

This document contains a summary of the major initiatives submitted by campus leaders to move the University of North Carolina at Greensboro forward in relation to its strategic goals.

Giant Steps

Initiatives Supporting
Transformation of Students,
Knowledge, and the Region

As of May, 2017

Health and Wellness

Transforming Students

UNCG students will gain understanding of and appreciation for health and wellness as it applies to their personal and professional lives.

Initiative	Unit	Point Person/s
through co-curricular and extracurricular programming		
To support our healthy workplace / healthy nurse (nursing student) strategic vision, develop and incorporate health promotion content throughout the new undergraduate curriculum that all nursing students will take, with the goal that ALL UNCG students will take health promotion content as part of their general education requirements.	School of Nursing	Susan Letvak, Professor and Department Chair, Director of Undergraduate Programs
Develop new directions while strengthening existing initiatives relevant to the needs of students that include a multidimensional approach focusing on physical, emotional, environment, occupational, social, intellectual and spiritual growth.	Student Affairs	Jill Beville, Director, Recreation and Wellness; Brett Carter, Associate Vice Chancellor and Dean of Students
through experiential learning opportunities		
“Increase experiential learning in health and wellness” strives to engage Biology and Psychology students in undergraduate research, internships, clinical participation, study abroad, and graduate research opportunities across the College of Arts and Sciences as part of their disciplinary training.	College of Arts and Sciences	Matina Kalcounis-Ruppell, Head, Biology; Stuart Marcovitch, Head, Psychology
HHS will develop and grow interdisciplinary and interprofessional curricular, research, and career training programs so that students can learn with, about, and from students in other health-related disciplines.	School of Health and Human Sciences	Dr. Dave Demo, HHS Associate Dean for Academic Administration
Increase undergraduate student participation in School of Nursing research projects, and encourage undergraduate and graduate students to more actively participate in the annual School of Nursing Scholarship Showcase event.	School of Nursing	Research faculty; Sr. Associate Dean for Research and Innovation

Transforming Knowledge

UNCG will enhance understanding of health and wellness, health disparities, and the health professions.

Initiative	Unit	Point Person/s
through enhanced research and creative activity		
Continue to conduct economic research related to health and wellness.	Bryan School of Business and Economics	Jeremy Bray, Professor & Department Head Economics Department
"Promote interdisciplinary research in health and life science" seeks to create an organized structure promoting interdisciplinary research projects that can better address the many current research problems in the life sciences that involve large volumes of data (sequence data, acoustic data, image data, healthcare data, etc.) and can benefit from innovative approaches in modeling, simulation, computing, and analysis.	College of Arts and Sciences	Steve Tate, Head, Computer Science, and R. Shivaji, Head, Mathematics and Statistics
"Increase research in Environmental Health and Wellness" will address a critical challenge by promoting fundamental knowledge in human and environmental health and wellness through our basic and applied research programs related to global environmental change.	College of Arts and Science	Matina Kalcounis-Ruppell, Head, Biology
"Increase the impact of the Natural Products and Drug Discovery Center" by conducting research to discover new natural products medicines to treat human disease (specifically infections and cancer) and stimulating scientific entrepreneurship.	College of Arts and Sciences	Co-Directors: Nicholas H. Oberlies and Nadja B Cech
through the translation of research to practice		
Commercialization of Nanoscience Innovations. Goal is technology transfer to industry of two technologies within three years.	School of Nanoscience	J. G. Ryan, Dean

Transforming the Region

UNCG will be an active partner in promoting health and wellness in the broader community.

