

The University of North Carolina at Greensboro

Self-Study Report 2000-2003

CHAPTER VI

ADMINISTRATIVE PROCESSES



CONTENTS
Administrative Processes

		Page
	LIST OF FIGURES.....	269
	LIST OF TABLES	270
1.	Introduction: Administrative Processes.....	271
2.	Organization and Administration (6.1).....	271
	Descriptive Titles and Terms (6.1.1)	272
	Governing Board (6.1.2).....	274
	Advisory Committees (6.1.3).....	277
	Official Policies (6.1.4).....	277
	Administrative Organization (6.1.5)	279
	Summary by Criteria.....	282
	Examination of Strengths, Weaknesses, Opportunities, and Threats.....	285
3.	Institutional Advancement (6.2).....	286
	Alumni Affairs (6.2.1)	286
	Fundraising (6.2.2).....	287
	Summary by Criteria.....	288
	Examination of Strengths, Weaknesses, Opportunities, and Threats.....	288
4.	Financial Resources (6.3.1)	289
	Organization for the Administration of Financial Resources (6.3.2).....	291
	Budget Planning (6.3.3).....	291
	Budget Control (6.3.4).....	295
	The Relation of an Institution to External Budgetary Control (6.3.5)	295
	Accounting, Reporting and Auditing (6.3.6)	296
	Purchasing and Inventory Control (6.3.7)	296
	Refund Policy (6.3.8).....	296
	Cashiering (6.3.9).....	297
	Investment Management (6.3.10)	297
	Risk Management and Insurance (6.3.11).....	297
	Auxiliary Enterprise (6.3.12)	298
	Summary by Criteria.....	298
	Examination of Strengths, Weaknesses, Opportunities, and Threats	302

5.	Physical Resources (6.4).....	303
	Space Management (6.4.1).....	305
	Buildings, Grounds and Equipment Maintenance (6.4.2)	306
	Safety and Security (6.4.3).....	307
	Facilities Master Plan (6.4.4)	308
	Summary by Criteria	308
	Examination of Strengths, Weaknesses, Opportunities, and Threats	309
6.	Externally Funded Grants and Contracts (6.5).....	310
	Summary by Criteria	313
	Examination of Strengths, Weaknesses, Opportunities, and Threats	315
7.	Related Corporate Entities (6.6).....	315
	Summary by Criteria	317
	Examination of Strengths, Weaknesses, Opportunities, and Threats	318
8.	Key Documents and Their Locations.....	318

LIST OF FIGURES
Administrative Processes

	Page
Figure 1. UNCG Organizational Chart.....	273

LIST OF TABLES
Administrative Processes

	Page
Table 1. Current Funds Summary Excluding Foundations	290
Table 2. Construction Highlights	304

1. Introduction to Administrative Processes

The University of North Carolina at Greensboro (UNCG) is one of the 16 constituent institutions of The University of North Carolina. As one of the constituent institutions, UNCG is under the auspices of The University of North Carolina's Board of Governors and President as well as its own Board of Trustees. UNCG further functions as a separately accredited Doctoral I institution.

The powers and responsibilities of the administration and faculty at UNCG are outlined in *The Code of the Board of Governors of The University of North Carolina*, *The Code of the Board of Trustees of The University of North Carolina at Greensboro*, and *UNCG's Handbook for Faculty*. UNCG's system of governance is primarily administered by its Chancellor and Board of Trustees. UNCG's organizational structure is administered through five divisions: Academic Affairs, Business Affairs, Information Technology and Planning, Student Affairs, and University Advancement.

The administration at UNCG meets its responsibility in bringing together its various resources and allocating them effectively in accomplishing its institutional goals as developed and contained in a 5-year plan. The latest version of this plan is *The UNCG Plan 1998-2003*.

The allocation of resources and their administration is accomplished within a clear chain of organizational structure as illustrated by the *UNCG Organizational Chart* (see Figure 1). The administrative organization is designed to enhance the ability of each unit to perform its responsibilities effectively and in support of key elements of UNCG's Mission. UNCG's administrative team provides stable leadership and reflects a solid history of experience in higher education.

UNCG expectations are that each office, function, or unit establishes goals derived from and supportive of UNCG's Mission, evaluates its success in achieving these goals, and uses the evaluation in making appropriate modifications in resources, programs, and services.

UNCG's financial and physical resources currently are adequate to support its mission. However, the adequacy of the financial resources is being challenged by a difficult statewide economic downturn and the adequacy of its physical resources will be challenged by the growth in student population projected for UNCG by 2008.

Plans, policies, and procedures are developed through a process characterized by broad participation of the UNCG community. The Faculty Senate, organized in 1991, has been increasingly involved in the development of policy. Staff Council, established more recently in 1998, has the potential for a similar level of involvement, although its role must be strengthened in order to realize the benefits of an increased participation of staff in University affairs and also improve their morale. These plans, policies, and procedures are in writing, approved through appropriate institutional processes, disseminated to affected parties generally in hard copy and on appropriate Web sites, implemented, and enforced.

2. Organization and Administration (6.1)

In 1971, the North Carolina General Assembly adopted legislation that combined the 16 state-supported institutions of higher education into a single, multi-campus university, governed by the Board of Governors and administered by a President. This umbrella institution is known and

distinguished by the name, “The University of North Carolina.” As one of the constituent institutions of The University of North Carolina system, The University of North Carolina at Greensboro (UNCG) is under the auspices of the Board of Governors as well as its own Board of Trustees.

The Board of Governors and the boards of trustees of the constituent institutions are granted authority outlined in the *General Statutes of the State of North Carolina* and in *The Code of the Board of Governors* (hereafter known as *The Code* <www.northcarolina.edu/pres/publications/publications.cfm#code>). The powers and duties of both the Board of Governors and the boards of trustees are delineated in *The Code*. The duties and powers of the Board of Trustees of UNCG are also described in *The Code of the Board of Trustees of The University of North Carolina at Greensboro* (hereafter known as *The Code of the Board of Trustees*) <http://www.uncg.edu/cha/UNIVERSITY_COUNSEL/POLICIES_PROCEDURES/BOTCode.html>. The powers and responsibilities of the administration and faculty at UNCG are outlined in *The Code*, *The Code of the Board of Trustees* and the *UNCG Handbook for Faculty* <<http://shadow.uncg.edu/pvt/publications/faculty/index.html>>.

The administration at UNCG meets its responsibility in bringing together its various resources and allocating them effectively in accomplishing institutional goals under the auspices of The University’s Board of Governors and President through a system of governance that is primarily administered by the Chancellor and the Board of Trustees. The institutional goals are contained in *The UNCG Plan 1998-2003* <www.uncg.edu/cha/uncgplan.htm>.

