

UNIVERSITY *of* NORTH CAROLINA
PEMBROKE

Annual Report
2015-2016

Robin Gary Cummings, Chancellor

EXECUTIVE SUMMARY

The 2015-2106 academic year at The University of North Carolina at Pembroke was marked by **change and momentum**. Chancellor Robin Gary Cummings took office in July with the top priority of hiring a Provost to oversee Academic Affairs. After seeking feedback from the campus community and beyond, it became clear that interim Provost Dr. Zoe Locklear was the right person to serve in the permanent position due to her deep understanding of the institution, community and region, as well as the strong support she earned from the faculty. In her new post, Dr. Locklear oversaw **successful searches** for five deans and two associate vice chancellors and appointed 11 new permanent or interim department chairs. In addition, the university hired two Cabinet members: Steven Arndt as Vice Chancellor of Finance and Administration and Jodi Phelps as Executive Director of University Marketing and Communications.

As UNCP welcomed new leaders, the university streamlined its mission statement, allowing BraveNation to rally around a **clear, common purpose** stated simply as “Changing Lives through Education.” Understanding the importance of organizational culture, Chancellor Cummings, in consultation with a variety of stakeholders, identified **six core values** to guide UNCP: communication – talking to one another; collaboration – working with one another; integrity – doing the right thing for the right reason; accountability – owning your actions; innovation – creating for meaning and need; and service – focusing on others’ needs ahead of yourself.

Despite changes in leadership, **UNCP significantly advanced the four primary goals of its strategic plan**: become an institution of choice, maximize student success, expand regional engagement, and increase efficiency and effectiveness.

Institution of Choice - Students selected UNCP in increasing numbers as evidenced by the Fall 2015 entering class, the largest in university history. The university positioned itself for additional growth with the addition of academic partnerships and programs as well as the enhancement of campus amenities and facilities described later in this report.

Student Success - Attracting students to UNCP is only the beginning. Reevaluating admissions standards for select programs, enhancing academic support systems, and providing comprehensive health and wellness support are just a few of the ways the university focused its efforts on student success outcomes, including retention and graduation.

Regional Engagement - In addition to impacting the lives of its students, UNCP continued to make a difference in communities throughout southeastern North Carolina. By harnessing the energy and expertise of students, faculty and staff, the university played a lead role in important issues including economic development, healthcare and public education.

Efficiency and Effectiveness - Making the largest impact on campus and off requires maximizing efficiency and effectiveness. This was achieved by strategically managing physical and human resources, emphasizing organizational culture and values, increasing private giving and positioning the university to increase external funding.

INSTITUTION OF CHOICE

Overview

UNC Pembroke strengthened its position as an institution of choice first and foremost by expanding educational opportunities, providing additional pathways to success for students in southeastern North Carolina.

In terms of the product it provides, UNC Pembroke continues to achieve distinction by offering a quality academic program, by remaining current, by innovating and leveraging its uniqueness and by creating a robust campus life experience. Through these efforts, the university shows potential students and their families its affordability, its student-centered approach to education, its commitment to personalized service and the overall caliber of UNCP's academic experience.



UNC Pembroke welcomed the largest freshman class in university history.

Highlights

- UNC Pembroke welcomed the largest freshman class in university history: 1,233 students. Additionally, enrollment in the Esther G. Maynor Honors College reached an all-time high.
- University leaders and supporters successfully advocated the General Assembly to add UNC Pembroke to the Connect NC bond referendum. Overwhelmingly approved by voters in March, the bond will provide \$23 million to help construct a new School of Business building. This state-of-the-art facility will help attract top students and faculty and will enable the school to better collaborate with businesses throughout southeastern North Carolina.
- The School of Business enhanced the MBA program by launching a fully online option, opening a Sandhills satellite campus, starting concentrations in Financial Services and Supply Chain, and streamlining the application and acceptance process. The program grew 63 percent in academic year 2015-2016 admissions.
- The university signed an agreement with East Carolina University that is the first step toward establishing a stand-alone Doctor of Physical Therapy program at UNC



Chancellor Cummings awarded degrees to UNC Pembroke students during a ceremony at Henan University in China.