Initiative	Unit	Point Person/s
through engagement of faculty and staff		
Link faculty members with community organizations through partnerships such as LEAP Forward: A collective approach to promoting lifestyle eating and activity practices in Children (in partnership with Cone Health) and an ongoing partnership with Peacehaven	School of Health and Human Sciences	Sandy Shultz (Cone Health), Chair, Kinesiology; Melissa Floyd-Pickard (Peacehaven), Chair, Social Work

Farm for individuals with intellectual and developmental disabilities.		
Establish a community health promotion clinic staffed by faculty and students (with a 5 year goal with an interim goal to establish a faculty / student staffed clinic on campus in collaboration with the Student Health Services).	School of Nursing	Advance practice faculty
Develop and conduct an annual Dean's Health and Wellness Lecture Series for the community to present cutting edge health and wellness research.	School of Nursing	M McGinley and Dean Remsburg
through professional development and credentialing in related professions		
Increase recruitment and growth of graduate enrollment in advanced professional programs by increasing accessibility through development of online offerings.	Health and Human Sciences	Sandy Shultz, Chair, Kinesiology; Robert Mayo, Chair, Communication Sciences and Disorders
Create a 9 credit (three 3-credit courses) Nursing Education Certificate for NC nurses who seek nurse educator positions.	School of Nursing	Nurse educator concentration faculty
Provide increased resources for nursing professionals by establishing a School of Nursing education consultation service, providing professional CEUs for local, regional and state nurse colleagues and preceptors, and establishing an annual state-wide DNP conference to highlight students' evidence-based practice projects and to provide faculty development for DNP faculty across the state.	School of Nursing	Dean Remsburg and Associate Dean Lewallen
Create a DNP nursing administration / executive leadership bridge certificate for nurses with an MSN in nursing education who are not eligible for the DNP degree.	School of Nursing	Nursing administration concentration faculty

Vibrant Communities

Transforming Students

UNCG students will gain the necessary knowledge, skills, and attitudes to be active contributors to their communities.

Initiative	Unit	Point Person/s
through co-curricular and extracurricular programming		
<p>“Fostering diversity through understanding and empowerment” is an initiative to develop intersectional understanding, develop students' ability to communicate effectively across differences, and empower students to address inequities in their lives and the lives of others.</p>	College of Arts and Sciences	The Director of WGS, currently Mark Rifkin
<p>The UNCG Humanities Network and Consortium’s “Humanities Toolkit: The 3 C’s” and “Liberal Arts Advantage” are path-breaking, multifaceted programs that will help students and parents understand how the humanities prepares people for success and leadership in the 21st-century workplace.</p>	College of Arts and Sciences	UNCG Humanities Network; Lisa Levenstein, Director
<p>Implement a Co-Curricular Transcript where all students can document and showcase knowledge and experiences gained outside the classroom which support development of essential skills important to future careers and graduate or professional schools.</p>	Student Affairs	Jim Settle
<p>Establish the Build a Spartan initiative by transforming student development programs and services to create and sustain opportunities for students to engage in a vibrant community.</p>	Student Affairs	Mike Ackerman, Coretta Walker, and Juliann Losey with support from the SA Innovation Team
<p>Develop a strategic space plan for usage and design in order to maximize space for services, learning and unique materials while right sizing the print collection.</p>	University Libraries	Michael Crumpton, Assistant Dean for Administrative Services; Kathryn Crowe, Interim Dean and Associate Dean for Public Services
<p>Cultivate and steward strategic relationships to become an essential part of academic, student, and civic life.</p>	Weatherspoon Museum	Nancy Doll, Director; Ann Grimaldi, Curator of Education; and Terri-Dowell-Dennis, Associate Curator of Education
through experiential learning opportunities		
<p>Provide experiential education in every major and degree program.</p>	Bryan School of Business and Economics	Bill Brown, Associate Dean

Identify and increase resources for inter-disciplinary initiatives, including arts administration, musical theatre, liberal arts oriented programs, somatics, etc.	College of Visual and Performing Arts	Dr. Dave Demo, HHS Associate Dean for Academic Administration
Promote community engagement through projects and programs in Spartan Village that bring together campus and community.	Student Affairs	Tim Johnson
Examine student employment options in order to increase efficiency with human resources, improve services and enhance skill development and training opportunities for students.	University Libraries	Michael Crumpton, Amy Harris Houk, Cathy Griffith, Kathy Crowe

through enrolling and graduating students in programs related to vibrant communities

Develop enrollment models for each school where needed.	College of Visual and Performing Arts	Peter Alexander
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Transforming Knowledge
UNCG will enhance understanding of the elements and processes that both comprise and compromise vibrant communities.

