND UPFITTING NEEDS</th>
<th>TIMETABLE</th>
<th>CONTACT</th>
<th>COMMENTS</th>
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<tbody>
<tr>
<td>Research vessel to replace the R/V <strong>Cape Fear</strong></td>
<td>$3,263,000 purchase cost; $250,000 yearly maintenance costs.</td>
<td>Replacement vessel would use existing <strong>Cape Fear</strong> dock &amp; facilities. <strong>Cape Fear</strong> would be sold with proceeds used to maintain new vehicle.</td>
<td></td>
<td>Director, Center for Marine Science</td>
<td>Anticipate approximately 180 regular users plus hundreds of occasional users (scientists, dignitaries, summer camps, media)</td>
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<tr>
<td>EQUIPMENT</td>
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<tr>
<td>FEI Tecnai G2 Spirit BioTWIN Transmission Electron Microscope</td>
<td>$651,500 purchase cost; operating support already exists</td>
<td>Space available in Dobo Hall</td>
<td></td>
<td>Associate Dean for Graduate Programs, Research, and Infrastructure, College of Arts &amp; Sciences; Dick Dillaman (Biology)</td>
<td>Current microscope is 25 years old and in need of replacement. Affects dozens of faculty and hundreds of students</td>
</tr>
<tr>
<td>Laser scanning confocal microscope capable of real-time measurements and observation of cells</td>
<td>$400,000 purchase cost;</td>
<td>Space available in Dobo Hall</td>
<td></td>
<td>Associate Dean for Graduate Programs, Research, and Infrastructure, College of Arts &amp; Sciences; Steve Kinsey (Biology)</td>
<td>Anticipate approximately 75 users</td>
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## MAJOR EQUIPMENT

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<tr>
<th>EQUIPMENT</th>
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<th>SPACE AND UPFITTING NEEDS</th>
<th>TIMETABLE</th>
<th>CONTACT</th>
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<tbody>
<tr>
<td>Recirculating flume &amp; combined particle image velocimeter/laser induced fluorescence system - to support an environmental fluid mechanics center</td>
<td>$240,000 purchase cost; no service contract nor technician support needed; usage fee will cover maintenance and consumables</td>
<td>Space available in Friday Hall; if located in Friday Hall will need $60,000 to strengthen floor, installation of 90 amp 3-phase circuit, and to purchase tanker trailer bring in seawater; no costs if located at CMS</td>
<td></td>
<td>Associate Dean for Graduate Programs, Research, and Infrastructure, College of Arts &amp; Sciences; Chris Finelli (Biology)</td>
<td>New item; no alternatives. 14 faculty users; 5 graduate students per year using for research; support 2 BIO courses, 5 GAG courses, and 1 Physics course.</td>
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<tbody>
<tr>
<td>Liquid chromatograph / high resolution mass spectrometer with capabilities for accurate mass spectrometry to the nth degree (LC/MSn)</td>
<td>$655,000 purchase cost; $30,000 needed for first 2 years of maintenance (NSF equipment grant that will also cover 2-years of maintenance pending)</td>
<td>Space available in Dobo Hall</td>
<td>Associate Dean for Graduate Programs, Research, and Infrastructure, College of Arts &amp; Sciences; Pam Seaton (Chemistry)</td>
<td>Mass spec capability is big hole in chemistry research; will support 6 faculty research groups; used by advanced organic classes of approx. 200 students per year; no sub available</td>
<td></td>
</tr>
<tr>
<td>High performance computer 32-node cluster with infiniband inter-node connection</td>
<td>$150,000 purchase cost;</td>
<td>Space available in Dobo Hall</td>
<td>Associate Dean for Graduate Programs, Research, and Infrastructure, College of Arts &amp; Sciences; Chair, Dept. of Chemistry &amp; Biochemistry</td>
<td>Anticipate approximately 55 users</td>
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Comment [A31]: STATUS UPDATE: Funded by NC bond issue 2011.
XI. CAPITAL FACILITIES (in order of priority)

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<tr>
<th>REQUIREMENT</th>
<th>PURPOSE</th>
<th>EST. COST</th>
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<tbody>
<tr>
<td>Randall Library renovation—to create significant office and utility space for campus units.</td>
<td>Building renovate to code, subdivide space into offices and flex space format, replace mechanical, electrical, data, windows (total interior demolition and renovation)</td>
<td>$25,415,703</td>
<td>Cannot occur until new building is constructed to house library resources and services.</td>
<td>Director of Architectural/Construction Services; Associate Vice Chancellor for Faculty Support &amp; Development</td>
<td>Building built 1969; last renovated 1987.</td>
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<tr>
<td>REQUIREMENT</td>
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<tr>
<td>Social and Behavioral Science Building modernization</td>
<td>Prepare space for move of Dept. of Environmental Studies to Social &amp; Behavioral Science Building; Dept. of Psychology to move to new Psychology Building; Depts. of Biology &amp; Marine Biology and Chemistry &amp; Biochemistry to decompress in Friday Hall and Dobo Hall.</td>
<td>$9,025,144</td>
<td>Cannot occur until completion of new Psychology Building and move of Psychology to that building.</td>
<td>Director of Architectural/Construction Services; Associate Vice Chancellor for Faculty Support &amp; Development</td>
<td>Critical modernization because Social &amp; Behavioral Science Building is dissected into small research labs containing 30 years of animal dander. Building built 1980.</td>
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<td>Allied Health and Human Sciences Building (105,000 sq. ft.): third of four buildings in Health Quad.</td>
<td>College of Health and Human Services, Center for Healthy Living, veterans assistance office, service learning/non-traditional center, alumni center, School of Health &amp; Applied Human Sciences, School of Social Work</td>
<td>$46,312,000</td>
<td>UNC Tomorrow priority.</td>
<td>Director of Architectural/Construction Services; Associate Vice Chancellor for Faculty Support &amp; Development</td>
<td>Social Work space in Leutze Hall will be reallocated to Foreign Languages &amp; Literatures, allowing that department to be housed in 1 building instead of 7.</td>
</tr>
<tr>
<td>Library Building</td>
<td>Replace Randall Library (built in 1969) because expense of renovating Randall will exceed the cost of replacement and will still not meet library needs.</td>
<td>$63,615,000</td>
<td>Must occur before renovation of Randall Library building.</td>
<td>Director of Architectural/Construction Services; Associate Vice Chancellor for Faculty Support &amp; Development</td>
<td></td>
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<tr>
<td>Academic Center (Coastal Carolina Community College) (80,000 sq. ft.)</td>
<td>To house UNCW academic programs in Onslow County in partnership with Coastal Carolina Community College</td>
<td>$26,568,139</td>
<td>UNC Tomorrow priority.</td>
<td>Director of Architectural/Construction Services; Associate Vice Chancellor for Academic Programs</td>
<td>Building to be located on CCCC campus. Currently using CCCC space plus rental space.</td>
</tr>
<tr>
<td>Arts &amp; Sciences Building (80,000 sq. ft.)</td>
<td>To address critical shortage in classroom and office space</td>
<td>$29,077,823</td>
<td></td>
<td>Director of Architectural/Construction Services; Associate Vice Chancellor for Faculty Support &amp; Development</td>
<td>General classroom and laboratory building.</td>
</tr>
<tr>
<td>DeLoach Hall modernization</td>
<td>New HVAC, sprinkler system, ADA compliance, etc.</td>
<td>$9,847,241</td>
<td></td>
<td>Director of Architectural/Construction Services; Associate Vice Chancellor for Faculty Support &amp; Development</td>
<td>Modernization needed to meet current codes and address programmatic needs. Building built 1968.</td>
</tr>
<tr>
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<tr>
<td>Burevitch Animal and Field Support Facility</td>
<td>For marine stranding program autopsies.</td>
<td>$400,000</td>
<td></td>
<td>College of Arts &amp; Sciences Associate Dean for Graduate</td>
<td>1,500 sq. ft. behind Friday Hall; one-third of cost from existing private sources; operations budget covered by grants and F&amp;A.</td>
</tr>
<tr>
<td>Cameron School of Business modernization</td>
<td>New HVAC, plumbing, mechanical, electrical, data, sprinkler system, replace all windows, bring into code</td>
<td>$13,036,482</td>
<td></td>
<td>Director of Architectural/Construction Services; Associate Vice Chancellor for Faculty Support &amp; Development</td>
<td>Building built 1988.</td>
</tr>
<tr>
<td>Morton Hall modernization</td>
<td>New HVAC, sprinkler system, ADA compliance, etc.</td>
<td>$9,038,760</td>
<td></td>
<td>Director of Architectural/Construction Services; Associate Vice Chancellor for Faculty Support &amp; Development</td>
<td>HVAC system in dire need of replacement; modernization needed to meet current codes. Building built 1978.</td>
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<tr>
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</thead>
<tbody>
<tr>
<td>Bear Hall modernization</td>
<td>New HVAC, sprinkler system, ADA compliance, etc.</td>
<td>$9,415,522</td>
<td></td>
<td>Director of Architectural/Construction Services; Associate Vice Chancellor for Faculty Support &amp; Development</td>
<td>Modernization needed to meet current codes and address programmatic needs. Building built 1972; renovations in 1989 and 1995.</td>
</tr>
<tr>
<td>Global Center</td>
<td>House OIP staff, conference room for 20, 2 global classrooms, global resource library, &quot;exchange closet,&quot; student lounge/coffee shop (similar to library), kitchen, and public display area.</td>
<td></td>
<td></td>
<td>Assistant Provost for International Programs</td>
<td>Direct support of strategic goal # 4, UNC Tomorrow, new University Studies and International Studies major.</td>
</tr>
<tr>
<td>REQUIREMENT</td>
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<tr>
<td>Science &amp; Health Building (75,000 sq. ft.)</td>
<td>To house Health Sciences programs in a general classroom setting; possible ECU medical training offices; technology transfer partners.</td>
<td>$27,771,990</td>
<td>UNC Tomorrow priority.</td>
<td>Director of Architectural/Construction Services; Associate Vice Chancellor for Faculty Support &amp; Development</td>
<td>4th of 4 Health Quad buildings (possible Millennial Campus building with some private funding)</td>
</tr>
<tr>
<td>CMS Aquaculture Facility 12,000 sq. ft. plus tank farm</td>
<td>Move Aquaculture Program from leased property at Wrightsville Beach to CMS.</td>
<td>$6,104,000</td>
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<td>REQUIREMENT</td>
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<tr>
<td>Randall Library Automated Storage &amp; Retrieval Facility</td>
<td>Repurpose valuable real estate in Randall Library currently occupied by open stack shelving to better meet the needs of 21st century learners. ~30-50% of the print collection will be moved to the facility.</td>
<td></td>
<td></td>
<td>University Librarian</td>
<td>Repurposed spaces will be collaboratively developed with academic partners and ITSD. High performance group study spaces are envisioned as part of the mix. The automated storage and retrieval facility may be adjacent to Randall Library, or located off campus.</td>
</tr>
<tr>
<td>Trask Coliseum, Hanover Hall, Natatorium renovation</td>
<td>Address code compliance, plumbing, mechanical, electrical, HVAC, bathrooms, sound control.</td>
<td>$41,502,000</td>
<td></td>
<td>Director of Architectural/Construction Services; Associate Vice Chancellor for Faculty Support &amp; Development</td>
<td>Trask built 1977; Hanover 1965; Natatorium 1977.</td>
</tr>
<tr>
<td>REQUIREMENT</td>
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<tr>
<td>Repair of CMS dock</td>
<td>Replace pier decking and safety rail (1,499 deck planks, wheel stops, and pier top rail)</td>
<td>$140,000</td>
<td></td>
<td>Assistant Director, Fixed Operations &amp; Planning, CMS</td>
<td></td>
</tr>
</tbody>
</table>

