The University of North Carolina at Pembroke
Annual Report
2011-2012

Kyle R. Carter, Chancellor
Dear Friends,

Since my arrival at UNCP in July 2010, I have committed to a vision with four themes: New Normal, Student Success, Institution of Choice, and Regional Engagement. When I announced this vision, I could not have known how essential these four ideals would be to directing this university during difficult times. In different ways, each theme has been carried out during the 2011-2012 academic year.

The New Normal—in other words, coping with the current financial environment and creating as effective and efficient an organization as possible—continued being a critical element to operations. Efforts to operate within the New Normal included measures that would save money and resources across campus, including increasing the number of class periods in the schedule, renegotiating leases, and scaling back from using off-campus buildings for events. Student Success—our commitment to developing systems, procedures, and policies that identify students who would succeed at UNC Pembroke and support them while they are here—experienced growing pains, but has begun to show rewards. A critical element of reaching and retaining high-achieving students is to hold them to higher standards. UNCP’s new approach is to engage poorly performing students and direct them toward the resources they need to succeed.

Institution of Choice—our effort to establish a culture and climate within the university that would encourage students to select UNC Pembroke over other institutions—flourished as new faculty and administrators launched programs to enhance UNCP’s uniqueness, student services, and educational environment. Regional Engagement—ensuring that the university uses its assets to interact with the community for mutual benefit—took on an even greater significance as the university launched the celebration of its 125th anniversary. Members of the university community continue to engage with the local community and bring their expertise and creative solutions to local problems.

One of the most important engagements I keep is with the university’s board of trustees. Now that the several vacancies have been filled and a new chair named, the board has turned its attention to guiding the development of the university. Its decision to increase tuition by $199, but leave student fees unchanged, kept student costs manageable. Retired Robeson County Superior Court Judge Gary L. Locklear was appointed to the board of trustees by Governor Beverly Perdue. He joined other new board members Kellie Blue, Dr. Dwight Pearson, Bob Caton, and Brian McCormick, who were sworn in August 2011.

I take great pride in UNC Pembroke’s dedication to student learning, engaged scholarship, high academic standards, creative activity, and public service. Our
work over the last year—in the laboratory, library, classroom, and community—is illustrated throughout this year’s annual report.
Executive Summary

The July 2010 arrival of Chancellor Kyle Carter to The University of North Carolina at Pembroke signaled a sea change in some of the fundamental operations of the university. A fresh approach to administration—especially within the ‘new normal’ of fiscal austerity, greater attention to student success, a commitment to making UNCP an institution of choice, and enhanced regional engagement—make up the four themes that the chancellor launched at his installation. Those themes have continued to guide the university’s various divisions through the 2011-2012 fiscal year.

In the Office of Academic Affairs, Provost Ken Kitts stabilized the administration, with successful dean searches and increased services to students through additional academic advisors and enhanced services to students in the military. Academic Affairs expanded areas of study, such as enhancing the nursing program and launching the Southeast American Indian Studies program. The Office of Academic Affairs also successfully untangled a SACS accreditation issue.

The Office of Advancement continued its work, raising money for programs, research, and scholarships, and promoting the university and its mission to various constituencies. New administrators filled vacant positions, and a new executive director of Communications and Marketing was hired to oversee the university’s public image. The university was awarded research grants from federal agencies, and corporate and foundation giving included awards from both state and national organizations.

UNCP’s Department of Athletics oversees intercollege competition for more than 400 student-athletes on 16 teams. The university is part of the Peach Belt Conference of the National Collegiate Athletic Association, Division II. Besides cultivating excellent athletes, the university works hard to ensure that those athletes are sound students. More than 100 UNCP student-athletes were placed on the PBS Presidential Honor Roll.

