



UNC GREENSBORO

Board of Trustees

Academic Affairs Committee September 25, 2018 Minutes

MEMBERS PRESENT: Dean Priddy, Chair; Brad Hayes; Kathy Manning; Betsy Oakley; Samaya Roary

MEMBERS NOT PRESENT WITH NOTICE: Elizabeth Phillips

OTHERS PRESENT: Susan Safran, Board of Trustees; Frank Gilliam, Chancellor; Dana Dunn, Provost and Executive Vice Chancellor; Charlie Maimone, Vice Chancellor for Business Affairs; Waiyi Tse, Chief of Staff; Terri Shelton, Vice Chancellor for Research and Engagement; Cathy Akens, Vice Chancellor for Student Affairs; Kelly Burke, Vice Provost and Dean of The Graduate School; Larry Mayes, Associate Vice Provost and Director of Institutional Research; Julia Mendez Smith, Chancellor's Fellow for Campus Climate; Samantha Raynor, Assistant Vice Provost for Student Success Initiatives; and other members of the administration, faculty, staff, and general public.

PROCEEDINGS:

Chair Priddy called the meeting to order at 1:00 p.m. and reminded members of the Conflict of Interest (COI) statement from the State Government Ethics Act and their duty to avoid COI and appearances of COI, if any should be identified. None were identified.

The roll call was read and a quorum was confirmed.

The minutes for May 1, 2018, were approved with no additions or corrections.

DISCUSSION ITEMS:

AAC-1 Fall 2018 Enrollment Update

Provost Dana Dunn shared highlights of the summary data for fall 2018, showing that UNCG broke the 20,000-headcount mark with a new student enrollment of 20,106; UNCG is now the fifth largest institution in the UNC System. In addition to breaking the headcount figure of 20,000, UNCG has also seen a headcount enrollment increase over the last year of 0.9 percent. It is important to note that the rate of growth is slowing, and this has been the case for the last two

years. In addition to headcount growth, we also saw growth in student credit hours, which are the mechanism by which we receive State appropriations. We are up 1.6 percent in student credit hours. It is noteworthy that credit hour growth outstripped headcount enrollment growth, indicating that students are taking more hours—important because a System metric is improving time to degree and graduation rates.

Dean Kelly Burke shared with the Committee statistics from the Graduate School. Enrollment declined by 11 students. There are 50 new students in the Business School, seven in the College of Visual and Performing Arts. The College of Arts and Sciences and the School of Education experienced slight declines.

Provost Dunn noted that while we stayed virtually stable at the graduate level, our System peers are showing patterns of decline: ECU and Charlotte have experienced declines in graduate enrollment of several percentage points, representative of the national trend. The fact that we are holding steady is positive and shows that the good work in The Graduate School is paying off, particularly in terms of refining the personalized recruitment processes and continual communication with students through “the prospect funnel.”

Dean Burke pointed out that a new strategy is in place to retain current undergraduates by encouraging them to transition to The Graduate School. All departments are encouraged to develop accelerated degree programs. We are also conducting outreach to corporations to learn what kind of programs and training they want to see.

Lastly, Provost Dunn discussed information from Undergraduate Admissions. The new freshman class shows the number of applicants (9,932), admits (6,766), and number enrolled (2,979), resulting in the largest freshman class in the University’s history. The academic achievement level of the student body has remained constant as we’ve seen this rate of growth. A new program was launched this summer to bring students to campus before the beginning of the fall semester to enhance college readiness and ensure success. This pilot initiative is part of the Frontier Set project. It is also of note that we are, and remain, the most diverse campus in the UNC System. In terms of maintaining growth, we are beginning a series of enrollment prediction sessions involving Business Affairs, Enrollment Management, and all academic units. We know from our own analysis that the high school graduation rate is declining (by 2022 there may be 10,000 fewer graduates) and competition for students has risen sharply as a result. Thus, we must continually work harder to ensure that we not only maintain, but grow, our share of students. This year a special working group will look across the different types of students, such as adult learners, military, online learners, and other non-traditional students, to determine where we have opportunity for growth.

AAC-2 UNC System Strategic Plan Metrics Update

Provost Dunn reported that, according to our first annual measurement of progress by the UNC System, we met or exceeded all of the metrics where we were targeted to improve, even those that were labeled priority metrics. We may be only one of two institutions in the System to do so. Beginning with low-income enrollment and low-income completion, for fall 2016 UNCG,

enrollment was well above the baseline, and UNCG exceeded the target for completions. Rural enrollment was constant, and completions substantially increased. The five-year graduation rate target was met, but barely. The critical workforce metric shows UNCG exceeding the target. Degree efficiency, an important but lesser-known metric, looks at the number of degrees per 100 full-time equivalent students, which indicates how efficient a university is in graduating students. UNCG did quite well over all and is well above the baseline for underrepresented minorities. The research funding metric, even in an increasingly competitive research environment, shows that UNCG is doing quite well by exceeding the target. UNCG also did well in the areas of distinction metrics (campus self-indicated), particularly in health and wellness–funded research and visual and performing arts graduate placement. The five-year graduation rate is one of the more challenging metrics to move the needle on and merits increased efforts.