Ctrl-Click here to return to Capital Facilities listing in Strategic Plan body

XII. Other Programs under Consideration (in order of priority): resource requirements will be added in future years as these and other programs rise in priority.

A. SPA Banding Adjustment
B. International Programs—study abroad advisor
C. Scholarship/Fin. Aid  Add Assoc Dir of Scholarships to oversee Scholarship Management including Acad. Department level
D. Information and Instructional Technology Training for faculty, Blackboard, e-learning
E. Early Childhood regional distance education initiative
F. Additional support for Onslow County operations
G. Scholarships
   1. Honors Scholars (top priority)
   2. Diversity Scholars (2nd priority)
   3. Out of State Scholars (3rd priority)
   4. Leadership Scholars
5. Undergraduate Research Scholars
6. Transfer Scholars
H. Registrar’s Office expansion
I. Library--Student Assistants
J. Entrepreneur Option in Cameron School of Business
K. Developing Graduate Liberal Studies online program
L. Instructional (online) support Brunswick County/Leland
M. Graduate Business Certificate
N. International Programs—International Admissions Officer
O. Space Issue (Onslow)
P. Logistics/Supply Chain BS/MS
Q. UNCW High Ability Summer Outreach Program (Admission)
R. Look at how we redistribute the funding/resources to support academic mission
S. Assessment
T. CORMP/Carolinias RCOOS (cover 6 months gap in grant funding)
U. Mechanical Engineering BS (partner with NC State)
V. International MBA expansion
W. Instructional Leadership – Community College certificate
X. Fin. Aid Office Manager
Y. MS Accountancy expansion
Z. Diversity and Inclusion academic outreach program advisor
AA. Expansion of MSW (Onslow)
BB. Expansion of BS Business (Onslow)
CC. Institutional Marketing (branding)
DD. Doctor of Nursing Practice (partner with ECU)
EE. Communication Studies MA
FF. Diversity and Inclusion LGBTQIA office program coordinator
GG. Admission Office Space
HH. Diversity and Inclusion Centro Hispano administrative associate
II. Interdisciplinary program for community college students
JJ. CTE/CFL Space issue if staffing increases
KK. Health Information Management BS/MS (partner with ECU)
LL. Institutional Research statistical analysts
MM. Catalogue curriculum coordinator
NN. WSE accounting technician
OO. International Programs—Global Center
PP. Policy and Process challenges regarding space issues/usage/assignments R&R
QQ. Physicians Assistant (partner with ECU)
RR. Diversity and Inclusion Multicultural Center director
SS. Diversity and Inclusion Women’s Studies and Resource Center expansion
TT. Counselor Education Master of Education program
UU. Institute for Memory Research
VV. Aquarius Reef Base and support for a Curacao venue
WW. Sponsored Programs expansion
XX. Accounting Technician for CSB
YY. Business Services Coordinator for AARM
ZZ. Institutional Research data base administrator
AAA. Center for Civic Engagement and Policy Studies
BBB. Chemistry Ph.D.
CCC. Center for Microscopy and Image Analysis
DDD. Center for Violence Studies
EEE. Center for African American Male Applied Research
FFF. Public Affairs BA (distance)
GGG. Rhetoric and Professional Writing MA
XIII. **Soaring to Greatness Accountability Measures for 2010-2016**

A. **Goal I: Create the most powerful learning experience possible for students.**

1. Increase graduate student enrollment as a percentage of overall student population.
   
   a. **College of Arts and Sciences**
      
      (a) **Accountability Measure:** Obtain approval for Ph.D. in Psychological Science and M.S. in Coastal & Ocean Policy; work with the Graduate School to maintain and increase support and resources for existing graduate programs.
      
      (b) **Expected Outcomes:** Implementation of the two new graduate programs; increased support for faculty and students in existing graduate programs.
      
      (c) **Measures of Success:** Enrollments of 40 students in MCOP; 20 in Psychology; increased supported enrollments in existing graduate programs.

   b. **Cameron School of Business**
      
      (a) **Accountability Measure:** Explore the possibility of a reduction of undergraduate business majors to permit a greater focus on graduate students; Continue discussions with NHRMC for 5 to 8 employees/year for the Professional MBA program; Increase by 10 students the total number of graduate students for next academic year.
      
      (b) **Expected Outcomes:** 10 or more additional graduate students for 2011-12 academic year.
      
      (c) **Measures of Success:** 10 or more additional graduate students for 2011-12 academic year.
c. Watson School of Education
   (a) Accountability Measure: Increase graduate enrollment in high need educational areas (i.e., instructional technology, middle grades, and secondary education)
   (b) Expected Outcomes: Substantial increase (40%) in graduate student enrollment
   (c) Measures of Success: Monitoring graduate applications, enrollment in programs, and program completion data

d. Randall Library
   (a) Accountability Measure: a) Develop, implement and market a suite of services targeted to graduate students (using the library [guides, tutorials], organizing your research, citation management tools, finding funding, managing your intellectual property, thesis support, dedicated carrels etc.). b) Contribute to the development of a tighter graduate community by working through the Student Library Advisory Committee to include permanent representation of GSA on that committee, by reinvigorating formal liaison to the Graduate Student Association and by involving GSA members in service design and development. c) Develop and deliver podcasts for graduate students that focus on their intellectual property (understanding open access, research rights, practical copyright, copyright and scholarly communication, copyright and intellectual property issues, copyright basics, academic integrity and plagiarism, UNCW IRB etc.). d) Provide liaison librarian assistance to all graduate programs.
   (b) Expected Outcomes: a.) Suite of services targeted to graduate students developed in Spring 2011; launched in academic year 2011-12; assessed and revised, 2012-2013. b.) GSA representation on the Student Library Advisory Committee secured and formal liaison to the Graduate Student Association re-established in academic year 2011-12. c.) Podcasts developed in summer 2011; delivered Fall 2011; assessed and refined Spring 2012. d.) Liaison librarians assigned to all graduate programs; assignments publicized online and via email.
   (c) Measures of Success: a.) Service vitality (participation, attendance, etc.). b.) Extent of GSA involvement in service design and development; GSA assessment of service quality and relevance. c.) Podcast participation. d.) Liaison librarians more actively engaged with graduate students (information, reference and research service statistics, consultations etc.).

e. School of Health and Applied Human Sciences
   (a) Accountability Measure: Explore feasibility of new graduate programs in Nutrition and in Health Informatics.
   (b) Expected Outcomes: Determine Cost-benefit analysis of these new programs including new faculty lines and resources
   (c) Measures of Success: Completion of cost-benefit analysis and subsequent recommendation

f. Graduate School
   (a) Accountability Measure: (A) The Graduate School is responding to the UNCW and Academic Affairs goal of increasing graduate enrollment by working with a number of departments on the development of new graduate programs and working to increase enrollment in existing programs (see Appendix I). (B) Increase recruiting efforts,
both on campus (via Graduate School workshops in conjunction with the Honors Program) and from other institutions. (C) Work with the Provost to continue to increase the number of TA stipends and stipend levels.

(b) Expected Outcomes: Continued increase in graduate enrollments relative to undergraduate enrollments.
(c) Measures of Success: Increase in graduate enrollment to a headcount of 1950 by AY2015.