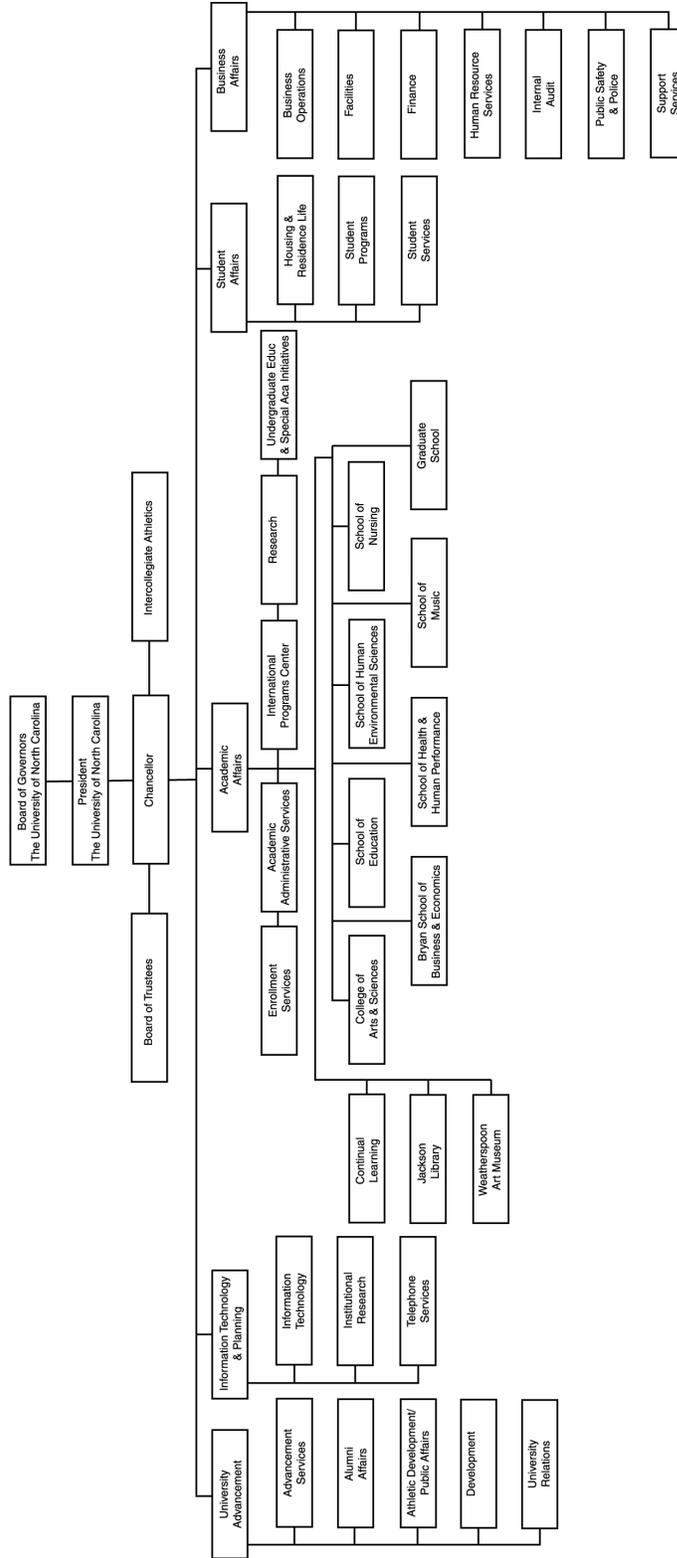
The allocation of resources and their administration is accomplished within a clear chain of organizational structure as illustrated by the *UNCG Organizational Chart* (Figure 1) <www.uncg.edu/apl/org_charts.html>. UNCG’s organizational structure is presented on the following pages. It also is described in detail in Section II of the *Handbook for Faculty*. As indicated, UNCG’s organizational structure is administered through five divisions: Academic Affairs, Business Affairs, Information Technology and Planning, Student Affairs, and University Advancement.

The administrative organization is designed to enhance the ability of each unit to perform its responsibilities effectively and in support of key elements of the mission of the institution. The administrative team at UNCG provides stable leadership and reflects a solid history of experience in higher education. Financial resources and physical resources are carefully managed and leveraged to provide an environment conducive to maximize learning, teaching, and research, even during times of severe budgetary constraints such as the state economic downturn currently being experienced.

Descriptive Titles and Terms (6.1.1)

The Code establishes the official name of the single, multi-campus university as The University of North Carolina. *The Code* also establishes that this institution, The University of North Carolina at Greensboro, is a constituent member of The University of North Carolina. Further confirmation of the name of the institution as an accurate descriptor can be found in *The Code of the Board of Trustees*, the *Handbook for Faculty*, *The Graduate School Bulletin* <www.uncg.edu/grs/bulletin.html> and the *Undergraduate Bulletin* <www.uncg.edu/reg/Catalog>. The University of North Carolina at Greensboro thus functions as a component institution of The University of North Carolina. It further functions as a separately accredited Doctoral I institution.

The University of North Carolina at Greensboro
Organizational Chart
November 2, 2001



Prepared By
Information Technology & Planning

Figure 1. UCG Organizational Chart

<http://www.uncg.edu/apl/org_charts.html>

For a university of this size, the titles of UNCG's chief administrators and descriptions of their respective divisions and responsibilities are appropriate for supporting the mission and scope of the academic programs. *The Code of the Board of Trustees* outlines the authority of the Chancellor and her relation to the Board of Trustees. In addition, Section II of the *Handbook for Faculty* describes UNCG's administrative organization including the titles, responsibilities, and reporting areas of its officers. Additional representation of titles and designations is provided in the UNCG organizational chart (see Figure 1). The terms used to describe academic offerings and programs as well as the names of degrees awarded are accurate, descriptive, and appropriate. *The Graduate School Bulletin* and the *Undergraduate Bulletin* are the campus publications that describe the academic programs and courses. These publications also specify the names of degrees awarded at UNCG. These bulletins are reviewed and updated annually by all appropriate units.

Governing Board (6.1.2)

The North Carolina Constitution, Article IX, Section VIII, provides for a public system of higher education comprising The University of North Carolina that shall be maintained by North Carolina's General Assembly. In 1971, the General Assembly adopted legislation that combined the 16 state-supported institutions of higher education into a single University of North Carolina system governed by the Board of Governors and administered by the President. Each constituent institution has a separate board of trustees and is administered by a chancellor.

The Board of Governors is designated as the governing board of The University of North Carolina in the *North Carolina General Statutes, G.S.116.3* <www.ncga.state.nc.us/statutes/statutes_in_html/chp1160.html>. The Board of Governors is responsible for the general determination, control, supervision, management, and governance of all affairs of the constituent institutions. The duties of the Board of Governors are outlined in the *North Carolina General Statutes G.S. 116-11-116-(14)* and in *The Code*.

As outlined by the *General Statutes* and *The Code*, there are specific voting requirements for the enactment of Board of Governors business that restrict the ability of individual members acting for the whole. *The Code* restricts individual members from acting for the whole by clearly defining a quorum for the conduct of business.

Thirty-two members of the Board of Governors are elected by the General Assembly on a staggered basis for four-year terms. *The Code* specifies the terms of office and describes the rotation policies, committee structure of the Board of Governors, and the parameters for the conduct and frequency of meetings. All members of the Board of Governors serve at-large and are responsible for acting in the best interest of the University.

The general statutes outline the duties of the Board of Governors. Included in the designated duties are the powers to establish broad institutional policies, budgetary and fiduciary responsibilities, as well as the selection of the chief executive officer. The Board of Governors, in consultation with the Office of the President, develops, prepares, and presents a unified budget for the University to the Governor, Advisory Budget Commission, and to the General Assembly. The Board of Governors has the authority to issue revenue bonds with respect to construction and maintenance of service and auxiliary facilities, student housing, student activities, student athletics, and recreational facilities.