UNCP’s Division of Business Affairs directed much of its attention in FY 2011-2012 to operating the university on a very limited budget. An enrollment drop effected declines in housing revenues and related problems; however, the chief financial officer and the vice chancellor for Student Affairs engaged strategies to make up for the losses. In spite of less income, UNCP was able to move forward on its Master Plan as well as officially open the new Health Sciences Building and one new residence hall.

Enrollment Management had a challenging year, experiencing and responding to an unexpected shortfall in matriculation. A drop in enrollment of 693 students, most of them undergraduates, was the result of students’ failure to make adequate academic progress and losing their eligibility for financial aid. Since then, the Office of Enrollment Management is reaching out to many of the students who lost their financial aid and encouraging them to appeal for reinstatement.

The Office of Student Affairs provides programs that foster the intellectual, social, cultural, physical, and emotional development of each student. Additional learning
communities in the residence halls and continued work of the Office of Multicultural and Minority Affairs support a vibrant campus life at UNCP.

**Regional Engagement**, while not a division of UNCP, is a critical element to the work of each division. The 125th anniversary celebration of UNCP’s founding attracted several hundred participants from throughout the community, and Chancellor Carter has continued cultivating the university’s relationship with the Lumbee tribe on numerous projects. Whether bringing faster broadband service to underserved areas of rural North Carolina or sponsoring programs to aid small business, youth enrichment, and economic development for the entire region, UNCP plays a critical role in the cultural, community, and economic development of the entire region.
Academic Affairs

Overview
With the arrival of Provost Ken Kitts in April 2011, administrative matters in the Office of Academic Affairs stabilized with the resolution of a SACS accreditation issue and successful searches for deans of the College of Arts and Sciences, the School of Business, and the Honors College.

Among its various requirements, the Southern Association of Colleges and Schools requires its member institutions to notify the association of plans to offer a distance education course six months prior to the beginning of the course. The previous administration failed to notify SACS properly of courses that would be offered in fall 2010. The Office of Academic Affairs discovered the error in 2011 and self-reported the problem to SACS; however, the association sanctioned UNCP for its failure to notify. A report describing the remedial action was submitted to SACS in April, resulting in SACS removing the sanction in June. Over the spring semester the provost implemented new business processes to eliminate reporting failures in the future. Related to the SACS violation, the university also self-reported to the Department of Education (DOE) that it may have distributed financial aid to students enrolled in unauthorized programs. (Unless it has authorized a program, DOE doesn’t consider it an approved program.) The university is now in discussions with the Department of Education to determine whether it will be fined or be required to repay some or all of the financial aid distributed to students who took classes in the programs that were delivered off-campus.

With new deans in place and compliance issues addressed, Academic Affairs continued its academic initiatives and launched new programs in 2011-2012. Among other successes in Academic Affairs are the advances in nursing education and the launch of a Southeast American Indian Studies program. In addition, the faculty and students of the College of Arts and Sciences, the School of Business, the School of Education, and the School of Graduate Studies show commitment to academic excellence in the wide array of their achievements.

Highlights
- Following a review that showed UNCP was understaffed in professional advisors, a new advising center will launch in the fall, staffed with a director of advising and four additional advisors.
- Dr. Mark Canada was named dean of UNC Pembroke’s College of Arts and Sciences; Dr. Ramin Maysami was named dean of the School of Business, and Dr. Mark Milewicz was named dean of the Honors College.
- Dr. Cammie Hunt was named associate vice chancellor for Engaged Outreach at UNC Pembroke, and Teresa Oxendine was named director of UNC Pembroke’s Regional Center for Economic, Community and Professional Development at COMtech.
UNC Pembroke’s Master of Social Work program received notification in the fall that it won full accreditation from the National Council on Social Work Education.

The university’s May 2011 nursing graduates had a 100 percent first-time pass rate on the national nursing license exam.

The College of Arts and Sciences launched three initiatives designed to promote student success. The 2+2 program encourages faculty to pair up and join pairs of students at campus events, such as art exhibits and athletic events. The Reach 3 Challenge calls on faculty to reach out to students who may be struggling. Finally, the Go-to Faculty are a group of more than 20 faculty members who serve as informal resources to students, helping them work through academic, social, or other problems that may be keeping them from reaching their potential.