AAC-3 Diversifying UNC Greensboro Faculty: Faculty Hiring Profile 2014–2018

Provost Dunn gave an overview on efforts to diversify our faculty in order to provide role models to our increasingly diverse student body. In that regard, UNCG had a healthy hiring cycle over the last year and made marked improvement in terms of further diversifying the faculty. At the rank of full professor, UNCG shows a two percent increase year to year, with the same percentage for associate and assistant professors who are tenured, a three percent increase for non-tenured associate and assistant professors, and a one percent increase for non-tenure-track faculty. Over all, we increased the representation of minority faculty in one year by two percent. We had a net increase of 26 additional minority faculty this year over last year.

Chancellor Gilliam noted that while we are improving in these efforts, we need a reduction in the non-tenure-track faculty and an increase in minority and women faculty at the tenured ranks. If we're trying to grow the intellect of our students, they need exposure to what the world looks like.

Provost Dunn reported that from 2014 to 2018, we increased the representation of minorities at the assistant tenure-track rank by ten percent. Unfortunately, we have fewer faculty at the higher ranks, which is something we intend to change over time. We are putting mentoring programs in place to ensure that we retain these faculty. Many clinical faculty, particularly in Nursing and Health and Human Sciences, do not want to be on the tenure track because they spend a significant amount of time in the field and value the time to conduct research.

Dr. Julie Mendez-Smith, Chancellor's Fellow for Campus Climate and Associate Professor of Psychology, noted that one of the innovative programs recently started on campus is Diversity Conversations. Through the program, faculty are having conversations about what their respective departments need in terms of talent to enhance the educational experience. The conversations center on the idea that "we're moving in the right direction, we'll know it when we see it, the collection around the table will be more diverse, and the viewpoints will be more inclusive." Further, because being a "diverse" person doesn't necessarily mean one has an inclusive viewpoint, the deans are having meaningful conversations about implicit bias during the hiring process.

AAC-4 New Student Success Initiatives

Provost Dunn shared with the Committee several UNCG student success initiatives. Deloitte Consulting visited UNCG because of our participation in the Gates Frontier Set project, and published the article *Closing the Achievement Gap at the University of North Carolina Greensboro: Uniting Innovation and Equity for Student Success* to illustrate how student success work is infused throughout the campus.

The Provost also reported that in June, UNCG received a \$1.2 million grant from the Armfield Foundation. More than half of the grant will be used to create an academic success coaching program to serve 150 students. We also have a proposal out to another foundation and hope to receive good news in November that would enable us, if funded, to reach an additional 150 students.

Samantha Raynor, Assistant Vice Provost for Student Success Initiatives, then gave an overview of The Spartan StartUp Bridge. This is a five-week, academically rigorous program that provides a “head start” for first-year students who meet two of the following three categories: low-income, underrepresented, and first-generation. Forty-two students participated in the program this year, engaging in academic course work for seven credit hours over those five weeks while receiving targeted academic support services. The courses they took were hybrid courses, so they received some exposure to online courses very early on, and also had a lot of exposure to other campus resources as well as cocurricular and extracurricular activities. The costs for this program were covered mostly by the Frontier Set grant, Pell Grants, and funding from the UNC System. The students were heavily scheduled from class time, to study hall, to supplemental instruction. They also had first-year experience and academic skills workshops. The feedback received from students was that the exposure to hybrid courses really prepared them for online course work; they felt that faculty were engaged and supportive of their efforts; they felt generally more prepared for courses as they started their academic careers at UNCG; and they appreciated the opportunity to get a head start and earn the seven credit hours before their first semester. They noted that although the five-week time frame and seven credits were challenging, but manageable, they did struggle with time management and wanted more time to work on their assignments. As such, some adjustments to the schedule will be considered moving forward. Of the 42 students enrolled, 83 percent had a GPA of 2.0 or higher, and 50 percent had a GPA of 3.0 or better. We have 40 of the 42 students with us this fall. Next year an additional 40 students will be targeted. Because the program is grant-funded, we will look at different cost models to make it more sustainable. We are also considering focusing on students who are exploratory majors and students who are undecided, as the program is suited to help students work through those challenges.

Provost Dunn reported that UNCG was invited to join the Association of Public & Land-grant Universities (APLU) Transformation Clusters Initiative, which consists of 100 institutions that APLU believes are very motivated to improve graduation rates and are national leaders on this issue. The project is just getting off the ground, and we will be working with eleven institutions in our cluster over the coming two years.

Lastly, Terri Shelton, Vice Chancellor for Research and Engagement, gave an update on investments UNCG has made in supporting research and engagement. We increased external award dollars by 12.76 percent, far exceeding our goal of five percent in that area. Another goal was to increase health-related funding by ten percent over a three-year rolling average. Our target this year was \$16,906,666, and we exceeded it by 11.8 percent with health-related funding at \$18,907,810. We had six patent applications filed or converted and one trademark granted.

There being no further business, the meeting adjourned on motion at 2:15 P.M.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Kelly Harris".

Kelly Harris
Assistant Secretary to the Board