The Board of Governors selects the President of the University. In addition, the Board of Governors elects, upon nomination by the President of the University, each chancellor of the sixteen constituent institutions.

Each constituent campus has a board of trustees as designated by *North Carolina General Statute [116-31(I)]* and outlined in *The Code*. The Board of Trustees of the University of North Carolina at Greensboro is also described in *The Code of the Board of Trustees*.

On each campus, the board of trustees is charged with promoting the sound development of its institution within the functions prescribed for it, and by serving the people of the state in a way that will complement the activities of other institutions while facilitating a high level of excellence in every area of endeavor. The board of trustees serves as an advisory body to the Board of Governors on matters pertaining to its particular institution. Also, the board of trustees advises the chancellor concerning the management and development of the institution.

The duties and responsibilities of UNCG's Board of Trustees are clearly outlined in the *North Carolina General Statutes*, *The Code*, and *The Code of the Board of Trustees*. Included in these documents are specific stipulations related to the number of members serving on the Board of Trustees at any given time, length of service, and rotation policies designed to assure the appropriate continuity of Board membership. In addition, organization and committee structure are clearly defined as well as the specified frequency of meetings. Also identified in *The Code of the Board of Trustees* are specific voting requirements for the enactment of Board business that restrict the ability of individual members from acting for the whole.

Mandated in the *General Statutes* and further delineated in *The Code*, membership of the Board of Trustees is to be composed of 13 persons chosen as follows: (i) eight elected by the Board of Governors, (ii) four appointed by the Governor, and (iii) the president of the student government, *ex officio*. In order to assure continuity of board membership, members serve staggered four-year terms.

Appendix 1 of *The Code* outlines the powers and responsibilities of the Board of Trustees as follows:

DELEGATIONS OF DUTY AND AUTHORITY TO BOARDS OF TRUSTEES

Pursuant to authority vested in it by the *General Statutes*, and consistent with the Provisions of *The Code of the University of North Carolina*, the Board of Governors hereby delegates to the Boards of Trustees of the constituent institutions of The University of North Carolina the following duties and powers:

I. ACADEMIC AND ADMINISTRATIVE PERSONNEL

- a. Appointment and Compensation
- b. Discharge and Suspension
- c. Personnel Policies
- d. Chancellor Selection

II. ACADEMIC PROGRAM

The Board of Trustees shall be responsible for insuring the institution's compliance with the educational, research, and public service roles assigned to it by the Board of Governors, either by express directive or by promulgated long-range plans of the Board of Governors.

III. ACADEMIC DEGREES AND GRADING

IV. HONORARY DEGREES, AWARDS, AND DISTINCTIONS

- V. BUDGET ADMINISTRATION
- VI. PROPERTY AND BUILDINGS
- VII. ENDOWMENTS AND TRUST FUNDS
- VIII. ADMISSIONS
- IX. TUITION, FEES, AND DEPOSITS
 - a. General Authority of Boards of Trustees to collect tuition
 - b. Tuition and Fee Deposits
 - c. Application Fee
 - d. Acceptance of Obligations in Lieu of Cash
 - e. Fee Recommendations
- X. STUDENT FINANCIAL AID
- XI. STUDENT SERVICES
- XII. STUDENT CONDUCT, ACTIVITIES, AND GOVERNMENT
- XIII. INTERCOLLEGIATE ATHLETICS
- XIV. TRAFFIC AND PARKING REGULATIONS
- XV. CAMPUS SECURITY
- XVI. AUXILIARY ENTERPRISES, UTILITIES, AND MISCELLANEOUS FACILITIES.

The Board of Governors and the UNCG Board of Trustees are well informed of the financial condition of the institution. The Office of the President prepares and submits to the Board of Governors an annual report to correspond with the fiscal year of the University. The UNCG Board of Trustees receives periodic reports from UNCG administrative offices. The Vice Chancellor for Business Affairs has the responsibility of managing the University's financial affairs and reporting to members of the executive staff and the Board of Trustees.

A financial audit, prepared by the Office of the State Auditor, is required under North Carolina law. Members of the Board of Trustees review a copy of this audit that scrutinizes the financial stability of the institution. The audit report is filed with the Office of the Governor, the State Controller's Office, the State Budget Office, the Office of the President of the University, and appropriate federal agencies. Copies of UNCG's audit reports are found in the Office of Business Affairs.

The Code addresses the relation of the President and the Chancellor to the governing boards. Both the President and chancellors are required to provide the governing boards with detailed reports on institutional operations as well as other reports that may be requested.

There is no evidence that the Board of Governors or the UNCG Board of Trustees is under undue pressure from political, religious, or other external bodies. *The Code* specifically states that no member of the General Assembly nor employee of the state nor of any constituent institution nor spouse of any such member, officer, or employee shall be eligible for election or appointment as a member of either body. Any member of either board who is elected or appointed to the General Assembly, or who becomes an officer or employee of the state or of any constituent institution, or whose spouse is elected or appointed to the General Assembly, or becomes such an officer or employee, shall be deemed thereupon to resign from board membership.

Members of the Board of Governors, Board of Trustees, and the administration are subject to *The University Policy on Ethics and Conflicts of Interest* <http://www.ga.unc.edu/publications/admin_manual/>. Reasons for potential removal from office and the due process involved before removal from office are outlined in the policy.

The Code, reflecting the general statutes of North Carolina, clearly distinguishes between the policy-making functions of the Board of Governors and the boards of trustees at constituent institutions. In addition, the responsibility of the administration as well as faculty to administer and implement policy is clearly delineated in *The Code* as well as *The Code of the Board of Trustees*. These responsibilities are incorporated in the *Handbook for Faculty*.

Advisory Committees (6.1.3)

To enhance the development of programs and procedures, a number of advisory committees are in place at UNCG:

- The Joseph M. Bryan School of Business and Economics Advisory Board
- School of Education Advisory Board
- School of Nursing Advisory Board
- School of Music Advisory Board
- The UNCG Board of Visitors
- Friends of the Library
- Advisory Committee on Intercollegiate Athletics
- UNCG Theatre Angels
- Musical Arts Guild
- Science Advisory Board
- Center for the Study of Social Issues Advisory Board
- Hospitality Management Advisory Board
- Institute for Health, Science, and Society Advisory Board
- Textile Products Design and Marketing Industry Advisory Board
- Friends of Women's Studies

Lay committees across campus are active, meet regularly, and have roles that are well-defined.