A UNC Pembroke broadcasting professor and a team of students won two top awards in a 2011 international competition, according to an announcement in January from the Association of Marketing and Communication Professionals.

Ten UNCP students took part in six-week internships through the North Carolina Health Career Access Program. Students worked in various health care settings, including hospitals, clinics, and emergency medic units.

Four UNCP professors, led by Dr. Frankie Powell of the School of Education, will work with the UNC Center for Health Promotion to create a “communities connections core” to collect data and facilitate research and training.

UNC Pembroke’s Department of Art was granted associate membership in the National Association of Schools of Art and Design. UNCP is one of only five NASAD-accredited institutions in North Carolina.

The 2012 Pembroke Undergraduate Research and Creativity Center Symposium showcased 98 research projects from 107 students and 46 faculty mentors.

Since healthcare is a primary concern in southeastern North Carolina, the university submitted an application for a master’s of nursing program to General Administration.

Several faculty members published books; among them are Dr. Rose Stremlau’s book *Sustaining the Cherokee Family: Kinship and Allotment of an Indigenous Nation*, Scott Billingsley’s *Recovering the Margins of American Religious History: The Legacy of David Edwin Harrell Jr.*; and Jennifer Key’s chapbook of poetry, *Ghosts to Whom We Call*, which also won the Astounding Beauty Ruffian Press annual poetry award and a $10,000 prize.

Art faculty member James Biederman won a Guggenheim Fellowship, and faculty member Adam Walls’ outdoor sculpture exhibit received the Rosen Award.
Graduate-level education students wrote three successful grant applications this fall to purchase Apple iPads. The grants totaled $5,603 and are being used to purchase technology for classrooms in Bladen and Sampson counties.

A Sustainable Agriculture program will be added to UNC Pembroke’s Environmental Sciences curriculum beginning in the fall semester of 2012. The Sustainable Agriculture track will be a feature of the Environmental Science major in the Department of Biology.

Advancement

Overview
The Office of Advancement recovered from the loss of its vice chancellor, Sandy Waterkotte, in 2010. UNCP’s board of trustees unanimously approved a recommendation to hire Wendy Lowery as vice chancellor for the Office of Advancement; Alison DeCinti was hired as director of development. Both Lowery and DeCinti are seasoned professionals in the field of nonprofit management and philanthropy. In addition, Sandy Briscar was named executive director of University Communications and Marketing. She is an experienced marketing and university relations professional and will bring skills and consistency to UNCP’s communications strategy. Part of this strategy includes a new contract with SMA, a marketing and licensing company, to develop a marketing and licensing program for the university. This is an important part of branding and promoting the university to the larger community and prospective students.

Highlights
- UNCP was awarded $119,276 to fund the first year of the Diabetes Translational Research to Reduce Health Disparities project. The community outreach effort is funded by a five-year, $3 million grant to UNC-Chapel Hill from the National Institute of Diabetes and Digestive and Kidney Diseases.
- The National Institutes of Health renewed its funding of the university’s RISE Program (Research Initiative for Scientific Enhancement) for five more years and $1.4 million. The program prepares undergraduates for advanced study in science by pairing outstanding students with UNCP scientists for directed research.
- The UNC Pembroke Board of Trustees agreed to name an endowed professorship in science education in honor of Marion Bass, a 1965 graduate and longtime friend of the university.
- A grant from Z. Smith Reynolds Foundation will fund a UNC Pembroke program that supports the Partnership for the Retention of Education Professionals program for Anson, Cumberland, Montgomery, Richmond, and Scotland county schools.
- Corporate and foundation giving continues to support awards and programs at UNCP. A selection of donors includes the Robeson County Farm Bureau, which funds a scholarship to promote agricultural science. The National Collegiate
Inventors and Innovators Alliance has awarded a $25,700 Lemelson Foundation grant to UNC Pembroke’s entrepreneurship programs. Other corporations are continuing their ongoing support.