2. Increase 4- and 6-year graduation rates.
   a. College of Arts and Sciences
      (a) Accountability Measure: Initiate the assessment of UNCW Learning Goals at graduation, continue and expand the assessment of UNCW Learning Goals in Basic Studies, and continue the assessment of academic program and student learning outcomes, analyzing data and implementing improvements to facilitate students’ academic success and progress toward graduation.
      (b) Expected Outcomes: Curricular revisions specifically targeting academic progress.
      (c) Measures of Success: Improved graduation rates.

   b. Cameron School of Business
      (a) Accountability Measure: a. Determine actual CSB 4 and 6-year graduation rates. b. Identify most significant hurdles towards timely graduation. c. Develop a plan to address hurdles.
      (b) Expected Outcomes: A plan to address hurdles.
      (c) Measures of Success: A plan to address hurdles.

   c. Watson School of Education
      (a) Accountability Measure: Strengthen the component of the WSE Assessment System to fully implement evidence-based program assessment plans to ensure that there are accurate data on the impact of WSE programs on teacher licensure candidates and P-12 pupils, and that these data are used to guide decisions for program improvement.
      (b) Expected Outcomes: Established and full implementation of program data assessment systems and documented use of data for program improvement.
      (c) Measures of Success: Active data populations and use of data management system by programs and unit.

   d. Randall Library
      (a) Accountability Measure: a.) Implement LibQUAL+ in Spring 2011 to further our understanding of user needs and satisfaction. Take advantage of the opportunity to customize questions to focus on user needs relative to library services, facilities and resources that impact graduation.
      (b) Expected Outcomes: a.) Increased understanding of user needs and satisfaction; obtain data and evidence to rethink services, facilities and resources that impact academic success and increase 4- and 6-year graduation rates.
      (c) Measures of Success: a.) Benchmark against 2008 results and peer institution results. Design and deliver enhanced portfolio of services, facilities and resources that directly support and facilitate increased 4- and 6-year graduation rates.
e. School of Health and Applied Human Sciences
   (a) Accountability Measure: 1: Work with University College to increase access to PED 101 for freshmen and transfers; 2: Determine course “bottlenecks” in majors that may inhibit timely graduation.
   (b) Expected Outcomes: 1: Reserved (hidden) seats in PED 101 to be slowly released as needed; 2: Identification of any courses that may hinder timely graduation.
   (c) Measures of Success: 1: Feedback from university college; 2: Recommendation on course bottlenecks.

f. Graduate School
   (a) Accountability Measure: (Setting standards and measuring achievement against these standards to provide programmatic direction)
   (b) Expected Outcomes:
   (c) Measures of Success: (How you will measure the extent to which the expected outcomes are achieved)

g. Office of International Programs
   (a) Accountability Measure: Increase awareness of studying abroad through more venues across campus (i.e., satellite information tables).
   (b) Expected Outcomes: Increased study abroad participation. Recent research shows that students who study abroad have higher graduation rates.
   (c) Measures of Success: Compare graduation rates between those who have studied abroad and those who have not.

3. Implement URI (Undergraduate Research Involvement).
   a. College of Arts and Sciences
      (a) Accountability Measure: 1.) Promote and increase undergraduate research involvements such as DIS, Undergraduate Research Awards, Honors, internships, and CSURF Undergraduate Travel Awards. 2.) Develop a marketing plan for CAS faculty and student research.
      (b) Expected Outcomes: 1.) Annual increases. 2.) A comprehensive plan, developed in cooperation with MaC and with the involvement of Communication Studies students.
      (c) Measures of Success: 1.) Annual increases averaging an aggregate 5% for these involvements across the college. 2.) Increased media coverage and public awareness of CAS research accomplishments.
   b. Cameron School of Business
      (a) Accountability Measure: a. Evaluate current number of independent studies, honors projects and URI activities. b. Address how to effectively recognize/reward faculty efforts vis-à-vis the significant number of potential students for URI activity.
      (b) Expected Outcomes: Understanding to create a plan.
      (c) Measures of Success: Whether
   c. Watson School of Education
(a) Accountability Measure: Develop and implement systematic processes for monitoring, assessing, and documenting student progress and achievement of benchmarks throughout the teacher licensure programs, including student (i.e., teacher licensure candidate) research on impact of teaching on pupil performance.

(b) Expected Outcomes: Electronic evidences and assessments related to candidate impact on pupil performance.

(c) Measures of Success: Performance assessments by faculty, programs and across unit on candidate impact on pupil learning.

d. Randall Library

(a) Accountability Measure: a.) With Honors, launch an Undergraduate Prize for Library Research that attracts the very best undergraduate papers from courses taught in departments across the campus. The prize will recognize excellence in undergraduate research projects that show evidence of: significant inquiry using the library, its resources, and collections, and learning about the research and information-gathering process itself. b.) In collaboration with the Honors Scholars Program, design and develop a survey to determine the extent to which Honors Scholars' information, reference and research needs are being met. c.) In collaboration with the Center for Support of Undergraduate Research and Fellowships (CSURF) design and conduct a survey of various undergraduate fellowship and scholarship recipients with the goal of better understanding their information, reference and research needs. d.) In collaboration with Information Technology Systems Division (ITSD) and the Honors Scholars Program develop a means to systematically archive the scholarly and creative work of undergraduates.

(b) Expected Outcomes: a.) Undergraduate Prize for Library Research planned (Spring 2011) and launched (Spring 2011); 2nd annual Undergraduate Prize for Library Research announced and awarded 2011-12; 3rd annual 2012-13 etc. b.) Survey designed (Spring 2011); implemented (Spring 2011); data and evidence fuel service revision and revised service launch (Summer 2011, academic year 2011-12); Honors Scholars surveyed again to determine their satisfaction with services (Spring 2012). c.) Survey designed (Spring 2011); implemented Spring 2011; data and evidence fuel service revision and revised service launch (Summer 2011, academic year 2011-12); fellowship and scholarship recipients surveyed again as to their satisfaction with services (Spring 2012). d) Best practices identified (Spring/Summer 2011); roadmap developed (Fall 2011); pilot launched (Spring 2012); pilot assessed (Summer 2012); production (academic year 2012-13). d.) Institutional repository launched.

(c) Measures of Success: a.) Prize planned and launched; increase in number of applicants from academic year to academic year. b.) Increased rapport with Honors Scholars; increased use of library services, resources and facilities by Honors Scholars; portfolio of customized services for Honors Scholars. c.) Increased rapport with fellowship and scholarship recipients; increased use of library services, resources and facilities by these students; portfolio of customized services for this cohort. d.) Pilot planned and launched; production service launched and populated.

e. School of Health and Applied Human Sciences

(a) Accountability Measure: Include undergraduate research involvement as one criterion for competitive travel monies to conferences
(b) Expected Outcomes: Increased undergraduate research involvement
(c) Measures of Success: Year to year comparison of undergraduate research involvement

f. Graduate School
   (a) Accountability Measure: (A) Provide support for graduate assistants to work with CSURF to promote undergraduate research. (B) Work with CSURF to develop an undergraduate certification in Responsible Conduct of Research - required for undergraduate students to work on NSF (and other federal) grants. (C) Work with Academic Affairs to implement URI to assess undergraduate involvement in research.
   (b) Expected Outcomes: More undergraduate students working with faculty on scholarship.
   (c) Measures of Success: Evidence of increased involvement via numbers of DIS, research papers, abstracts, honors theses, etc. as assessed by the URI.

4. Implement University Studies.
   a. College of Arts and Sciences
      (a) Accountability Measure: Devote the CAS curriculum stipends to underrepresented components of the University Studies Curriculum. Collaborate with other campus units to identify additional resources for this purpose.
      (b) Expected Outcomes: All CAS curriculum stipends will be awarded to support the generation of proposals that address either Living in Our Diverse Nation, Living in a Global Society, or Thematic Transdisciplinary Clusters.
      (c) Measures of Success: Each CAS stipend will result in the implementation of at least one successful course or “cluster.”
   b. Cameron School of Business
      (a) Accountability Measure: a. CSB courses for consideration of inclusion in new GE program to be submitted by Labor Day (including designated intensive writing course per each CSB concentration). b. Evaluate potential impact of “Explorations Beyond the Classroom and the intensive writing expectation” vis-à-vis 1900 undergraduate business students.
      (b) Expected Outcomes: Courses submitted. Understanding of potential impact of "Explorations" expectation.
      (c) Measures of Success: Courses submitted and approved. Understanding of the potential impact of "Explorations" and intensive writing expectations.
   c. Watson School of Education
      (a) Accountability Measure: All artifacts produced by teacher licensure candidates will be designed to meet the nine learning outcomes identified. Products will be evaluated with consistent formalized rubrics.
      (b) Expected Outcomes: All students recommended for teacher licensure will have documented evidence that they meet the required levels of proficiency on the university learning outcomes, as well as the North Carolina Professional Teaching Standards.
      (c) Measures of Success: Data will be collected on the number of candidates achieving the Proficient or Accomplished level on rubric criteria, and analyzed by program and unit.
d. Randall Library
(a) Accountability Measure: a. Develop a blueprint for the phased implementation of discipline-based information competencies. b.) Develop a Checklist of Information Competencies for UNCW Undergraduates, with skills broken down by lower division and upper division. Affirming the integration of the library into the academic core, the Checklist will provide guidelines for common understanding of the information competencies undergraduates should master during their college years. c.) In collaboration with academic departments, design and develop a progressively sophisticated information literacy instruction program that supports University Studies through the undergraduate experience. d. Recruit for and successfully hire a University Studies User Experience Librarian. The incumbent will serve as the key liaison librarian to University Studies; the University Studies User Experience Librarian will assist University Studies students to achieve articulated student learning goals, and will assist faculty and librarians in the implementation of the information literacy requirement for University Studies.