Official Policies (6.1.4)

The University of North Carolina, UNCG, and the State of North Carolina each publish a number of official documents which include, but are not limited to, the following information: the duties and responsibilities of administrative officers, the patterns of institutional organization, the role of the faculty in institutional governance, statements governing tenure and employment security, statements governing due process, and a wide range of institutional policies and procedures that affect the faculty and staff. Institutional policies and procedures are available on the Provost's Web site <<http://shadow.uncg.edu/pvt/publications/index1.asp>>. Policies and procedures relate to faculty, EPA (non-faculty), SPA personnel, and academic policies and publications. These policies and procedures include the following:

Faculty Personnel Documents:

Handbook for Faculty <<http://shadow.uncg.edu/pvt/publications/faculty/index.html>>

Faculty Policies <http://shadow.uncg.edu/pvt/publications/policies_faculty.html>:

- Appointment and Compensation Policies
- Benefits and Leave Policies
- Conflicts of Interest and Commitment Policies
- Equal Opportunity and Affirmative Action Policies
- Excellence, Titled, and Visiting Distinguished Professorship Policies
- Faculty Evaluation and Review Policies
- Policies Concerning Grievances and Review of Employment Decisions
- Phased Retirement Program Policies
- Political Activities Policies
- Promotion and Tenure Policies
- Research Policies
- Other University Policies
- Research Assignments

EPA (Non-faculty) Personnel Documents:

EPA Policies <http://shadow.uncg.edu/pvt/publications/policies_epa.html>:

- Appointment and Compensation Policies
- Benefits and Leave Policies
- Conflicts of Interest and Commitment Policies
- Equal Opportunity and Affirmative Action Policies
- General Provisions of EPA (Non-faculty) Employment Policies
- Policies Concerning Grievances and Review of Employment Decisions
- Political Activities Policies
- Other University Policies

SPA Personnel Documents:

Policy Manual for Staff Employees <www.uncg.edu/hrs/policy/tablecon.htm>

Academic Policies and Publications:

<<http://shadow.uncg.edu/pvt/publications/academic.html>>:

- Academic Integrity Policy
- Administrative Guidelines for Creation of Academic Departments and Appointment of Department Heads
- Charge, Policies, and Practices of the Graduate Studies Committee
- Curriculum Guide (University)
- Family Educational Rights and Privacy Act (“Buckley” Amendment)

Instructional Agreements:

Revised Procedures for Developing Academic Degree Programs (Administrative Memorandum 406) <www.northcarolina.edu/aa/reports/plan_intent/doc_index.cfm>

Student Access to Educational Records

<www.uncg.edu/reg/Policy/Ferpa/StudentRecords.html>

University Calendar <www.uncg.edu/reg/Calendar/index.html>

Administrative Organization (6.1.5)

The administrative organization of UNCG is designed to enhance the ability of each unit to perform its responsibilities effectively. It reflects the key elements of the mission of the institution which are teaching based in scholarship, advancing knowledge through research, and providing exemplary learning environments as well as co-curricular and residential programs which contribute to students' social, aesthetic, and ethical development.

The titles of UNCG's chief administrators and descriptions of their respective divisions and responsibilities are appropriate to support the mission and scope of the academic programs of a university of this size. *The Code of the Board of Trustees* outlines the authority of the Chancellor and her relation to the Board of Trustees. In addition, Section II of the *Handbook for Faculty* describes UNCG's administrative organization including the titles, responsibilities, and reporting areas of its officers. Additional representation of titles and designations are accurately presented in the UNCG Organizational Chart. These materials and others such as *The Graduate School Bulletin* and *Undergraduate Bulletin* that describe the duties of the chief executive officers and other administrative officials are readily available in a variety of forms, including on-line, to faculty, staff and students.

UNCG Executive Staff

The Chancellor, Provost, Vice Chancellors, Executive Assistant to the Chancellor, University Counsel, and Director of Athletics compose the membership of the Chancellor's Executive Staff. Each of UNCG's administrative officers possesses the credentials, experience, and demonstrated competence appropriate to his or her area of responsibility. The Executive Staff meets weekly and serves the Chancellor in an advisory capacity.

UNCG Chief Administrators

Chancellor

The Board of Governors elects the Chancellor of each constituent institution upon nomination by the President. The Chancellor serves at the pleasure of the Board of Governors, as does the President.

The Chancellor is the administrative and executive head of the institution and is responsible to the President for its administration and for the enforcement of the decisions, actions, policies, and regulations of the Board of Governors that apply. The Chancellor is responsible to the Board of Trustees for enforcing its policies, rules, and regulations (subject to the overriding authority of the Board of Governors and that of the President as its agent). The Chancellor is the leader of, and the official spokesperson for, the institution. The Chancellor serves as the medium of official communication between the Board of Trustees and all others, and between the University, the President, and the Board of Governors. The Chancellor promotes the educational excellence, general development, and welfare of the institution, makes recommendations for the development of the educational programs of the institution, and serves as general advisor to the President (and through the President to the Board of Governors) with respect to all programs and activities of the institution. The Chancellor defines the scope of authority of faculties, councils, committees, and officers of the institution. All projects, programs, and institutional reports to be undertaken on behalf of the institution are subject to the Chancellor's authorization and approval. The Chancellor is a member of

all faculty and other academic bodies of the institution and has the right to preside over the deliberations of any legislative bodies of the faculties of the institution. The Chancellor is responsible for establishing a faculty senate, a majority of whose members are elected by and from the members of the faculty.

Subject to any policies or regulations of both the Board of Governors and the Board of Trustees, it is the duty of the Chancellor to exercise full authority in the regulation of student affairs and in matters of student discipline in the institution.

UNCG is organized into five major functional areas, one administered by a provost and four administered by vice chancellors, each of whom is responsible to the Chancellor. Following a national search, the Board of Governors, upon the recommendation of the Chancellor to the President, appoints and fixes the compensation of the Provost and Vice Chancellors, as provided for under *The Code*. The administrators of the five functional areas are the Provost for the Academic Affairs Division, the Vice Chancellor for Business Affairs, the Vice Chancellor for Information Technology and Planning, the Vice Chancellor for Student Affairs, and the Vice Chancellor for University Advancement. Each of these major administrative officers possesses credentials, experience, and/or demonstrated expertise appropriate to their area of responsibility. The credentials and transcripts of the senior administrative officers are located in the Provost's Office.

Provost

The Provost, the principal academic officer under the Chancellor, provides academic and administrative leadership in all matters of curriculum and program development, the advancement of teaching, and the support of research and other scholarly and creative work in the academic community. The Provost is responsible for the formulation of the annual and biennial budget requests, the allocation of resources for academic programs and services, and planning among the academic divisions of the University. Through the deans, the Provost has direct authority over the College of Arts and Sciences, each of the six professional schools, The Graduate School, and the Division of Continual Learning. The University Librarian and the Weatherspoon Art Museum are also responsible to the Provost. The Provost is also responsible for all academic support units and those services for students that relate to their academic programs, curriculum requirements, and special opportunities. Academic and student support units are supervised by the associate provosts, under the direction of the Provost. Subject to the policies and procedures of the University, the Provost is responsible for the review and approval of all academic programs and policies and has authority in all matters pertaining to the appointment, promotion, and compensation of faculty and professional personnel in the academic divisions of the University. In matters of academic and personnel policy, the Provost receives advice from the deans and the appropriate agencies of University governance. The Provost recommends faculty and academic administrative appointments to the Chancellor and advises the Chancellor on promotion and tenure of faculty. Further, the Office of the Provost handles personnel policy development and administration for all faculty and for other employees exempt from the State Personnel Act (EPA non-faculty).

Involvement with the faculty occurs through consultation, enhancement of faculty participation in University affairs, coordination of the faculty governance system, and support for faculty development. Faculty members use the many services available through the Office of the Provost and have access to the Provost for advice and counsel as needed.

The Provost provides support for faculty governance through a special office for this purpose and works closely with the officers of the Faculty Senate. The Provost signs institutional documents and takes other actions as may be needed in the Chancellor's absence.

Vice Chancellor for Business Affairs

The Vice Chancellor for Business Affairs is responsible for the management of fiscal activities of the University, all real and personal property, campus security, the maintenance and operation of all physical facilities (including physical planning and construction), business services, auxiliaries, and administration of human resource services.