- Scholarships are critical for many of our students. An especially notable gift included the anonymous donation of $100,000 to the Helen Maynor Scheirbeck scholarship for American Indian education. Also, the new Cherry Laurel Endowed Scholarship, which recognizes students who have persevered through setbacks, was awarded for the first time in the spring. Furthermore, the family of Ralph H. Lowry established a scholarship in the School of Business.
- The second annual Braves Club Car Cash Bash raised more than $34,000 to benefit scholarships and programs for UNCP student-athletes.

Athletics

Overview
UNCP’s Department of Athletics provides intercollege competition for more than 400 student-athletes at UNCP and sporting entertainment to thousands of fans.

Highlights
- UNCP placed a league-best 118 student-athletes on the Peach Belt Conference Presidential Honor Roll. The Presidential Honor Roll recognizes all student-athletes at the 13 PBC member institutions who had a GPA of 3.0 or higher for the academic year.
- The Braves achieved a No. 89 rank in the final 2011-2012 NCAA Division II Learfield Sports Directors’ Cup Standings.
- All-American wrestler Mike Williams won a NCAA national championship in the 165-pound weight class. He is UNC Pembroke’s first national champion in wrestling, and it is the university’s first national championship in any sport since 1982.

Business Affairs

Budget and Financial Planning and the New Normal

Overview
The university’s state appropriation was reduced by 15.5%, over $9 million; when off-set by enrollment funds, the net reduction was still in excess of $7 million. To complicate matters, an enrollment shortfall resulted in an additional budget deficit of $2.3 million, a loss of $1.8 million in student fees, and a drop in the number of students living in
residence halls. Occupancy of Courtyard Apartments, built through the UNCP Foundation, dropped to 63%, insufficient to make bond payments without borrowing from the Foundation. With fewer students in student housing, the housing system saw a drop in revenues, resulting in a reduction of UNCP’s bond rating and the university being placed on credit watch. In response, the chief financial officer and the vice chancellor for Student Affairs worked diligently throughout the year to resolve this issue. They incorporated the Courtyard Apartment complex into a master lease, shifted the management of Courtyard from a private management company to the university, created additional demand through creative marketing, and established a special learning community for nursing students. Preliminary results indicate that the occupancy rate in Courtyard should reach its threshold for financial viability by fall 2012.

In terms of human resources, a fourth year of frozen salaries took its toll on senior administrators throughout the university. High-level administrators are valued for their years of experience, which often means they are approaching the age of retirement. As Chancellor Carter explained in an opinion-editorial piece on this topic, many of the university’s senior level administrators have discovered that retiring from state employment now is more financially advantageous to them than continuing to work. This discovery was a factor in the recently announced retirements of four administrators: three vice chancellors and the chief information officer. As a case in point, although UNCP’s chief information officer wasn’t ready to stop working, he decided to retire from employment with the state of North Carolina, draw his retirement benefits, and then took a similar position at comparable pay at an institution in Georgia. A search is under way to replace the retiring chief financial officer, and it is anticipated that this position will be filled by fall. Searches for vice chancellors will begin in the fall.

Facilities Operations, Planning, & Construction

*Overview*

In spite of a limited budget, UNCP’s operations, planning, and construction continued with the hiring of critical administrative personnel, system upgrades, and plans for campus development, among other projects.