(b) Expected Outcomes: a.) Blueprint developed and progress demonstrated towards the implementation of discipline-based information competencies (Spring 2011 - academic year 2011-12). b.) Checklist developed and understanding of the concepts therein enhanced (Spring 2011 - academic year 2011-12). c.) Customized information literacy instruction program designed (program designed Spring 2011 - Summer 2012; phased implementation through 2015). d.) University Studies User Experience Librarian successfully hired (recruitment Spring 2011; new librarian on board in summer 2011).

(c) Measures of Success: a-d.) Measures of Success here correlate to above Expected Outcomes. In addition, the Library is a visible and key player in the implementation of University Studies, as demonstrated in the successful integration of information competencies.

e. School of Health and Applied Human Sciences
(a) Accountability Measure: Implement new University Studies courses (PED 101, PED 216, 217, GRN 101)

f. Graduate School
(a) Accountability Measure: ((Setting standards and measuring achievement against these standards to provide programmatic direction))

(g) Office of International Programs
(a) Accountability Measure: ((Continue to prioritize curriculum development through Global Citizenship Grants for the "Living in a Global Society" category of University Studies. ))

(b) Expected Outcomes: More classes with global content.

(c) Measures of Success: ((Inventory classes with global content.))
B. **Goal II: Recruit, retain and develop quality faculty, administration and staff in appropriate numbers.**

1. Establish plans to utilize UNC’s Faculty Recruitment and Retention Fund.
   a. College of Arts and Sciences
      (a) Accountability Measure: Submit proposals to the Faculty Recruitment & Retention Fund for all CAS faculty members who receive offers from other colleges and universities.
      (b) Expected Outcomes: Retention increases are at the discretion of UNC General Administration, but we anticipate a high rate of success in obtaining salary increases from the Fund and in retaining the faculty members for whom we obtain increases.
      (c) Measures of Success: 90% of proposals funded; 80% of faculty members retained.
   b. Cameron School of Business
      (a) Accountability Measure: Where appropriate situation, seek.
      (b) Expected Outcomes: If appropriate situation, seek.
      (c) Measures of Success: If
   c. Watson School of Education
      (a) Accountability Measure: Analyze needs of unit and utilize UNC faculty recruitment and retention fund where applicable to ensure recruitment and retention of quality faculty, administrators, and staff.
      (b) Expected Outcomes: Analysis of faculty status and recruitment needs and subsequent requests made to Academic Affairs
      (c) Measures of Success: Documentation of analysis and requests made, as well as recruitment and retention success data.
   d. Randall Library
      (a) Accountability Measure: N/A
      (b) Expected Outcomes:
      (c) Measures of Success:
   e. School of Health and Applied Human Sciences
      (a) Accountability Measure: 1: Obtain the UNC Faculty Recruitment and Retention information; 2: Disseminate to all SHAHS faculty and discuss in faculty meeting(s)
      (b) Expected Outcomes: Increased awareness of the UNC Recruitment and Retention fund and subsequent implications
      (c) Measures of Success: Utilization of the UNC Recruitment and Retention fund process as necessary
   f. Graduate School
      (a) Accountability Measure: ((Setting standards and measuring achievement against these standards to provide programmatic direction))
2. Seek at least 2 new funding sources for faculty/staff development.

   a. College of Arts and Sciences
      (a) Accountability Measure: (Setting standards and measuring achievement against these standards to provide programmatic direction)
      (b) Expected Outcomes:
      (c) Measures of Success: (How you will measure the extent to which the expected outcomes are achieved)

   b. Cameron School of Business
      (a) Accountability Measure: Pursue at least one grant application and one advancement opportunity to include the support of faculty and/or staff development.
      (b) Expected Outcomes: Secure one grant and one advancement gift that includes the support of faculty and/or staff development.
      (c) Measures of Success: Receipt of at least one grant and one advancement gift that includes the support of faculty and/or staff development.

   c. Watson School of Education
      (a) Accountability Measure: Increase professional development offerings, resource support, and opportunities for faculty and staff through the identification and attainment of new funding sources
      (b) Expected Outcomes: Obtain two new forms of funding each year through grants, foundation support, and/or reallocation of dollars in existing budgets with data analyzed and graphed on percentage increases and funding sources located.
      (c) Measures of Success: Accountability data on funding support and professional development opportunities provided for faculty and staff

   d. Randall Library
      (a) Accountability Measure: a.) To extend opportunities for staff participation in professional development, Randall Library supervisors and Library Administration will systematically track and disseminate information pertaining to relevant scholarship opportunities - for conference attendance, webinar participation, etc.
      (b) Expected Outcomes: a.) Increased participation in professional development activities by a greater number of Randall Library staff
      (c) Measures of Success: a.) Conference attendance; webinar attendance; reporting back to the Library staff; application of newly acquired knowledge, skills and abilities (identification and implementation of best practices, etc.).

   e. School of Health and Applied Human Sciences
(a) Accountability Measure: 1: establishment of trust funds for each SHAHS major; 2: work with Advancement and Marketing and Communications to promote the school and annual giving plus other donations
(b) Expected Outcomes: 1: successful creation of the trust funds; 2: production of promotional materials; 3: real dollars
(c) Measures of Success: Amount of money raised by each trust fund

Graduate School
(a) Accountability Measure: Work with Academic Affairs to increase the funding for Cahill Awards.
(b) Expected Outcomes: Increased research activity by junior faculty.
(c) Measures of Success: Increased publication and grant submission activity by junior faculty - data from Digital Measures and Ramses.

3. Address COACHE concerns expressed by tenure-track faculty.
   a. College of Arts and Sciences
      (a) Accountability Measure: 1.) Dean’s office will assist departments with a review of their departmental mentoring programs with the goal of addressing concerns expressed by tenure-track faculty (see COACHE report) with respect to family-work life balance issues. 2.) Plan and present a half-day orientation session for newly-tenured faculty members in Fall 2011. The session will celebrate their achievement and will focus on post-tenure career options and possibilities.
      (b) Expected Outcomes: 1.) Tenure track faculty will become aware of family-friendly UNCW polices (e.g., polices intended to reduce the tension between the tenure track and the “parent track”) and will be encouraged to utilize them. 2.) Newly-tenured faculty members will enter senior faculty status with an awareness of the choices available to them and the importance of setting new career goals.
      (c) Measures of Success: 1.) Subsequent COACHE surveys will demonstrate greater satisfaction with respect to family-work life balance issues and, especially for female faculty, higher satisfaction with the amount of time to conduct research. 2.) Participants’ evaluations of the orientation’s effectiveness.
   b. Cameron School of Business
      (a) Accountability Measure: Address COACHE concerns not already being addressed by the 2010 CSB list of “faculty concerns and/or inequities.
      (b) Expected Outcomes: Identification of possible further concerns to be addressed and resolved.
      (c) Measures of Success: Concerns addressed and appropriately resolved within scope of budget.
   c. Watson School of Education
      (a) Accountability Measure: Establish a faculty-led advisory committee and conduct review of current RTP process, policies, and criteria for WSE decisions as aligned with UNCW, and conduct regular professional development sessions for personnel both in tenure-track positions and senior faculty who are mentoring and making decisions on RTP.
(b) Expected Outcomes: Series of work sessions and resulting modification of guidelines, WSE Procedures Manual revisions, mentoring guide, and positive assessment of results by participating faculty.

c) Measures of Success: Documentation of WSE Procedures Manual revisions, development of related documents, and improved perceptions of tenure process.

d. Randall Library

(a) Accountability Measure: a) COACHE identified “increase access to research resources” as an area for improvement. The Faculty Senate Library Committee survey of Spring 2010 also identified specific databases and journals faculty need for teaching and research. Randall Library will seek expansion of the continuation budget to provide stable funding for additional databases, journals and other electronic resources and the ability to continue to offer resources that experience annual inflationary increases. Ebsco, our main serials vendor, predicts inflation for 2011 to be 5-6% over 2010. As the economy improves, inflation will likely be higher. b) Develop and implement a multi-faceted program for “making campus connections” for new full-time untenured faculty, with a focus on their curricular and research needs. Components to include funds for “start up” collections, customized orientations, overviews of advances in scholarly productivity in their areas, tenure dossier workshops, etc. c) In collaboration with the Center for Teaching Excellence and the Information Technology Systems Division, develop a proposal and secure funding for a Faculty Commons, an on-site “sandbox” adjacent to the Learning Commons. Specifically, the Faculty Commons will feature emerging technology – hardware and software, expert assistance, and myriad opportunities for faculty to keep up, engage with, and leverage emerging technologies in support of their curricular and research needs.

(b) Expected Outcomes: a) Expansion of the continuation budget secured (Spring 2011-Fall 2011). b) Program for new full-time untenured faculty developed and implemented (program developed Spring/Summer 2011); implemented academic year 2011-12; assessed Summer 2012; fine tuned Fall 2012). c) Faculty Commons planned (Spring/Summer/Fall 2011, includes site visits); “phase 1” (small group discussions Fall/Spring 2010-11); equipment orders and construction (Summer/Fall 2011); opening day (Fall 2011).

e. Measures of Success: a) More stable materials budget. b) Enhanced rapport with new full-time untenured faculty; funds for "start-up" collections allocated; attendance at customized orientations; attendance at tenure dossier workshop. c) Faculty Commons opens its "door;" positive feedback from faculty.

f. School of Health and Applied Human Sciences

(a) Accountability Measure: Meet with tenure track faculty at least annually to identify and discuss concerns and expectations and review progress towards tenure

(b) Expected Outcomes: Increased understanding of the tenure process and expectations

c) Measures of Success: Feedback from tenure track faculty

g. Graduate School
(a) Accountability Measure: Tenure track faculty expressed a concern about expectations for research funding and the need for support in finding sponsors. ORSSP will: (A) Assist junior faculty with finding appropriate sources for extramural funding, (B) Offer grant-writing workshops, (C) Provide grant-writing and editing assistance, (D) Help to bring together interdisciplinary work-groups and provide support for them, and (E) Work with Academic Affairs to increase funding for Cahill Awards (see II.B.).