Individuals reporting to the Vice Chancellor for Business Affairs include the Associate Vice Chancellor for Finance, the Associate Vice Chancellor for Facilities, the Associate Vice Chancellor for Human Resource Services, the Director of Public Safety and Police, the Senior Director for Foundation Finance and University Real Property Management, the Directors of Business Services and Auxiliary Services, and the Internal Auditor.

Vice Chancellor for Information Technology and Planning

The Vice Chancellor for Information Technology and Planning provides leadership and policy development for all areas of information technology. These include all administrative computing, instructional and research computing and technology, technology-based distance learning, database and information systems, office automation, systems programming, data/video/voice networks, and telephone services.

The Vice Chancellor for Information Technology and Planning also provides leadership for all institutional planning. This includes leadership (on behalf of the Chancellor) of the University Planning Council and Council committees, coordination of other institutional planning efforts, and responsibility for all institutional planning documents submitted to UNC General Administration and other external bodies.

The Vice Chancellor for Information Technology and Planning has management responsibility for institutional research, authority for space utilization, and responsibility for coordination of records management.

Reporting directly to the Vice Chancellor for Information Technology and Planning are the Associate Vice Chancellor for Information Technology, the Associate Vice Chancellor for Institutional Planning and Research, and the Director of Telecommunications.

Vice Chancellor for Student Affairs

The Vice Chancellor for Student Affairs is responsible for the general welfare of the students, the quality of student life, and the availability of meaningful experiences through co-curricular activities. Areas of responsibility include adult student services, campus recreation, career services, disability services, housing and residence life, multicultural affairs, orientation services, research and evaluation, student discipline/academic integrity violations, student health and counseling, and student union/student activities.

Reporting directly to the Vice Chancellor for Student Affairs are two associate vice chancellors, the Assistant to the Vice Chancellor for Student Affairs for Research and Evaluation, and the Director of Housing and Residence Life.

Vice Chancellor for University Advancement

As the external affairs officer of the University, the Vice Chancellor for University Advancement is responsible for coordinating and promoting activities that advance public understanding of the University and for obtaining private financial support for the University. Generally, University Advancement serves as a clearing point for all efforts to raise funds for the University. This Office is responsible for creating, developing, and implementing efficient and effective solicitation programs to maximize the gift potential of individual donors as well as lend support to the University's stated mission. The Advancement Office carries out fund raising on a coordinated basis. This process includes solicitations from alumni, community members, business entities, and foundations. Both outright gifts as well as gifts in the form of charitable trusts, annuities, life insurance, and bequests are sought. Reporting directly to the Vice Chancellor for University Advancement are the Associate Vice Chancellor for Development, the Assistant Vice Chancellor for Development (Planned Giving and Annual Programs), and the Assistant Vice Chancellor for University Relations. The directors of Advancement Services, Alumni Affairs, and the Spartan Club also report to the Vice Chancellor.

All senior administrators, including the Chancellor, undergo annual reviews. On March 12, 1998, the Board of Governors adopted a document entitled, "Policy and Procedures for the Performance Reviews of the President, Chancellors, and the Governing Boards."

As part of the general assessment process each fall, chancellors individually review with the President their major campus goals and priorities, and progress in achieving such goals/priorities. The chancellors also produce a brief summary of their goals including a self-evaluation. The President of the University annually evaluates each chancellor. Chancellor Sullivan's last comprehensive review was in 1998. Another evaluation of the Chancellor is scheduled for 2002. On June 11, 2001, the above noted Policy was revised to include the following statement: "In the fourth spring after the chancellor's appointment, and every four years thereafter, the President and the Board of Trustees will conduct a comprehensive review of the chancellor's performance that will include major campus constituencies such as faculty, students, and staff."

The campus evaluation process for the Provost also included a survey of faculty and Academic Affairs staff in Spring 1999. This survey, which was developed by a Faculty Senate committee, will be administered in 2003 and thereafter on a four-year cycle. Developing similar evaluations for the Vice Chancellors is under discussion.

Each year, normally during the summer, each member of the executive staff meets with the chancellor to review progress made toward goals outlined the previous year. Each staff member completes a self-evaluation, including goals for the coming year. In addition, the Chancellor completes a comprehensive evaluation form and reviews it with each member of the executive staff.

Summary by Criteria

(6.1, p. 66, ll. 1-4) The administration at UNCG meets its responsibility in bringing together its various resources and allocating them effectively in accomplishing institutional goals under the auspices of the University's Board of Governors and President through a system of governance that is primarily administered by the Chancellor and the Board of Trustees. The institutional goals are contained in *The UNCG Plan*.

(6.1.1, p. 66, ll. 9-13) The name of the institution, the titles of chief administrators, the designation of administrative and academic divisions, the terms used to describe academic offerings and programs, and the names of degrees awarded are accurate, descriptive, and appropriate.

(6.1.2, p. 66, ll. 14-16) The Board of Governors is designated as the governing board of The University of North Carolina in the *North Carolina General Statutes, G.S.116.3*. The Board of Governors is responsible for the general determination, control, supervision, management, and governance of all affairs of the constituent institutions. Each constituent campus has a Board of Trustees as designated by *North Carolina General Statute (116-31(i))* and outlined in both *The Code of the Board of Governors* and *The Code of the Board of Trustees*.

(6.1.2, p. 66, ll. 22-25) As outlined by the *General Statutes* and *The Code*, there are specific voting requirements for the enactment of Board business that restrict the ability of individual members acting for the whole. The Code restricts individual members from acting for the whole by clearly defining quorum for the conduct of business. *The Code of the Board of Trustees* outlines the specific voting requirements for enactment of business by the UNCG Board of Trustees that restrict the ability of individual members acting for the whole.

(6.1.2, p. 66, ll. 26-31) The duties of the Board of Governors are outlined in the *North Carolina General Statutes G.S. 116-11-116-(14)* and in *The Code*. *The Code* specifies the number of members and their terms of office, and describes the rotation policies, committee structures of the Board of Governors, and the parameters for the conduct and frequency of meetings. The duties and responsibilities of the Board of Trustees are clearly outlined in the *North Carolina General Statutes, The Code*, and *The Code of the Board of Trustees*. Included in these documents are specifics related to the number of members serving on the Board of Trustees at any given time, length of service, and rotation policies designed to assure the appropriate continuity of Board membership. In addition, organization and committee structure are clearly defined as well as the specified frequency of meetings.

(6.1.2, p. 66, ll. 31-33) Thirty-two members of the Board of Governors are elected by the General Assembly on a staggered basis for four-year terms. Mandated in the *General Statutes* and further delineated in *The Code*, membership of the Board of Trustees is to be composed of 13 persons chosen as follows: (i) eight elected by the Board of Governors, (ii) four appointed by the Governor, and (iii) the president of the student government, *ex officio*. In order to assure continuity of board membership, members serve staggered four-year terms.

(6.1.2, p.67, ll. 2-3) Members of the Board of Governors, Board of Trustees, and the administration are subject to *The University Policy on Ethics and Conflicts of Interest*. Reasons for potential removal from office and the due process involved before removal from office are outlined in the policy. *The Code* outlines further restrictions of dual membership for both members of the Board of Governors and Board of Trustees that may place them in positions of conflicting interest in serving the University System or UNCG.