Initiative	Unit	Point Person/s
through enhanced research and creative activity		

Increase UNCG's capability, deepen our interdisciplinary efforts, and enhance our regional and national reputation in data science/evaluation/analytics/informatics.	Office of Research and Economic Development	Terri Shelton
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The SOE aims to increase successful engagement in funding for scholarly and instructional activities of SOE faculty and staff such that expenditures reach a sustainable \$5 million per year.	School of Education	Randy Penfield
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Conduct assessment project to determine the correlation between information and digital literacy instruction and student success so that we can better understand the link, and, if positive, further inform curriculum planning.	University Libraries	Amy Harris Houk, Tim Bucknall, Jenny Dale, Kathy Crowe, Amanda Christman (graduate assistant)
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through the translation of research to practice

To support and facilitate innovative and entrepreneurial work conducted by SOE faculty, the SOE is in the process of launching a new initiative called "Impact Through Innovation" (ITI) that will: (a) provide support for faculty seeking to engage in an innovative venture, (b) educate faculty on the process of innovation and entrepreneurship, (c) connect faculty with key partners at UNCG and the broader community	School of Education	Scott Young, CED Department Chair
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with expertise and interest in innovation and entrepreneurship, and (d) provide seed funding to innovative ventures.		
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Transforming the Region
UNCG will be an active partner in contributing to the vibrancy of the larger community.

Initiative	Unit	Point Person/s
through engagement of faculty and staff		
Revise the Center for Business and Economics to focus on regional artisan industries.	Bryan School of Business and Economics	Erik Byrd
The Public History initiative, “Unearthing History, Building Community” (UHBC), is a five-year collaboration between faculty, students, residents, and designated museums to uncover, document, and share the stories of Triad-area neighborhoods and communities that are in danger of becoming “lost” to history in order to enhance community vitality by creating a usable past that roots people in place and connects them.	College of Arts and Sciences	Benjamin Filene
“Support Resilient Communities amid Economic and Environmental Change” is an initiative that will harness and build upon existing expertise and curricula around issues such as climate change, urban sustainability and vulnerability, social inequality, collaboration, and entrepreneurship in order to foster communities that are resilient, sustainable, prosperous, and equitable.	College of Arts and Sciences	Corey Johnson, the Head of Interior Architecture (new appointment in August 2017), and the Director of Center for Housing and Community Studies (Stephen Sills)
Increase resources for community-engaged activities, particularly for underserved populations (e.g., The Community Arts Collaborative.)	College of Visual and Performing Arts	Peter Alexander, Dean
Sustain leadership locally and regionally for community-based arts.	College of Visual and Performing Arts	Peter Alexander, Dean
Create a vibrant and welcoming space that encourages participation and engagement with the museum.	Weatherspoon Museum	Primarily the curators, director and, possibly registrars.
Strategically position the Weatherspoon as a center of interactivity that promotes engagement with modern and contemporary art as a powerful and enriching experience for diverse audiences.	Weatherspoon Museum	Nancy Doll, Director, Weatherspoon Art Association and Arts Foundation Boards, Curators of Collections (Elaine Gustafson), Exhibition (Emily Stamey), and Curators of Education (Ann Grimaldi and Terri Dowell-Dennis)

through opportunities for life-long learning that are responsive to community needs