Pembroke. As part of the partnership, ECU agreed to accept up to four UNCP graduates to its program beginning in the summer of 2016.

- Addressing an important workforce need in the region, UNC Pembroke partnered with the NC State University College of Engineering to create a 3 + 2 dual degree program. The program enables students to earn an applied physics degree from UNC Pembroke and an electrical or mechanical engineering degree from NC State in a creative five-year plan of study.
- Advancing the university's goal of expanding international programs, Chancellor Cummings traveled to China and signed articulation agreements with China University of Geosciences (Beijing) and North China Institute of Science and Technology. With the addition of the new partnerships, the university now has 28 active relationships with Chinese institutions. Additionally, nine UNC Pembroke students participated in the first School of Business faculty-led study abroad trip to China.
- The School of Education collaborated with East Carolina University and the Sandhills Regional Educational Consortium in a partnership that enabled students to attend classes on UNC Pembroke's campus for East Carolina University's Doctorate of Education. In response to regional need, UNCP aims to create its own Doctorate of Education program that will build on its legacy of preparing educators for service in southeastern North Carolina.
- The James B. Chavis University Center experienced a transformational facelift, enhancing the facility's status as a central gathering place where Braves spirit is emphasized and university traditions are celebrated. The project included graphic enhancements, construction of an outdoor social space, and the renovation of first-floor restrooms as well as the mall and recreation areas.
- Athletics continued to play an important role in UNC Pembroke's robust campus life. Notably, the men's cross country team won the program's first Peach Belt Conference Championship and the wrestling team gained a conference identity, participating in the inaugural season of the Eastern College Athletic Conference. Additionally, former Braves all-American Pardon Ndhlovu earned a spot on the Zimbabwe Olympic men's marathon team, and wrestler Blaze Slade was runner-up in the NCAA Division II National Championships.
- Designed to enhance campus engagement, the Braves Share Program was re-introduced in Fall 2015 with new and enhanced features. The new online reservation

system provides shared equipment to students, faculty and staff at no cost with a valid “Braves One” ID. The shared equipment inventory includes items such as bicycles, tri-wheelers, commuter lockers, bike helmets and weather gear.

- Understanding the importance of a powerful, integrated brand strategy, UNC Pembroke set the course for establishing a higher standard for brand consistency as evidenced in the expanded style guide including prescriptive guidelines for all communications and brand assets from admissions view books to social media accounts. The newly released style guide will provide a critical foundation of consistency in messaging across campus ensuring a powerful impact on students, faculty/staff and community.
- The N.C. Department of Transportation announced a long-awaited \$2.8 million project that will improve pedestrian safety along Prospect Road and enhance the aesthetics of the campus gateway.

STUDENT SUCCESS

Overview

Successful students are the result of an expansive and multifaceted approach combining higher standards for acceptance, a rigorous — though judicious — recruitment effort and a responsive admissions process. Followed up with intensive academic and non-curricular support and policies, this complex approach promotes achievement and student success. The goal is successful students who graduate ready to pursue professional goals or continue their education.

Highlights

- The Center for Student Success (CSS) was created to better serve students and enhance the efficiency of the university’s student success initiatives. The CSS and the Office of Institutional Research began a collaborative relationship to guide data-driven decisions regarding retention, graduation rates and overall student success.



A groundbreaking ceremony was held October 1, 2015, for the Student Health Services and Counseling and Psychological Services building.

- Graduate programs in physical education, social work and public administration revised admissions standards to better assure student success.