(6.1.2, p. 67, ll. 4-8) The *General Statutes* and *The Code* outline the duties of the Board of Governors. Included in the designated duties are the powers to establish broad institutional policies, budgetary and fiduciary responsibilities, as well as the selection of the chief executive officer. In addition, the Board of Governors elects, upon nomination by the President of the University, each chancellor of the sixteen constituent institutions. *The Code* and *The Code of the Board of Trustees* outline the duties of the Board of Trustees. The Board of Trustees is charged with promoting the sound development of the institution within the functions prescribed for it, helping it to serve the people of the state in a way that will complement the activities of other institutions, and aiding it to perform at a high level of excellence in every area of endeavor. The Board of Trustees serves as an advisory body to the Board of Governors on matters pertaining to UNCG and also as advisor to the Chancellor concerning the management and development of the institution.

(6.1.2, p. 67, ll. 8-11) The Board of Governors has proper procedures in place to ensure that it is adequately informed about the financial condition and stability of the University. In addition to preparing the budget for the General Assembly in consultation with the Office of the President, the Board receives regular audit reports from the Office of the President, which include summaries of a wide-ranging number of audit reports from constituent universities.

(6.1.2, p. 67, ll. 11-13) There is no evidence that either members of the Board of Governors or the UNCG Board of Trustees are under undue pressure from political, religious, or other external bodies.

(6.1.2, p. 67, ll. 15-18) *The Code*, reflecting the general statutes of North Carolina, clearly distinguishes between the policy-making functions of the Board of Governors and the Boards of Trustees at constituent institutions. In addition, the responsibility of the administration as well as faculty to administer and implement policy is clearly delineated in *The Code* as well as in *The Code of the Board of Trustees*. These responsibilities are incorporated in the *Handbook for Faculty*. The Board of Trustees exercises its role to originate general institutional policies as well as to approve policies recommended by the administration according to the authority outlined in *The Code* and *The Code of the Board of Trustees*.

(6.1.4, p. 67, ll. 28-35) The University of North Carolina, UNCG, and the State of North Carolina publish a number of official documents which include, but are not limited to, the following information: the duties and responsibilities of administrative officers, the patterns of institutional organization, the role of the faculty in institutional governance, statements governing tenure or employment security, statements governing due process, and a wide range of institutional policies and procedures that affect the faculty and staff.

(6.1.5, p. 68, ll. 1-4) The administrative organization of UNCG reflects the key elements of the Mission of the University. It is designed to enhance the ability of each unit to perform its responsibilities effectively.

(6.1.5, p. 68, ll. 5-9) The titles of UNCG's chief administrators and descriptions of their respective divisions and responsibilities are appropriate to support the mission and scope of the academic

programs of a university of its size. The *Code of the Board of Trustees* outlines the authority of the Chancellor and her relation to the Board of Trustees. In addition, Section II of *The Handbook for Faculty* describes UNCG's administrative organization including the titles, responsibilities, and reporting areas of its officers. Additional representation of titles and designations are accurately described in the *UNCG Organizational Chart*.

(6.1.5, p. 68, ll. 10-13) The duties of the Chancellor and administrative officers directly responsible to the Chancellor are clearly defined and communicated to the faculty and staff.

(6.1.5, p. 68, ll. 13-15) All major administrative officers possess credentials, experience, and/or demonstrated expertise appropriate to their areas of responsibility. The credentials and transcripts of the senior administrative officers are located in the Provost's Office.

(6.1.5, p. 68, ll. 15-17) All senior administrators, including the Chancellor, undergo annual reviews. The President of the University evaluates the Chancellor annually. Each year, normally during the summer, each member of the executive staff meets with the chancellor to review progress made toward goals outlined the previous year. Each staff member completes a self-evaluation and sets goals for the coming year. In addition, the Chancellor completes a comprehensive evaluation form and reviews it with each member of the executive staff.

Examination of Strengths, Weaknesses, Opportunities, and Threats

Strengths

- Careful, deliberative processes under the auspices of *The UNCG Plan* have guided administrative decisions.

Weaknesses

- Unlike the Chancellor and the Provost, the Vice Chancellors are not evaluated by their staffs as a part of their normal review processes. (See Proposal 13)
- Better definition of the role of the relatively new Staff Council as it relates to University committees and governance could potentially increase the involvement and morale of staff. (See Proposal 29)

Opportunities

- None noted.

Threats

- Worsening statewide economic conditions as well as actual and proposed cuts in state appropriations are placing significant constraints on the University at the same time that enrollment demands are increasing.

3. Institutional Advancement (6.2)

UNCG has a comprehensive program of institutional (University) Advancement directed by the Vice Chancellor for University Advancement with the oversight of the Chancellor. University Advancement is divided into four departments: Alumni Affairs, Development, University Relations, and Advancement Services. The administrators of the functional areas are the Associate Vice Chancellor for Development, the Assistant Vice Chancellor for Development, the Director of the Annual Fund, the Director for Alumni Affairs, the Director for Advancement Services, the Assistant Vice Chancellor for University Relations, and the Director for University News Service. Each of these administrative officers possesses credentials, experience, and /or demonstrated expertise appropriate to his or her area of responsibility. The credentials and transcripts of administrative officers are located in the offices of the Vice Chancellor for University Advancement.

The University Advancement program supports University priorities as defined by the *UNCG Plan*, seeking to increase private contributions in support of programs at UNCG. Specific areas of focus are proposed each year by the administrative offices based on annual program reviews, department/school meetings, and strategic goals and objectives. Fundraising initiatives are based on an annual “needs assessment” conducted with the input of the Provost, each vice chancellor, and the dean or director of each college, school, or other academic unit, and identifying priorities for one and five-year periods. Between July 1, 1992, and June 30, 2002, the endowment assets held for the benefit of UNCG grew from \$32,175,686 to \$112,522,901.

The Vice Chancellor for University Advancement reports directly to the Chancellor and acts as liaison between the University and the UNCG Alumni Association, and between the University and three affiliated foundations: The UNCG Excellence Foundation, the Weatherspoon Arts Foundation, and the Human Environmental Science Foundation. The Vice Chancellor meets weekly with the Chancellor and serves on the Chancellor’s Executive Staff. During these meetings, advancement issues are reviewed and discussed. Senior staff representing the offices of Alumni Affairs, Development, University Relations, and Advancement Services meet twice each month to review activities and strategies that facilitate and support collaborative university-wide efforts in fundraising and alumni activities.

Alumni Affairs (6.2.1)

The Director of Alumni Affairs is responsible for the development and implementation of activities designed to expand and enhance alumni programs and services and increase alumni participation. The Alumni Affairs Office maintains contact with approximately 65,000 alumni. The Office of Institutional Research also conducts periodic surveys of alumni. A schedule of recently conducted and proposed surveys of alumni may be viewed at the Office of Institutional Research’s Web site, <http://ire.uncg.edu/pages/surveys/survey_schedule.htm>. An important purpose of these surveys is to involve alumni in the evaluation of UNCG’s institutional effectiveness.

The Director of Alumni Affairs acts as a facilitator for the UNCG Alumni Association. The Association promotes the general educational interests of the institution as well as the fellowship and understanding of its members. The Board of Directors of the Alumni Association meets at least four times per year to review progress and develop strategies in support of its strategic plan.