(b) Expected Outcomes: Increased satisfaction and grant productivity of junior faculty.

(c) Measures of Success: Increase grant activity by junior faculty and improved COACHE results in this area.

4. Expand research reassignments.
   a. College of Arts and Sciences
      (a) Accountability Measure: CAS research reassignments were expanded to 15 for 2010-11 from an average of 8 the previous five years. Maintain this expansion, subject to the quality of proposals.
      (b) Expected Outcomes: Maintain 2010-11 expansion, subject to the quality of the proposals.
      (c) Measures of Success: 15 research reassignments/year, subject to the quality of the proposals.
   b. Cameron School of Business
      (a) Accountability Measure: As budget permits, expand to at least two per year (a continuing long-time CSB goal).
      (b) Expected Outcomes: If budget permits, at least two reassignment grants per academic year.
      (c) Measures of Success: If budget permits and quality of proposals warrant, at least two reassignment grants per year.
   c. Watson School of Education
      (a) Accountability Measure: ((Setting standards and measuring achievement against these standards to provide programmatic)
      (b) Expected Outcomes:
      (c) Measures of Success: ((How you will measure the extent to which the expected outcomes are achieved))
   d. Randall Library
      (a) Accountability Measure: N/A
      (b) Expected Outcomes:
      (c) Measures of Success:
   e. School of Health and Applied Human Sciences
      (a) Accountability Measure: Disseminate research reassignment policy to all eligible faculty
      (b) Expected Outcomes: Increased understanding of the research reassignment policy and procedure
      (c) Measures of Success: Feedback from faculty
   f. Graduate School
      (a) Accountability Measure: ((Setting standards and measuring achievement against these standards to provide programmatic direction))
      (b) Expected Outcomes:
5. Determine appropriate faculty numbers for each program.
   a. College of Arts and Sciences
      (a) Accountability Measure: Continue to refine and employ the CAS Enrollment Measures Matrix to compare programs’ instructional need.
      (b) Expected Outcomes: A matrix that reliably and accurately compares the relative instructional need of all CAS programs.
      (c) Measures of Success: Balanced staffing throughout CAS, as measured by all programs’ ability to meet instructional demand.
   b. Cameron School of Business
      (a) Accountability Measure: Evaluate the appropriate number of faculty needed for each program (and concentration within the BS BA degree).
      (b) Expected Outcomes: Determination of the appropriate number of faculty needed for each program (and concentration within the BS BA degree).
      (c) Measures of Success: Determination completed and accepted by the CSB Strategy Committee.
   c. Watson School of Education
      (a) Accountability Measure: Examine faculty, administrative and staff needs consistent with programs, strategic goals, anticipated enrollment growth and recruit accordingly.
      (b) Expected Outcomes: Strategic plan developed based on data and analysis to determine priorities and workload assignments or recruitment priorities.
      (c) Measures of Success: Strategic plan developed based on data and analysis to determine priorities and workload assignments or recruitment priorities.
   d. Randall Library
      (a) Accountability Measure: a.) Based upon benchmarking comparisons with other UNC system libraries (especially Appalachian State University) bring the librarian to student ratio to 2.5 per 1000 student FTE and staff to student ratio to 3 per 1000 student FTE. Currently, the librarian to student ratio is 1.63 per 1000 student FTE and the staff to student ratio is 1.97 per 1000 student FTE.
      (b) Expected Outcomes: a.) Librarian to student ratio improved; staff to student ration improved (2010-2015).
      (c) Measures of Success: a.) Enhanced capability to fulfil our mission; improved service quality; greater user satisfaction overall (2010-2015).
   e. School of Health and Applied Human Sciences
      (a) Accountability Measure: Initiate school and program strategic plans to address future needs
      (b) Expected Outcomes: Recommendations for faculty resource allocation including resource expansion requests
      (c) Measures of Success: Transmital of recommendations to Academic Affairs
f. Graduate School
   (a) Accountability Measure: The Graduate School employs an enrollment management worksheet that provides data from each program on graduate student capacity based upon a number of factors, of which number of graduate faculty is one. The Graduate School will implement more frequent revisions of the worksheet and provide data to the deans and Academic Affairs to augment the information on numbers of faculty needed in support of graduate enrollments in each program. These data will support Goal I.A.
   (b) Expected Outcomes: Increase in data for decision-making in distribution of faculty lines to programs.
   (c) Measures of Success: Alignment of faculty resources with needs of graduate programs resulting in increased enrollments of existing graduate programs.

C. Goal III: Embrace and enhance diversity throughout the university’s constituencies, culture, curriculum and outreach activities.

1. Increase sources for diversity scholarships/support.
   a. College of Arts and Sciences
      (a) Accountability Measure: ((Setting standards and measuring achievement against these standards to provide programmatic direction))
      (b) Expected Outcomes:
      (c) Measures of Success: ((How you will measure the extent to which the expected outcomes are achieved))
   b. Cameron School of Business
      (a) Accountability Measure: Continue to seek diversity scholarships and support.
      (b) Expected Outcomes: Evidence of attempt to further increase the sources and resources for diversity scholarships and support.
      (c) Measures of Success: Greater sources and resources for diversity scholarships and support.
   c. Watson School of Education
      (a) Accountability Measure: Increase recruitment and retention of diverse candidates by evaluating current efforts, improving support services, and increasing focused scholarships.
      (b) Expected Outcomes: Increase in minority candidates in programs, improved graduation rates, and at least one additional dedicated scholarship for minority candidates.
      (c) Measures of Success: Data on minority recruitment, graduation rates, and support provided.
   d. Randall Library
      (a) Accountability Measure: a.) Explore the feasibility of developing an academic library residency program for a minority librarian with the American Library Association and/or North Carolina accredited schools of library and information science. b.) Explore the relevance to UNCW of the Mellon Foundation Funds Librarian Recruiting Program designed to recruit undergraduates from diverse backgrounds into the library profession.
(b) Expected Outcomes: a.) Feasibility explored; if deemed feasible, residency program designed (academic year 2011-12); program offered (academic year 2012-13). b.) Relevance explored and if deemed relevant, application submitted (academic year 2012-13).

(c) Measures of Success: a.) Minority librarian on staff for determined residency period. b.) Recruiting program launched.

e. School of Health and Applied Human Sciences
   (a) Accountability Measure: Work with Advancement to implement the school targeted Phon-a-thon for SHAHS
   (b) Expected Outcomes: Increased contributions for diversity support
   (c) Measures of Success: Dollars raised

f. Graduate School
   (a) Accountability Measure: The Graduate School will work with University Advancement to secure funding for diversity scholarships for graduate students.
   (b) Expected Outcomes: The establishment of diversity scholarship(s) for graduate students.
   (c) Measures of Success: The establishment of at least one graduate diversity scholarship by 2015.

2. Develop a strategy in each academic unit to recruit and retain diverse faculty and staff.

   a. College of Arts and Sciences
      (a) Accountability Measure: Insure that the Recruitment Procedures specified in UNCW’s Affirmative Action Program are fully implemented in all faculty and staff recruitments and that responsible persons are held accountable, with special attention to recruitments in departments where an underutilization has been identified.
      (b) Expected Outcomes: All search committees will document and report their completion of required outreach strategies for increasing diversity, including “List of 5” solicitations.
      (c) Measures of Success: Measurable increase in the number of faculty positions filled by diverse faculty.

   b. Cameron School of Business
      (a) Accountability Measure: Leverage the knowledge and counsel of the forthcoming PIR in Business and Diversity person to be more effective in recruiting and retaining diverse faculty and staff.
      (b) Expected Outcomes: Increased
      (c) Measures of Success: Greater

   c. Watson School of Education
      (a) Accountability Measure: Recruit more diverse faculty, staff, supervisors, and partnership teachers and improve retention by enhancing mentoring strategies.
      (b) Expected Outcomes: Strategic plan from WSE Diversity Committee of actions and outcomes taken related to recruitment and retention
      (c) Measures of Success: Increased population of diverse faculty, staff, and partnership teachers

   d. Randall Library
(a) Accountability Measure: a.) Launch the Randall Library Staff Welfare Committee complete with mission, charge and action agenda. b.) Refocus the Randall Library Faculty Welfare Committee (develop new mission, charge, action agenda). c.) Reinvigorate the Randall Library Diversity Committee charged with implementing the University of North Carolina Wilmington's campus diversity initiative. Develop goals and action plans for creating and fostering a welcoming, comfortable library environment for all members of the campus community and beyond. d.) Design and launch an scholarly communication initiative to include, among other components, the systematic promotion of faculty scholarship through profile pages, on-site and virtual display cases, faculty news e-newsletters, and links to faculty bibliographies etc. This initiative will subsume the Faculty Scholarship Collection currently maintained by the University Archives. e.) In collaboration with the Faculty Senate Library Committee, critically assess and overhaul the library's collection management infrastructure in order to operate more efficiently, creatively and responsibly in meeting the curricular and research needs of faculty.

(b) Expected Outcomes: a.) Staff Welfare Committee created and launched (Fall/Spring 2010-2011). b.) Faculty Welfare Committee reinvigorated (Fall/Spring 2010-2011). c.) Diversity Committee reinvigorated; goals and action plans developed, programs which embrace the diversity of age, ethnicity, ideology, national origin, physical abilities, race, religion, and sexual orientation created, programs enhance the Library as a receptive and engaging place. (academic years 2010-11, 2011-12). d.) Scholarly Communication initiative designed and launched (academic years 2010-11 and 2011-12). e.) Implementation of a coordinated collection management model that actively incorporates faculty perspectives and needs in growing and managing library collections in all formats (academic years 2010-11, 2011-12).