*Highlights*

- Debbie Burgess, a human resources professional for nearly 20 years in the public and private sectors, was hired as director of Human Resources; she has already instituted improvements and efficiencies into this critical aspect of the university’s operations.
- The business affairs office completed a variety of business systems upgrades including installing purchasing software and operationalizing the UNC Finance Improvement and Transformation initiative.
- The UNC board of governors approved a self-liquidating project to build a new student health services building. The building is in the design stage and should be completed in the spring of 2014.
- With the opening of the new Health Sciences Building and the relocation of the nursing and social work faculty to the new building, the university was able to consolidate most of the student services into the Lowery Building.
- Cypress Hall, a 476-bed, ultra-modern, five-story high-rise opened in fall 2011.
- Students were given the option to save money on textbooks by renting their books, rather than purchasing them. By renting, students could have saved up to half of the cost of textbooks, many of which cost more than $100.
- The university opened a full service Starbucks in the middle of campus to serve its students, faculty, and staff.

**Enrollment Management**

*Overview*

UNCP saw an enrollment shortfall of 693 students, mostly undergraduates, in fall 2011. A combination of factors contributed to the enrollment decline, including the negative impact of the university’s previous academic standards policy, which did not require students to achieve real academic progress until late in their degree program. By the end of the 2011 spring semester, more than 1,300 students could not show they had made satisfactory academic progress and, as a result, lost their eligibility for financial aid. In addition, significantly fewer students appealed the Office of Financial Aid’s decision to stop their funding. In previous years that office saw an appeal rate of nearly 60%; in 2011, that number was closer to 40%. And last, the students who did appeal Financial Aid’s decision were held to the higher academic standards that are part of UNCP’s new commitment to student success. As a result, many of those appeals were denied.

Enrollment Management is conducting special outreach to those students who initially did not dispute the cancellation of their financial aid and is encouraging them to appeal the judgment.

Raising UNCP’s academic standards has had a positive effect: the average GPA of freshmen in fall 2011 was .27 points (out of 4) higher than the previous year, and the number of students who are not making satisfactory academic progress has dropped by 13 percent. The amount of time students take to graduate and the number of students who transfer out of the university or fail to make satisfactory academic progress also affect the university’s enrollment figures. As a result, UNCP began putting in place more stringent enrollment policies and instituting more intensive support systems to increase student retention. This policy has served to increase the caliber of student that UNCP attracts; those highly achieving students, in turn, push classmates to perform at a higher level, too.

*Highlights*

- More rigorous standards for admission to UNCP include a minimum SAT score of 840 and a high school grade point average of 2.5.
The Student Services offices for academic support were placed under the direction of Jackie Clark, vice chancellor for Enrollment Management. In this role, Clark and the new Student Services group report to Provost Kitts.

UNCP named Steven Hunt, a member of the Department of Mathematics and Computer Science, acting director of the Center for Academic Excellence. The center increases student success through a variety of programs and strategies, including tutoring, advisement, and first-year programs.

The Registrar implemented a new class schedule to increase the number of class periods available throughout the week. The passing period was increased from 10 to 15 minutes because of the buildings constructed on the north side of the campus requiring greater distances for students to walk between classes. A consequence of this new scheduling pattern was the elimination of the activity period that had been a “dead period” on Wednesdays. It became evident that the university could no longer afford to keep classrooms unoccupied on Wednesdays during normal peak time of class scheduling.

Funded by a portion of the tuition increase for 2012-2013, hundreds of merit-based Hawk Assistantships will provide undergraduate and graduate students with opportunities to engage in meaningful, resume-building activities.

The remaining portion of the tuition increase for 2012-2013 is being used to establish an advising center for the campus.

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**Student Affairs**

**Overview**
The Office of Student Affairs carries out UNCP’s mission on the front lines, providing comprehensive programs and services that foster the intellectual, social, cultural, physical, and emotional development of each student. Student Affairs comprises the GPAC, civic engagement, housing, intramurals, multi-cultural and minority affairs, and safety, among several other entities.