<p>Strengthen connections between humanities scholars and the public through: a) offering faculty lectures and other public programming in community institutions ; b) participation in the National Humanities Alliance's Community Working Group for Public Impact; c) raising the public profile of faculty public engagement through social media, websites, and the media; d) advocating for increased recognition of the value of humanities faculty members' public engagement within the university; f) creating high-quality videos about humanities researchers; and h) assisting humanities faculty in their print and digital publishing endeavors through workshops and peer support</p>	<p>College of Arts and Sciences</p>	<p>UNCG Humanities Network and Consortium Lisa Levenstein, Director Jennifer Feather, Assistant Director</p>
<p>Work with community leaders to assess the needs of the work force vis-à-vis post-Baccalaurete education/training, and develop interdisciplinary graduate degrees with professional skills training at their core.</p>	<p>Graduate School</p>	<p>Kelly Burke, Vice Provost for Graduate Education</p>
<p>Continue & enhance STEM educational outreach programs (Nanobus, T4, NC Science Festival, Summer Science Academy). Nanoscience department goal to reach > 2000 k- 12 students/year</p>	<p>School of Nanoscience</p>	<p>Dr. Daniel Herr</p>
<p>In concert with faculty, incubate and administer transdisciplinary online programs that focus on in-demand workforce success skills through innovative course design and active learning.</p>	<p>UNCG Online</p>	<p>Jim Eddy, Dean, UNCG ONLINE Chris Dunst, Senior Director Online Learning Nora Reynolds, Executive Director Academic Programs and Operations Jaap-Jan van Duin, Senior Director Marketing and Business Development</p>
<p>Establish UNCG an Open Educational Resources (OER) leader within the state in order to reduce the cost of a college education for our students.</p>	<p>University Libraries</p>	<p>Beth Bernhardt, Assistant Dean for Collection Management and Scholarly Communications</p>

Global Connections

Transforming Students

UNCG students will gain the necessary knowledge, skills, and attitudes to engage effectively in and contribute productively to the global community.

Initiative	Unit	Point Person/s
through co-curricular and extracurricular programming		
"Foster Intercultural Competency" proposes to build upon and institutionalize in a sustainable manner current efforts to make the development of intercultural competence, defined by Dr. Mitchell Hammer as the capability to understand accurately and respond appropriately to cultural difference and commonality, a centerpiece of the UNCG experience.	College of Arts and Sciences	Roberto Camp, Director of International and Global Studies
Increase extracurricular elements that help ensure the success of our international community of students.	Graduate School	Kelly Burke, Vice Provost for Graduate Education
Increasingly engage in experiential learning in Honors Colloquium by engaging in service learning and practicing the principles of play, performance, and improvisation.	Honors College	Omar Ali, Dean of the Honors College
through experiential learning opportunities		
Increase participation of Bryan students in study abroad opportunities.	Bryan School of Business and Economics	Bill Brown, Associate Dean
Identify internal and external opportunities and resources to enhance international experiences for students and faculty.	School of Health and Human Sciences	Dr. Dave Demo, HHS Associate Dean for Academic Administration
Establish opportunities for undergraduate students to engage in a domestic cultural immersion experience, e.g., East Tennessee School of Nursing Appalachian Clinics, Mustard Seed Clinic, and Migrant Clinics; and establish opportunities for students to engage in an international cultural immersion experience, e.g., Latin America, Puerto Rico.	School of Nursing	P. Rowsey; M. McGinley, D. Lekan, S. Courtney, J. DeBrew, S. Denman, S. Blaha, M. Guhwe
through enrolling and graduating students in programs related to vibrant communities		
Explore the addition of new graduate programs on international topics and/or that reach international audiences.	Bryan School of Business and Economics	Bill Brown, Associate Dean
Increase the enrollment of international students.	Graduate School	Kelly Burke, Vice Provost for Graduate Education

Transforming Knowledge

UNCG will enhance understanding of global issues and challenges related to globalization.