(c) Measures of Success: a.) Improved staff morale. b.) Improved library faculty morale. c.) Attendance at Diversity Committee programs. d.) Participation in scholarly communication activities, use of scholarly communication tools and templates. e.) Review of the purpose, function and context of the current collection management model; identification of areas for improvement; adaptation of best practices; implementation of new model complete with enhancements (approval plan assessment and launch; modernization of the online request form for library requests; personalization of department fund reports and communications; demystification of the ordering process for faculty representatives as well as liaison librarians; redefinition of the liaison librarians' role to implement more seamless and consistent communication with faculty regarding collection management; etc.).

(e. School of Health and Applied Human Sciences
(a) Accountability Measure: Develop a policy for all faculty searches to potentially increase the pool of diverse individuals
(b) Expected Outcomes: Implementation of a diversity search policy
(c) Measures of Success: Utilization of the policy

(f. Graduate School
(a) Accountability Measure: The Graduate School will work with University Advancement to secure funding for diversity scholarships for graduate students.
(b) Expected Outcomes: The establishment of diversity scholarship(s) for graduate students.
(c) Measures of Success: The establishment of at least one graduate diversity scholarship by 2015.

3. Develop a strategy in each academic unit to recruit and retain diverse students.
   a. College of Arts and Sciences
      (a) Accountability Measure: Support and participate in all campus efforts to recruit diverse students.
      (b) Expected Outcomes: (Determined by campus effort)
      (c) Measures of Success: (Determined by campus effort)
   b. Cameron School of Business
      (a) Accountability Measure: Leverage the knowledge and counsel of the forthcoming PIR in Business and Diversity person to be more effective in recruiting and retaining diverse students.
      (b) Expected Outcomes: Leverage the knowledge and counsel of the forthcoming PIR in Business and Diversity person to be more effective in recruiting and retaining diverse students.
      (c) Measures of Success: Greater recruitment and retention of diverse students.
   c. Watson School of Education
      (a) Accountability Measure: Establish community connections and alliances to demonstrate WSE commitment to diversity, enhance opportunities for children and expand learning opportunities for WSE students
      (b) Expected Outcomes: Increased quality initiatives, programmatic experiences, and improved evaluation of students' perception of WSE commitments
      (c) Measures of Success: Student and faculty evaluations; documentation of strategies and outcomes
   d. Randall Library
      (a) Accountability Measure: a.) Hold a series of focus groups with underrepresented undergraduates and graduate students to better understand changing user expectations and needs. In response to what we learn make adjustments to staffing, services, and physical space. b.) In collaboration with Centro Hispano, Project B-GLAD, and the Upperman African American Cultural Center (Upperman Center) and other groups, explore the establishment of a minority advisement program to help underrepresented students with their information, research and reference needs. c.) Inventory the holdings of the Upperman African American Cultural Center (Upperman Center) books in Randall Library and with new Upperman officers, assess holdings in light of individual, curricular and research needs; invest project funds to enhance this targeted collection. d.) Meet regularly with the officers of the Student Government Association to develop information services in partnership with our users.
      (b) Expected Outcomes: a.) Focus groups held (academic year 2011-12). b.) Desirability of a minority advisement program explored (academic year 2011-12). c.) Holdings inventoried (Summer 2011), collection selectively grown (Fall 2011). d. ) Regular meetings with SGA officers (ongoing).
(c) Measures of Success: a.) Improved level and quality of library services to underrepresented undergraduates and graduate students; increased library satisfaction by this cohort. b.) If deemed feasible, establishment of a minority advisement program. c.) Upperman Center holdings assessed and collection grown. d.) Increased engagement with SGA officers.

e. School of Health and Applied Human Sciences
   (a) Accountability Measure: Identify and encourage current diverse students to assist with various recruitment fairs, e.g., Seahawk Saturday, etc.
   (b) Expected Outcomes: Increased student diversity representation at major's fairs.
   (c) Measures of Success: Number of diverse students participating

f. Graduate School
   (a) Accountability Measure: The Graduate School will: (A) Continue to promote the use of the McNair Scholar database for recruiting first-generation and minority graduate students, (B) Continue to waive the application fee for McNair Scholars, (C) Continue and expand recruitment efforts at HBCUs, and (D) Develop new graduate programs that will attract a more diverse applicant pool.
   (b) Expected Outcomes: Increased diversity among the graduate student body.
   (c) Measures of Success: Increase graduate minority enrollment from 12% in 2010-11 to 14% in 2015-16.

g. Office of International Programs
   (a) Accountability Measure: ((Increase and improve UNCW's recruitment efforts for international students. ))
   (b) Expected Outcomes: Increased international student enrollment.
   (c) Measures of Success: ((Inventory enrollment.))

D. **Goal IV: Create an educational environment that prepares our students to be global citizens.**

1. Revise policies and procedures to increase safety and communication while traveling.
   a. College of Arts and Sciences
      (a) Accountability Measure: (Setting standards and measuring achievement against these standards to provide programmatic direction)
      (b) Expected Outcomes:
      (c) Measures of Success: (How you will measure the extent to which the expected outcomes are achieved)

   b. Cameron School of Business
      (a) Accountability Measure: Revise, if needed, CSB policies and procedures to promote increased safety and communication while faculty, staff and/or students are traveling.
      (b) Expected Outcomes: If needed, revised policies and procedures identified and resolved.
      (c) Measures of Success: If needed, existence of revised policies and procedures.

   c. Watson School of Education
(a) Accountability Measure: Examine current policies and procedures for international experiences and establish jointly developed communication and safety measures in collaboration with International Programs.
(b) Expected Outcomes: Updated policies and improved standard procedures for use with faculty/student international experiences.
(c) Measures of Success: Clarity and functionality of policies, outcomes of communication strategies, and assessment of program outcomes.

d. Randall Library
(a) Accountability Measure: N/A
(b) Expected Outcomes:
(c) Measures of Success:

e. School of Health and Applied Human Sciences
(a) Accountability Measure: N/A
(b) Expected Outcomes:
(c) Measures of Success:

f. Graduate School
(a) Accountability Measure: Create a calendar of faculty and graduate student international travel supported by extramural funds.
(b) Expected Outcomes: Better tracking of international travel for research.
(c) Measures of Success: Successful creation and maintenance of an international research travel calendar.

g. Office of International Programs
(a) Accountability Measure: ((Conduct self-study re risk management abroad.))
(b) Expected Outcomes: Safer immersion experiences with effective communication among all constituents.
(c) Measures of Success: ((Fewer reports of incidents related to perceived or real safety issues abroad.))

2. Develop new or enhance existing activities supporting academic curriculum and programs.

a. College of Arts and Sciences
(a) Accountability Measure: 1.) Devote the CAS curriculum stipends to underrepresented components of the University Studies Curriculum, including Living in a Global Society. Collaborate with other campus units to identify additional resources for this purpose. 2.) Initiate the B.A. in International Studies in Fall 2011.
(b) Expected Outcomes: 1.) Some of the CAS curriculum stipends will be awarded to support the generation of proposals that address Living in a Global Society. 2.) Implementation of the new program.
(c) Measures of Success: 1.) Each CAS stipend awarded will result in the implementation of at least one successful course. 2.) Enrollment of at least 25 students within three years of implementation.

b. Cameron School of Business
(a) Accountability Measure: CSB International Business Director and IB Committee continues to develop new or enhance existing activities supporting academic curriculum and programs supporting global citizenry.

(b) Expected Outcomes: Identification of strong tactical actions that can be taken within the limits of budget/faculty resources that will support goal.

(c) Measures of Success: New or enhanced existing activities supporting academic curriculum and programs supporting global citizenry in place appropriate to budget/faculty resources.

c. Watson School of Education

(a) Accountability Measure: Examine education programs to ensure inclusion of global education concepts and to promote increased global connections for students and faculty.

(b) Expected Outcomes: Increased inclusion of global education within all programs’ curriculum and established applications connecting students and faculty with broader global audiences

(c) Measures of Success: Curriculum documents, documentation of experiences, and assessments of outcomes for cross-cultural international study

d. Randall Library

(a) Accountability Measure: a. ) In collaboration with the Office for International Programs, develop a portfolio of library services and resources that support the coursework, projects and research of students studying, working or volunteering abroad. b. ) In collaboration with the Office of International Programs, develop information sessions on library services and resources for students planning on studying, working or volunteering abroad.


(c) Measures of Success: a.) Service participation; resource usage. b.) Attendance at information sessions.

e. School of Health and Applied Human Sciences

(a) Accountability Measure: N/A

(b) Expected Outcomes:

(c) Measures of Success:

f. Graduate School

(a) Accountability Measure: Work to establish joint degree programs with international partners as we have done for the IMBA. A potential example is a joint or dual degree in anthropology with Galen University in Belize.

(b) Expected Outcomes: International study opportunities for graduate students.