- Construction began on the Student Health Services and Counseling and Psychological Services building, a \$4.6 million, 11,000- square-foot facility that represents the university's commitment to the health and wellness of its students.
- UNC Pembroke met student food insecurity needs through its CARE Resource Center. Of the 1,100 total visits to the center, 57 percent were from students, 38 percent community members and 5 percent faculty/staff.
- The university experienced record participation (306 students) in its five Living Learning Communities, which provide students an opportunity to take courses together to form a scholarly community and to participate in a wide variety of activities outside of the classroom. Learning Communities have proven to increase engagement and academic success during the first year and beyond.
- With the goal of developing student-athletes into world-class leaders both on and off the playing fields, UNC Pembroke Athletics launched a year-long Leadership Academy for a select group of high-potential sophomores and juniors.
- The university partnered with Sandhills Community College (SCC) to establish the Pembroke Pathway Nursing Scholarship. Funded by the SCC Foundation, the program guarantees a \$1,000 scholarship for SCC nursing graduates who pursue a bachelor's degree in nursing at UNC Pembroke.

REGIONAL ENGAGEMENT

Overview

Regional engagement at UNC Pembroke has taken many shapes. Economic and community development, providing distance education and military outreach, building relationships with community colleges, participating in rural health initiatives, developing opportunities for the region's young people and connecting with the Lumbee tribe in the immediate community are

all aspects of UNC Pembroke's engagement with its region, the state and beyond.

Highlights

- The UNC Pembroke Entrepreneurship Incubator opened in downtown Pembroke, cultivating start-up businesses by offering expert guidance, workspace and resources to promote job creation and investment throughout southeastern North Carolina. The incubator draws on the resources of North Carolina's Small Business and



The UNCP Entrepreneurship Incubator opened in downtown Pembroke.

Technology Development Center (SBTDC), the Thomas Family Center for Entrepreneurship and the School of Business.

- The university played a lead role in initiatives to grow jobs and spur investment including Innovate NC, a first-in-the nation effort to spark innovation-centered economic development statewide. The UNC Pembroke School of Business also partnered with the UNC Kenan-Flagler Business School to leverage the resources of NC Growth and Technology Commercialization Carolina in southeastern North Carolina.
- UNC Pembroke launched Project ACCESS (Achieving College Opportunities, Community Engagement and Student Success), an initiative to improve access to higher education and career preparedness for American Indian youth of Robeson County. Funded by the U.S. Department of Education's Office of Indian Education, Project ACCESS is a collaboration between the university, the Lumbee Tribe of North Carolina, the Public Schools of Robeson County and Robeson Community College.
- As part of the university's commitment to support local development, the School of Business partnered with the Construction Professionals Network Institute to conduct a study of the Town of Pembroke and to prepare a report of recommendations for infrastructure improvement and economic development.

- The Office for Community and Civic Engagement partnered with 89 community-based agencies — including the Lumbee Tribe of NC, Public Schools of Robeson County and other nonprofit agencies — to provide students with opportunities to engage in co-curricular and academic service-learning initiatives. Nearly 2,700 students contributed 26,649 hours to the local community. According to the National Value of Volunteer Time, this is an estimated in-kind donation of \$627,850 to the community.



Nearly 2,700 students volunteered 26,649 hours.

- The Spring 2016 graduating class included the highest number of active duty and veteran graduates (64 graduates) in UNC Pembroke history. The university was recognized as military friendly by *GI Jobs*, *Military Times* and *Military Advanced Educators and Transition*.

- Members representing each of UNC Pembroke’s varsity athletic teams mentored second graders during weekly visits to Pembroke Elementary School as part of a new year-long program called Brave Buddies designed to promote reading at an early age.
- The Lumbee Tribe’s Inaugural Economic Development Summit, which featured Sen. Richard Burr as keynote speaker, drew more than 200 attendees to campus.
- The premiere venue of its kind in southeastern North Carolina, Givens Performing Arts Center welcomed approximately 50,000 guests who attended 133 university and community events.
- The Appalachian Energy Summit Mid-Year Meeting was held on campus for the first time, attracting more than 160 attendees from other UNC institutions and stakeholder groups across North Carolina.
- The S2OAR! Conference on regional k-16 student success attracted more than 125 attendees from 12 counties, including school counselors, social workers, teachers, and other stakeholders as well as faculty and students from the UNC Pembroke School of Education.
- The university partnered with FirstHealth of the Carolinas to develop internship opportunities for students in athletic training, nursing, clinical mental health counseling and social work.
- The university’s humanities programs engaged the region through numerous performances, publications and exhibits. Notably, the Art Department collaborated with City of Laurinburg to develop Art Garden, a reflective municipal space for local residents to engage in sculpture created by UNC Pembroke faculty and student artists.