Alumni serve on the University Planning Council, Master Plan Review Committee, Teaching Excellence Awards Committee, UNCG Board of Trustees, UNCG Excellence Foundation, departmental advisory committees and fundraising groups, panels for departmental certification, and SACS Self-Study committees. Also, alumni contribute to student recruitment and activities in partnership with the UNCG Offices of Undergraduate Admissions and Financial Aid. Representatives from the Alumni Association are invited to be a part of all major UNCG functions.

Communication with alumni is based on a communications plan that was developed by an ongoing committee with representation from the Alumni Association, the University, and the Triad community. The Alumni Association and UNCG are in partnership with this plan that includes *The UNCG Magazine*, College and school newsletters, Alumni Association membership solicitation pieces, and Alumni Association newsletters. The plan also envisions use of the Web. Alumni can access information about UNCG events, programs, faculty, staff, and students through the UNCG Web site <<http://www.uncg.edu>> as well as that of the Alumni Association <<http://www.uncg.edu/ala>>.

Fundraising (6.2.2)

Private fundraising for UNCG is the responsibility of the Vice Chancellor for University Advancement with oversight by the Chancellor. The Associate Vice Chancellor for Development manages the day-to-day operation of fundraising programs that include the annual fund, major gifts, planned giving, and corporate and foundation giving. Major Gifts Officers (Directors of Development) are assigned to work with every academic dean to raise private dollars for his or her school or college. The Director of the Spartan Club directs the athletic fundraising.

The Vice Chancellor for University Advancement reports development results to the Board of Trustees and the Board of Directors of the UNCG Excellence Foundation on a quarterly basis. The Excellence Foundation has an Executive Committee comprised of the president, vice-president, secretary (Vice Chancellor for University Advancement), treasurer (Vice Chancellor for Business Affairs) and four members-at-large. Standing committees are Finance and Nominating. The *Bylaws* of this board and a list of its members are available in the SACS Self-Study library.

Annually, fundraising goals and objectives are developed and reviewed through the UNCG planning process ensuring that all private fundraising is directly tied to *The UNCG Plan*. Needs assessments are developed in cooperation with the deans and directors of each college, school, or academic unit. Quarterly assessments involving the dean, vice chancellor, associate vice chancellor and fundraising staff evaluate the productivity of fundraising efforts.

Campus fundraising activities are subject to the guidelines of the *UNCG Policies and Procedures Manual* <www.uncg.edu/apl/POLICIES/contents.html>. The Development Office is responsible for planning, organizing, and conducting programs to obtain private gift support for academic endeavors of UNCG. All fundraising activities must be coordinated with the Development Office and all gifts not channeled through the University-related foundations must be reported to the Development Office. This procedure ensures that all fundraising is related to the mission of UNCG.

Summary by Criteria

(6.2, p. 68, ll. 20-22) University Advancement is directly related to the purpose of the University.

(6.2.2, p. 69, ll. 1-2) Annually, fundraising goals and objectives are developed and reviewed through the UNCG planning process, insuring that all private fundraising is directly tied to *The UNCG Plan*.

(6.2.2, p. 69, ll. 2-3) Needs assessments are developed in cooperation with the deans and directors of each college, school, or academic unit. Quarterly assessments involving the dean, vice chancellor, associate vice chancellor, and fundraising staff evaluate the productivity of fundraising efforts.

(6.2.2, p. 69, ll. 4-6) Campus fundraising activities are subject to the guidelines of the *UNCG Policies and Procedures Manual* <www.uncg.edu/apl/POLICIES/contents.html>. All fundraising activities must be coordinated with the Development Office according to the guidelines established.

Examination of Strengths, Weaknesses, Opportunities, and Threats

Strengths

- Talented, experienced individuals who work well together staff the University Advancement division. The division receives leadership and support from the Chancellor and her Executive Staff. The current and previous Vice Chancellors have made technology a priority.

Weaknesses

- None noted.

Opportunities

- The challenges are formidable, but so is the institution facing them. UNCG has 110 years of history, an alumni constituency numbering over 65,000, a faculty equally distinguished in teaching and research, and instruction in almost one hundred different disciplines. UNCG thus is well-equipped to initiate the kinds of collaborations with the private and public sector that success in the twenty-first century will require. New technologies further extend UNCG's potential to have a positive impact on the local and wider communities, and some of these technologies have a very direct bearing on the development process itself, expanding the number of ways available for communicating with supporters.

Threats

- The Piedmont Triad, with its historic dependence on traditional manufacturing industries such as textiles, furniture, and tobacco, has seen unemployment double in less than a year. Area charitable organizations have already seen a negative effect on giving resulting from our country's economic downturn, especially from the corporate sector. Raising funds in the face of this challenge will require that UNCG prove its capacity to help address these problems, both company-by-company and in the global arena, such as through the retraining of employees for new professions more suited to the twenty-first century.

- The changing profile of the student body at UNCG will also have a bearing on the University's ability to secure private funds in the future. Older students who are replacing traditional-aged students are less likely to take away the memories that bind alumni to their alma mater.
- Competition for the charitable dollar has proliferated. Cutbacks in federal and state funding have led to increased dependence on the private sector to meet programmatic needs and to fulfill the overall mission of the University.
- UNCG's traditional donor population is aging. The most loyal alumni, as a rule, have been those who graduated from The Woman's College of The University of North Carolina, the last class of which was granted its degrees in 1963. These alumni, the youngest of whom are now around 60 years of age, represent about 10% of the total alumni population.

4. Financial Resources (6.3.1)

In spite of a difficult statewide economic situation, financial resources are adequate to support UNCG programs. Several years ago, the General Assembly provided additional funding to UNCG of approximately \$6.8 million to address funding equity among UNC campuses. The people of the State of North Carolina passed a \$3.1 billion bond referendum last November to support capital improvements of which UNCG is to receive approximately \$160 million for new building and renovation projects. Enrollment has continued to grow and UNCG has received additional funding for its enrollment growth. Also, state appropriations to help fund distance learning have been provided. In addition to state support, contract and grant revenues have significantly increased. Total Current Funds Revenues have increased from \$136 million in 1995 to \$183 million in 2000.

The "Current Funds Summary Excluding Foundations" section of *The Financial Report 2000-2001* <http://fsv.uncg.edu/Financial_Report.pdf> presents a five-year comparison of revenues and expenditures and mandatory transfers for the fiscal years ended June 30, 1997 to 2001 (see Table 1). Analysis of this summary indicates that total current funds revenues (excluding affiliated foundations) were in excess of \$213 million for the year ended June 30, 2001, a 10.7% increase from the previous year and a 43.4% increase from the year ended June 30, 1997. Within the \$213 million total revenues, educational and general revenues amounted to approximately \$179.4 million and auxiliary enterprises revenue amounted to approximately \$34 million. The educational and general revenues had increased 12.1% from the previous year and 47.1% from the year ended June 30, 1997. The auxiliary enterprises revenue had increased 4% from the previous year and 26.8% from the year ended June 30, 1997. Thus, the greater percentage of the increases in total current revenues from the previous year and from the year ended June 30, 1997 is attributable to increases in educational and general revenues.