**Highlights**
- Dr. Karen Pruett joined the staff of UNCP’s Career Center.
- Several new learning communities were created this past year and others are scheduled for the next academic year. One community generating considerable interest is the nursing community, which will be housed in the Courtyard Apartment complex adjacent to the Health Sciences Building.
- UNC Pembroke’s commitment to the education and professional development of men and women in the armed forces is easy to see: in the satellite program on Fort Bragg, in the articulation agreement signed by UNCP and Fayetteville Technical Community College that will pave the way for Special Forces members to earn four-year degrees from UNCP, and in the special graduation ceremony in which
Chancellor Kyle R. Carter gave graduating soldiers honor cords and university challenge coins. Not surprisingly, once again UNC Pembroke was named a “Military Friendly School” by *G.I. Jobs* magazine.

- The Office of Multicultural and Minority Affairs continued broadening students’ horizons and fostering respect for diversity. The third annual Honoring Native Foodways celebration at UNC Pembroke attracted a crowd of more than 200 to sample foods prepared by local cooks. Later in the year, a delegation of 20 Brazilian college students, all of them indigenous or First Nations people, visited UNC Pembroke to engage in some cross-cultural education.
- Part of UNCP’s mission is to develop responsible citizenship through education opportunities and to provide service to our neighboring communities. In addition to the scores of opportunities for service learning in UNCP’s coursework, students can also realize their civic potential through active, engaged service with the office of Community and Civic Engagement. The university was named to the President’s Higher Education Honor Roll for 2012. It is the fourth time UNC Pembroke’s community service program has received this award since its inception in 2007.

### Regional Engagement

**Overview**

Strong relationships with constituencies throughout the region are critical for the university and its chancellor. UNCP’s existing relationships with the community and its engagement in outreach increased during 2011-2012. Involvement throughout the community—addressing civic groups, taking part in community functions, and working on projects for the benefit of the community—is investment that brings excellent returns. Among the university’s efforts are the following examples.

**Highlights**

- UNC Pembroke threw a kick-off celebration of the university’s 125th anniversary in the Main Gym of the English E. Jones Health and Physical Education Center. The celebration will go on for the next 14 months and includes many public events.
- UNCP continues working with the Lumbee tribe on numerous projects and building its relationship with the new chairman. The tribe has now reconstituted the UNCP – Lumbee Tribe Advisory Committee.
- University, state, and federal officials gathered at UNC Pembroke to break ground on a construction project that will bring faster broadband service to underserved areas of rural North Carolina.
- The university is attempting to acquire property in downtown Pembroke to develop a business incubator to support local businesses and the region. A grant from the Golden Leaf Foundation was secured for $200,000; UNCP’s initial proposal to the EDA was rejected during the first round, but the university was invited to resubmit in September.
- The Regional Center continues to be an integral part of the university’s mission of community outreach by offering programs to aid small business, youth enrichment, economic development for the entire region, and community health, including the Infant Mortality Awareness Symposium and the Bridges Out of Poverty training series, a case management and community intervention program.
- As a member of the board of directors of the North Carolina Compact, Chancellor Carter attended the 2012 Civic Engagement Institute in Chapel Hill, a conference dedicated to finding ways to ensure that community engagement work is sustainable and underscored with partnerships, institutional collaboration, greater impact, targeted outcomes, and lifelong commitment to engagement by institutions, higher education leaders, and students. The North Carolina Campus Compact honored Aubrey Swett, founding director of UNC Pembroke’s Office of Community and Civic Engagement, with its 2012 Civic Engagement Professional of the Year.
- UNC Pembroke launched the BRAVE Club, an after-school program for local youths to provide recreation, activities, and sports instruction to kids in the region.
- The chancellor continued his involvement in regional outreach, including speaking engagements throughout the area, as well as hosting and attending events. This past year he spoke at numerous regional events and was key speaker at several major events including the Indian Unity Conference. Among other engagements, he addressed high school assemblies, chambers of commerce, and Lumbee Tribal Council meetings and gave presentations at legislative luncheons, community colleges, and small business roundtables, among others. In the spirit of community involvement, he also agreed to participate in a local Dancing with the Stars fundraiser to promote a literacy project for the United Way.