Initiative	Unit	Point Person/s
through enhanced research and creative activity		
Continue to be a leader in research focused on international topics and/or utilizing international samples.	Bryan School of Business and Economics	Bill Brown, Associate Dean
Develop MOU's with Wuhan Textile University (China) and Universiti Malaysia Pahang for educational and research collaboration.	School of Nanoscience	Dr. J. G. Ryan
Continue school collaboration with nursing education colleagues in Moldova by supporting the establishment of the first BSN program in the country, mentoring Moldovian faculty, and offering faculty development and international exchange opportunities for Moldavian Nurse Educator Colleagues.	School of Nursing	D. Lekan, N. Hoffart, Dean Rensburg

Foundational Initiatives

Transforming Students		
Initiative	Unit	Point Person/s
As a participant in the Frontier Set, funded by the Bill and Melinda Gates Foundation, UNCG will be engaged with a group of 31 institutions across the country in targeting racial, ethnic, and socioeconomic disparities in college completion.	Enrollment Management	Dana Dunn, Provost; Bryan Terry, Vice Chancellor for Enrollment Management
Enhance opportunities for real world, experiential learning in the areas of UNCG strength (e.g., informatics/evaluation, entrepreneurship, design, education, etc.) that are also needed areas of expertise by the community for both undergraduates and graduates.	ORED	Emily Janke, Justin Streuli and Terri Shelton and relevant Center directors
Be the <i>centralized</i> "one-stop student support shop" for online students at UNCG by expanding student support services and supporting advising (both institutional and program-specific) and other student services from initial inquiry to graduation for all 35+ online programs at UNCG.	UNCG Online	Jim Eddy, Dean, UNCG ONLINE; Nora Reynolds, Executive Director Academic Programs and Operations; Jaap-Jan van Duin, Senior Director Marketing and Business Development
Maximize and grow Summer Session to improve students' progress to degree.	UNCG Online	Jim Eddy, Dean, UNCG ONLINE Nora Reynolds, Executive Director Academic Programs and Operations Jaap-Jan Van Duin, Senior Director Marketing and Business Development
Become the <i>centralized</i> academic service unit for online education at UNCG.	UNCG Online	Jim Eddy, Dean, UNCG ONLINE; Chris Dunst, Senior Director, Online Learning; Nora Reynolds, Executive Director Academic Programs and Operations; Jaap-Jan van Duin, Senior Director Marketing and Business Development
Collaborate within all Libraries' instruction unit and across campus in order to increase implementation of information and digital literacies in the UNCG curriculum.	University Libraries	Amy Harris Houk, Jenny Dale
Transforming Knowledge		
Initiative	Unit	Point Person/s
Enhance UNCG's capacity to engage in interdisciplinary research, scholarship and creative activity that advances student outcomes; enhances the vibrancy of the Triad, state, and nation; that increases external	ORED	Terri Shelton, Emily Janke, Staton Noel, Aubrey Turner, and relevant Center directors

funding; and that leads to new discoveries and knowledge, with specific focus on the humanities, training and technical assistance, and early childhood.		
ORED will work with units on commercializing and identifying additional sources of funding to support these efforts. A major initiative will be identifying funding for what we would like to call the Chancellor's Proof of Concept Fund that will provide much needed funding to cover the "valley of death" gap in moving discoveries from the lab to the next stage of commercialization.	Office of Research and Economic Development	Terri Shelton, Vice Chancellor of Research and Economic Development
Transforming the Region		
Initiative	Unit	Point Person/s
The Campus Civic Action Plan will articulate our campus' efforts to develop and sustain mutually respectful partnerships, prepare students to act for the public good as engaged citizens, contribute to the health and strength of the regional community, challenge prevailing social and economic inequalities, and foster an environment affirming the public purposes of higher education.	Student Affairs	Jim Settle
Transforming our Infrastructure		
Initiative	Unit	Point Person/s
The Banner XE project will transform our enterprise resource planning system (ERP) so that students, faculty, and staff have improved access to information, business processes are more streamlined, and we are more efficient and effective in our daily work. The ERP system is the backbone for most processes necessary for us to meet our mission, as it includes our student database (e.g., applications, registration, course scheduling, financial aid), human resources database, payroll, and donor information.	All	Donna Heath, Dana Dunn, Charlie Maimone

Note: Goals in support of these activities from administrative units will be added as they are developed.

Contact: Julia Jackson-Newsom