(c) Measures of Success: The establishment of one or more new international joint degree programs.

g. Office of International Programs

(a) Accountability Measure:

(b) Expected Outcomes:

(c) Measures of Success:

3. Increase opportunities for global explorations within and beyond the classroom.
a. College of Arts and Sciences
   (a) Accountability Measure: 1.) Devote the CAS curriculum stipends to underrepresented components of the University Studies Curriculum, including Living in a Global Society. Collaborate with other campus units to identify additional resources for this purpose. 2.) Initiate the B.A. in International Studies in Fall 2011.
   (b) Expected Outcomes: 1.) Some of the CAS curriculum stipends will be awarded to support the generation of proposals that address Living in a Global Society. 2.) Implementation of the new program.
   (c) Measures of Success: 1.) Each CAS stipend awarded will result in the implementation of at least one successful course. 2.) Enrollment of at least 25 students within three years of implementation.

b. Cameron School of Business
   (a) Accountability Measure: International Business Committee to identify opportunities for global explorations within and beyond the classroom.
   (b) Expected Outcomes: List created that reflects possible opportunities for global explorations within and beyond the classroom.
   (c) Measures of Success: Increased opportunities for global explorations within and beyond the classroom.

c. Watson School of Education
   (a) Accountability Measure: Increase options for faculty and students to participate in international experiences and access to educators in other countries through technology applications.
   (b) Expected Outcomes: Increase in numbers of faculty and students engaged in international experiences and use of technology to provide global access
   (c) Measures of Success: Data on faculty and student travel, reports of infusion of global initiatives, and access in courses

d. Randall Library
   (a) Accountability Measure: a.) Explore information exchange, including librarian exchanges if funds are available, between Randall Library and libraries at institutions with the most substantial study abroad relationships, e.g., Swansea University (Wales), Nelson Mandela Metropolitan University (Port Elizabeth, South Africa) to improve coordination of services for UNCW students., b.) Implement AirPAC, a custom interface to the library’s online catalog designed specifically for mobile computing devices such as cell phones and Smartphones. c.) Implement Drupal’s mobile computing module and Cascading Style Sheet to format and present the library’s web site for mobile computing devices such as cell phones and Smartphones.
   (b) Expected Outcomes: a.) Information exchange explored; scenarios developed (academic year 2011-12). b.) AirPAC implemented (date tbd). c.) Drupal’s mobile computing module and Cascading Style Sheet implemented (date tbd).
   (c) Measures of Success: a.) Improved coordination of services for UNCW students studying abroad. b.) Improved access to the library’s online catalog through mobile devices. c.) Enhanced presentation of the library’s web site on mobile computing devices.
e. School of Health and Applied Human Sciences
   (a) Accountability Measure: N/A
   (b) Expected Outcomes:
   (c) Measures of Success:
f. Graduate School
   (a) Accountability Measure: Continue to foster and support international research collaborations among faculty. These serve as a basis for student involvement in transnational research projects.
   (b) Expected Outcomes: Increased international research collaborations.
   (c) Measures of Success: Increased numbers of research trips by faculty to other countries and increased number in grants involving international researchers.
g. Office of International Programs
   (a) Accountability Measure: ((Establish MOUs with institutions in underrepresented areas, such as China, India, Costa Rica, etc.))
   (b) Expected Outcomes: More exchange options for UNCW students in underrepresented geographic areas.
   (c) Measures of Success: ((Inventory education abroad participation at non-Wester European sites.))

4. Develop comprehensive inventory of global activities.
a. College of Arts and Sciences
   (a) Accountability Measure: ((Setting standards and measuring achievement against these standards to provide programmatic direction))
   (b) Expected Outcomes:
   (c) Measures of Success: ((How you will measure the extent to which the expected outcomes are achieved))
b. Cameron School of Business
   (a) Accountability Measure: A comprehensive inventory of global activities for the CSB will be developed by the IB Director in consultation with the IB Committee and CSB chairs.
   (b) Expected Outcomes: A CSB list to be shared with OIR.
   (c) Measures of Success: The existence of a CSB list (shared with the OIR).
c. Watson School of Education
   (a) Accountability Measure: Accumulated data on WSE supported and sponsored global activities will be gathered and reported to OIP including comparative data over past 10 years
   (b) Expected Outcomes: Report generated and shared within WSE and with OIP
   (c) Measures of Success: Document created and disseminated, and utilized to drive actions for improved collaboration, efficiency, and informed determinations for future considerations
d. Randall Library
(a) Accountability Measure: N/A  
(b) Expected Outcomes:  
(c) Measures of Success:  
e. School of Health and Applied Human Sciences  
(a) Accountability Measure: N/A  
(b) Expected Outcomes:  
(c) Measures of Success:  
f. Graduate School  
(a) Accountability Measure: See Goal IV.A. above.  
(b) Expected Outcomes:  
(c) Measures of Success: (How you will measure the extent to which the expected outcomes are achieved)  
g. Office of International Programs  
(a) Accountability Measure: (Implement UNCW's Global Progress Assessment (GPA) comprising eight categories of global involvement.)  
(b) Expected Outcomes: Monitor UNCW's global activities.  
(c) Measures of Success: (Inventory to ascertain if activities are increasing in quantity and quality.)  

E. **Goal V: Strengthen the university's regional engagement and outreach activities.**  
1. Develop and implement four strategies to increase the economic development of and regional engagement in the region in line with the UNC Tomorrow initiatives (with limited funds).  
   a. College of Arts and Sciences  
      (a) Accountability Measure: Use CAS influence to advocate for a campus-wide master calendar of intellectual and cultural presentations open to the public, to be created and maintained under appropriate UNCW leadership.  
      (b) Expected Outcomes: Availability of a single, comprehensive source for information about UNCW intellectual and cultural presentations.  
      (c) Measures of Success: Follow-up assessment to determine the calendar's value to users.  
   b. Cameron School of Business  
      (a) Accountability Measure: Swain Center Director to take the lead for the CSB in identifying, developing and implementing four strategies to increase the economic development of and regional engagement in the region.  
      (b) Expected Outcomes: At least four strategies identified and implemented to increase the economic development of and regional engagement in the region.  
      (c) Measures of Success: The implementation of at least four new strategies to increase the economic development of and regional engagement in the region.  
   c. Watson School of Education
(a) Accountability Measure: Respond to regional needs through efforts to achieve significant impact on public schools through focused research that directly benefits schools and professional development that enhances teaching and promotes all students' learning.

(b) Expected Outcomes: increased number and improved direct effect on teachers and students in classrooms

(c) Measures of Success: Data on regional needs assessment, implementation and regional activities, and assessment of impacts

d. Randall Library

(a) Accountability Measure: a.) Restore research assistance for Saturdays. During recent budget cuts, and the resulting loss of a professional librarian position, research assistance on Saturdays was suspended. Our data show the majority of library users requesting assistance on Saturdays are non-UNCW affiliated users. This is a population we wish to serve, and restoring this service on Saturday will strengthen our service to the region. b.) Design and launch a library-wide “Living the Dream @” service initiative in the community. c.) Increase participation in and contributions to, the Azalea Coast Library Association.

(b) Expected Outcomes: a.) Saturday research assistance reinstated (Spring 2011). b.) "Living the Dream @" service designed (Spring 2011), launched (academic year 2011-12). c.) Greater visibility and enhanced leadership opportunities for Randall Library/UNCW in library circles in the region. (ongoing).

(c) Measures of Success: a.) Improved weekend library service to non-UNCW affiliated users. b.) Extent of library-wide participation in the design and delivery of "Living the Dream @" service. c.) Increased presence in local consortia.

e. School of Health and Applied Human Sciences

(a) Accountability Measure: 1: coordinate with the city, county and other stakeholders on the River to the Sea bike trail; 2: coordinate with the Cape Fear Healthy Carolinians to improve the health of citizens in the Cape Fear region; 3: Explore development of a "healthy kids market" to bring healthy foods to corner stores in low income neighborhoods; 4: support the efforts of the "Lose Tons Wilmington" campaign

(b) Expected Outcomes: Substantial regional engagement with local health initiatives

(c) Measures of Success: Participation in regional engagement initiatives

f. Graduate School

(a) Accountability Measure: The GS and ORSSP will continue to: (A) Support and highlight faculty and graduate students engaged in applied research and outreach [GS Making a Difference Awards, reSearch Magazine, support for start-ups and entrepreneurial ventures], (B) Work with UNC-GA to implement REACH-NC with UNCW databases, (C) Continue to pursue CREST building ventures.

(b) Expected Outcomes: Increased graduate student and faculty engagement and economic impact on the region.

2. Measures of Success: Increase in numbers of faculty start-ups, interactions with regional businesses and non-profits, increase in graduate internships, new Professional Science Master's programs, at least one new CREST venture.
3. Review the organizational structure of economic development on campus and develop a new structure to enhance economic development. (Provost Office objective; not for AA units)
   (a) Accountability Measure:
   (b) Expected Outcomes:
   (c) Measures of Success:

F. **Goal VI: Enhance the quality of UNCW’s environment and provide a sustainable campus that is attractive, functional and, above all, safe.**

1. Evaluate current spaces for most productive use of space.
   a. **College of Arts and Sciences**
      (a) Accountability Measure: In consultation with department chairs, monitor the use of all CAS spaces such that classroom utilization is maximized, office space is appropriately made available to all faculty and staff, research space is allocated on the basis of scholarly productivity, and renovation projects address immediate pedagogical and
      (b) Expected Outcomes: Optimal utilization of all space assigned to CAS.
      (c) Measures of Success: Utilization of space will be considered successful if: classrooms are used to the maximum during primetime hours; faculty offices are fully occupied; research spaces are fully occupied; smart classrooms and enhanced labs are maintained at the frontier of technology; and renovation projects that improve space utilization productivity have been identified.
   b. **Cameron School of Business**
      (a) Accountability Measure: Through the leadership of the Associate Dean for UG/Technology/Facilities, identify and justify the current and future space needs of the CSB to fulfill its mission and sustain overall high quality of students, faculty and programs.
      (b) Expected Outcomes: Report that identifies and justifies the current and future space needs of the CSB to fulfill mission and sustain overall high quality of students, faculty and programs.
      (c) Measures of Success: The existence of a quality report that identifies and justifies the current and future space needs of the CSB to fulfill its mission and sustain overall high quality of students, faculty and programs.
   c. **Watson School of Education**
      (a) Accountability Measure: Establish a facility advisory planning committee to assess the best uses of spaces and affiliated locations, and to develop greater efficiency in usage of the Education Building.
      (b) Expected Outcomes: Revised assignments of office, classroom, and open space utilization and formal report of advisory committee’s process and suggested measures.
c. Measures of Success: Floor plan/building matrix with allocated usage indicated and minutes / reports and recommendations from advisory committee.