EFFICIENCY AND EFFECTIVENESS

Overview

UNC Pembroke maximized efficiency and effectiveness by increasing private giving, by emphasizing organizational culture and values, by managing physical and human resources strategically and by positioning the university to increase external funding.

Highlights

- The university secured \$2.5 million in cash, pledges, grants and planned gifts in the 2015-2016 fiscal year, an 8.7 percent increase from the previous year.



The 4th Annual Cash Bash generated a record-level of support for student-athletes.

- The 4th Annual Cash Bash generated more than \$70,000 for the Braves Club general scholarship fund, the largest amount raised to date. The event featured a keynote address by NFL referee Brad Allen, a UNCP alumnus.
- The university announced a 15-year partnership agreement with Lumbee Guaranty Bank that will provide resources to launch a new academic support unit for student-athletes.
- The university engaged consulting group Marts and Lundy to conduct a feasibility study in preparation of the first-ever comprehensive capital campaign, which is expected to focus on strategic priorities including the Esther G. Maynor Honors College, the School of Business, athletic facilities, Givens Performing Arts Center and the Museum of the Southeast American Indian.
- Two new positions were created in the Office of Advancement, and searches were launched for staff who will secure major gifts, engage alumni and build relationships with corporate partners throughout the campaign.
- UNC Pembroke implemented a modified zero-based budgeting model to strategically allocate the general fund budget for the effective and efficient use of state resources. This strategy led to the realignment of more than \$1.6 million to invest in other areas of need, including deferred building maintenance, IT security and campus safety.
- The university avoided interest payments of \$914,250 over 18 years through prepayment of Certificate of Participation bonds. Prepayment also reduces the average maturity of the COPs by approximately two years and will result in an immediate increase in the project's debt service coverage ratio of two basis points.
- The university was successful in securing a one-time state appropriation of \$675,000 to expand and upgrade video surveillance to enhance campus security and protect university assets.
- Advancing the campus's goal of becoming carbon neutral by 2050, the 2015 carbon emissions update indicated a 6 percent reduction in global-warming emissions (more than 1,000 metric tons) from the 2013 baseline. This represents an avoidance of more than \$200,000 in energy costs.
- As part of an institution-wide emphasis on organizational culture, the university hired a director of workforce development and employee relations and enlisted a human

resources consultant to design and facilitate professional development opportunities to enhance servant leadership, teambuilding and customer service.

- Designed to increase the effectiveness of new hires, the university developed a new onboarding program that will be implemented in September 2016. In addition to providing faculty and staff with important information and resources, the program will stress the university's vision, mission, values and history.
- A university committee planned a two-day welcome back event for all employees at the beginning of the Fall 2016 semester. Envisioned as an annual event, Braves Kickoff will allow the Chancellor and senior leadership to present academic accomplishments and expectations and will enable the Office of Human Resources to facilitate a variety of important training opportunities.
- The university created and implemented a strategy to align faculty and staff salaries with market-based ranges. A new Comprehensive Salary Structure will serve as the salary methodology to develop annual salary ranges for all EHRA administrative, professional and faculty groups. The ranges are intended to provide sound and equitable salary-setting options for senior officials and hiring managers to support and attract qualified administrative, professional and faculty talent.
- In an effort to increase externally funded research capacity and seek increased sponsorship for campus programs, the School of Graduate Studies and Research was reorganized into separate operational units: School of Graduate Studies and Research and Sponsored Programs.