d. Randall Library
(a) Accountability Measure: a. Consolidate Special Collections overflow collections and workflows to free up space for users. b. Develop scenarios for the future of the Museum of World Cultures, taking into account the Museum's history, collection, promotion, usage, supporters, North Carolina Living Treasures Award, costs etc. c. Establish a Randall Library “tenants” group and launch myriad initiatives to foster connection and improve communication, including listserv, quarterly meetings, and provision of on-site training opportunities. etc.
(b) Expected Outcomes: a.) Special Collections overflow and workflows consolidated (academic year 2010-11); space returned to users (Fall 2011); b.) Museum of World Cultures' future scenarios developed (Summer 2011); blueprint for the future developed and operationalized (Fall/Spring 2011-12). c.) Tenants Group established (Fall 2010); information sessions planned and held (ongoing). 
(c) Measures of Success: a.) Increased public footprint/space for users. b.) Increased publi footprint/space for users. c.) Improved rapport with campus colleagues.

e. School of Health and Applied Human Sciences
(a) Accountability Measure: Coordinators of each program area compile a listing of space usage 
(b) Expected Outcomes: Analysis of use of space 
(c) Measures of Success: Report detailing space resource needs or suggestions for increased efficiency

f. Graduate School
(a) Accountability Measure: ((Setting standards and measuring achievement against these standards to provide programmatic direction))
(b) Expected Outcomes:
(c) Measures of Success: ((How you will measure the extent to which the expected outcomes are achieved))

2. Work with master planners to develop efficient plan.

a. College of Arts and Sciences
(a) Accountability Measure: ((Setting standards and measuring achievement against these standards to provide programmatic direction))
(b) Expected Outcomes:
(c) Measures of Success: ((How you will measure the extent to which the expected outcomes are achieved))

b. Cameron School of Business
(a) Accountability Measure: Submit CSB report that identifies and justifies the current and future space needs of the CSB to fulfill its mission and sustain overall high quality of students, faculty and programs.
(b) Expected Outcomes: A realistic plan is finally developed for the current and future space needs of the CSB to fulfill its mission and sustain overall high quality of students, faculty and programs.
(c) Measures of Success: A realistic plan is developed for the current and future space needs of the CSB to fulfill its mission and sustain overall high quality of students, faculty and programs.

c. Watson School of Education
(a) Accountability Measure: Determination of future facility needs for office space and classroom teaching spaces
(b) Expected Outcomes: Preliminary data and report to provide to master planners outlining future space needs above and beyond current capacity
(c) Measures of Success: Data on space utilization, overflow, and anticipated growth; recommendation for consideration in planning process

d. Randall Library
(a) Accountability Measure: a. With appropriate campus planners, explore the feasibility and benefits of an automated storage and retrieval facility; the exploration will include identification of best practices in academic libraries.
(b) Expected Outcomes: a.) Feasibility study conducted (academic year 2010-11).
(c) Measures of Success: a.) Increased knowledge of automated storage and retrieval facility issues (design, construction, management etc.).

e. School of Health and Applied Human Sciences
(a) Accountability Measure: Utilize the report from VI.A.1 to make recommendations to master planners for the new "Allied Health " building
(b) Expected Outcomes: Recommendations to master planners and others
(c) Measures of Success: Production and dissemination of the report

f. Graduate School
(a) Accountability Measure: ((Setting standards and measuring achievement against these standards to provide programmatic direction))
(b) Expected Outcomes:
(c) Measures of Success: ((How you will measure the extent to which the expected outcomes are achieved))

G. **Goal VII: Ensure adequate resources to achieve university goals by increasing public financial support and private giving.**

1. Increase grant and contract submissions.
   a. College of Arts and Sciences
      (a) Accountability Measure: ((Setting standards and measuring achievement against these standards to provide programmatic direction))
      (b) Expected Outcomes:
      (c) Measures of Success: ((How you will measure the extent to which the expected outcomes are achieved))
   b. Cameron School of Business
(a) Accountability Measure: With leadership from the Swain Center, continue efforts to identify more grant funding possibilities.
(b) Expected Outcomes: Greater number of grants.
(c) Measures of Success: Greater number and amount of grants from and/or with the CSB.

c. Watson School of Education
(a) Accountability Measure: Expand the Watson School’s ability to solicit external funding to support programmatic initiatives and outreach activities.
(b) Expected Outcomes: Mentoring program for new grant writers, dissemination of information on funding sources, needs assessment for potential new projects, and increased submissions, awards and number of grant seekers.
(c) Measures of Success: Documentation of mentoring sessions, attendance, funding proposal development, and submissions and award results

d. Randall Library
(a) Accountability Measure: a. ) Establish a standing committee to track sites and resources for grants; advise the University Librarian on appropriate national and regional opportunities; and contribute to the successful application of a minimum of six applications during the 2010-11 academic year.  b. ) Establish and promote a series of support resources for Library staff (articles, reference sources, website resources, grant writing tips, online courses etc.). c. ) With the Associate Dean of Research, develop a means to determine the Library’s value to the grants process.
(b) Expected Outcomes: a. ) Standing committee established, change and off and running (Fall/Spring 2010-11); a minimum of six grants submitted per academic year (ongoing). b. ) Support resources established and promoted (Summer/Fall 2011). c. ) Study of the library’s value to the grants process conducted (academic year 2010-11); plan developed and implemented to demonstrate the value of the library to UNCW in improving grant proposal and report writing and in helping to attract grant income (academic years 2011-13).
(c) Measures of Success: a. ) Number of grants submitted per academic year. b. ) Use of support resources. c. ) Value of the library to the grants process quantified.

e. School of Health and Applied Human Sciences
(a) Accountability Measure: Increase dissemination of RFP’s/RFA’s
(b) Expected Outcomes: Increased faculty awareness of funding possibilities
(c) Measures of Success: Increased grant and contract submissions/proposals

f. Graduate School
(a) Accountability Measure: In addition to those measures in Goal II.C., established faculty in departments that have not traditionally sought extramural funding will be assisted.
(b) Expected Outcomes: Increased grant and contract submission by faculty.
(c) Measures of Success: Numbers of proposals submitted will be increased from 213 in AY 2009-10 to 256 in AY 2014-15.
2. Increase training and guidance in grant work, especially for new faculty.
   a. College of Arts and Sciences
      (a) Accountability Measure: Dean’s office will work with the relevant departments to include this training and guidance as an aspect of their departmental mentoring.
      (b) Expected Outcomes: New faculty will receive effective training in grant work.
      (c) Measures of Success: Follow-up assessment to determine the effectiveness of the training.
   b. Cameron School of Business
      (a) Accountability Measure: With leadership from the Swain Center, identify means for increased training and guidance in grant work for CSB faculty, especially for new faculty.
      (b) Expected Outcomes: Greater CSB faculty active in the pursuit of external grants.
      (c) Measures of Success: Greater CSB faculty active in the pursuit of external grants.
   c. Watson School of Education
      (a) Accountability Measure: Establish a mentoring program for new grant writers and faculty for WSE and in collaboration with other resources and support services.
      (b) Expected Outcomes: Established mentoring program, training material developed, and increase in faculty satisfaction with support for external funding initiatives
      (c) Measures of Success: Mentoring program engagement data and faculty perception of effectiveness
   d. Randall Library
      (a) Accountability Measure: N/A
      (b) Expected Outcomes:
      (c) Measures of Success:
   e. School of Health and Applied Human Sciences
      (a) Accountability Measure: Require to be part of annual workplan for all tenured and tenure track faculty
      (b) Expected Outcomes: Increased participation in workshops by ORSSP and other related units
      (c) Measures of Success: Number of faculty participating
   f. Graduate School
      (a) Accountability Measure: See Goal II.C.
      (b) Expected Outcomes:
      (c) Measures of Success: (How you will measure the extent to which the expected outcomes are achieved)

3. Reset campaign strategies for public phase of comprehensive campaign.
   a. College of Arts and Sciences
      (a) Accountability Measure: Work with Advancement liaisons to refine priorities for the public phase and to identify prospects.
(b) Expected Outcomes: CAS will meet its goal for the campaign.
(c) Measures of Success: Success in meeting the CAS campaign goal.

b. Cameron School of Business
(a) Accountability Measure: Reset strategies through input of key stakeholders, including the Cameron Executive Advisory Board and the CSB Strategy Committee.
(b) Expected Outcomes: Reset strategies for the public phase of the comprehensive campaign.
(c) Measures of Success: Whether have reset strategies.

c. Watson School of Education
(a) Accountability Measure: Increase funding priorities for Watson School and establish improved strategies for soliciting and gaining support.
(b) Expected Outcomes: Increased external funding through individual donors and foundations.
(c) Measures of Success: Data on funds raised through advancement and evaluation of effectiveness of strategies.

d. Randall Library
(a) Accountability Measure: N/A
(b) Expected Outcomes:
(c) Measures of Success:

e. School of Health and Applied Human Sciences
(a) Accountability Measure: N/A
(b) Expected Outcomes:
(c) Measures of Success:

f. Graduate School
(a) Accountability Measure: ((Setting standards and measuring achievement against these standards to provide programmatic direction))
(b) Expected Outcomes:
(c) Measures of Success: ((How you will measure the extent to which the expected outcomes are achieved))