The largest component of the \$179 million educational and general revenues for the current year is state appropriations (52.6%), followed by tuition and fees (19.0%) and grants and contracts (18.3%). The \$28 million increase in state appropriations further accounts for approximately fifty percent of the \$57 million increase in educational and general revenues during the period June 30, 1997 to June 30, 2001. When compared to the approximately six percent increase in full time equivalent student enrollments (FTE) during the same period, the increases in total revenues, educational and general revenues, and state appropriations provide evidence of the adequacy of

Table 1. Current Funds Summary Excluding Foundations
(from *The Financial Report 2000-2001*, <http://fsv.uncg.edu/Financial_Report.pdf>)

Current Funds Summary Excluding Foundations										
Five Year Comparisons (in thousands) Year Ended June 30										
<i>Revenues</i>	<u>2001</u>		<u>2000</u>		<u>1999</u>		<u>1998</u>		<u>1997</u>	
Educational or General										
Tuition and Fees	34,053	15.9%	33,361	17.3%	31,681	17.3%	29,155	17.8%	28,696	19.3%
State Appreciations	94,454	44.2%	84,598	43.8%	82,285	45.1%	74,726	45.4%	66,066	44.2%
Grants and Contracts	32,899	15.4%	27,002	14.0%	23,166	12.7%	18,172	11.1%	16,376	11.0%
Private Gifts	8,871	4.2%	5,825	3.0%	4,753	2.6%	4,384	2.7%	3,534	2.4%
Endowment Income	1,461	0.7%	2,056	1.1%	1,712	0.9%	1,369	0.8%	1,162	0.8%
Sales and Services	5,894	2.8%	5,617	2.9%	5,135	2.8%	5,104	3.1%	4,462	3.0%
Investment Income	1,753	0.8%	1,578	0.8%	1,426	0.8%	1,697	1.0%	1,641	1.1%
Other Sources	98	0.0%	73	0.0%	58	0.0%	68	0.0%	37	0.0%
Auxiliary Enterprises										
Sales and Services	26,771	12.5%	25,715	13.3%	25,491	13.9%	22,776	13.9%	20,711	13.9%
Student Fees	6,536	3.1%	6,330	3.3%	6,204	3.4%	6,116	3.7%	6,042	4.1%
Investment Income	951	0.4%	898	0.5%	912	0.5%	780	0.5%	266	0.2%
Total	213,741	100.0%	193,053	100.0%	182,823	100.0%	164,347	100.0%	149,013	100.0%
<i>Expenditures and Mandatory Transfers</i>										
Educational and General										
Instruction	69,106	34.2%	63,040	33.4%	58,885	33.5%	55,895	35.1%	52,917	36.5%
Research & Pub Serv	23,980	11.9%	22,277	11.8%	19,096	10.9%	14,468	9.1%	13,029	9.0%
Librarian	6,890	3.4%	6,667	3.5%	7,133	4.1%	6,621	4.2%	5,520	3.8%
Other Academic Supp	17,887	8.8%	13,646	8.3%	13,481	7.7%	11,853	7.4%	10,327	7.2%
Subtotal	117,863	58.3%	107,630	37.0%	98,595	56.2%	88,837	55.8%	81,995	56.5%
Student Services	10,250	5.1%	10,062	5.3%	8,755	5.0%	8,883	5.6%	7,281	5.0%
Student Financial Aid	13,713	6.8%	12,056	6.4%	10,651	6.1%	9,120	5.7%	8,499	5.9%
Institutional Support	16,351	8.1%	16,119	8.5%	19,093	10.9%	17,081	10.7%	14,354	9.9%
Physical Plant Ops	13,120	6.4%	11,913	6.3%	9,276	5.3%	8,852	5.6%	8,399	5.8%
Mandatory Transfers	1,411	0.7%	1,304	0.7%	1,234	0.6%	1,341	0.8%	1,083	0.7%
Auxiliary Enterprises										
Expenditures	25,634	12.7%	25,326	13.4%	24,244	13.8%	21,714	13.6%	21,068	14.5%
Mandatory Transfers	3,823	1.9%	4,262	2.4%	3,682	2.1%	3,507	2.2%	2,489	1.7%
Total	202,155	100.0%	188,672	100.0%	175,530	100.0%	159,335	100.0%	145,166	100.0%

The Financial Report 2000-2001 5

UNCG's financial resources. Within auxiliary enterprises revenue, sales and services provide approximately 78 % and student fees provide approximately 19.1%. The data further indicates that auxiliary enterprises revenue exceeded auxiliary services expenditures in each of the years ended June 30, 1997 to 2001. This evidence further supports the adequacy of UNCG's financial resources.

Organization for the Administration of Financial Resources (6.3.2)

The University's business and financial functions are centralized in the Business Affairs Division under the Vice Chancellor for Business Affairs who reports to the Chancellor. The organization of Business Affairs is consistent with the University's purpose, size, and volume of transactions (see *UNCG Organizational Chart*, Figure 1).

Reporting to the Vice Chancellor are the Associate Vice Chancellors for Facilities, Finance, and Human Resources, as well as the Director of Public Safety and Police, and the Senior Director, who oversees the University's foundation accounting and reporting, coordinates the University's land purchases, and performs other assigned duties for the Vice Chancellor, and the Directors of Business Services and Auxiliary Services.

The Associate Vice Chancellor for Finance is responsible for Accounting Services (which includes the cashiering and bursar functions, payroll, and the accounting and reporting functions), Financial Planning and Budgets, Contracts and Grants Accounting, and Financial Systems Support.

Annually, the Vice Chancellor submits *The Financial Report* to the trustees. This report includes the most recently audited financial statements, financial highlights concerning grants and contracts, endowment activity, and construction highlights. Other financial reports are provided to the affiliated foundations' boards and to the Board of Trustees on an *ad hoc* basis. The Vice Chancellor has almost 30 years experience in higher education in North Carolina primarily in the area of finance and accounting.

Budget Planning (6.3.3)

Budget planning at UNCG begins with the Executive Staff under the leadership of the Chancellor. Budget plans are then developed by the Provost or Vice Chancellor in each university division. For example, planning in the Academic Affairs Division is traditionally initiated by the Provost's Office, which invites the academic leadership (deans, directors, and associate provosts) to review program requirements for the upcoming year and then express budgetary needs based upon their assessments.

Following an annual review of the budget planning and implementation process by the Chancellor and the Executive Staff, the Vice Chancellor for Business Affairs develops a calendar that outlines the process for the upcoming fiscal year. The Office of Financial Planning and Budgets coordinates the implementation of this calendar and drafts, on behalf of the Vice Chancellor for Business Affairs, detailed instructions for the completion of this multi-faceted task. Budgets are formally established each year for State funds, overhead receipts, student fees, auxiliary operations, unrestricted gifts/investment income allocations, and other financially significant institutional trust funds. Budgets are established prior to the beginning of the fiscal year.

Each University division has a primary staff person who is responsible for overseeing the preparation of materials for budgetary requests within each budget type, and this coordination effort includes acquiring the necessary approvals for implementation of budget changes. When formal

allocations are made by the Chancellor, the Vice Chancellor for Business Affairs is responsible, with the assistance of the staff of the Office of Financial Planning and Budgets, for the implementation of funding changes.

Continuous efforts are made to streamline and enhance this process. Over the past several years, for example, electronic spreadsheets related to specific allocations of funds have been formatted by Financial Planning and Budgets and distributed to the appropriate university division. Staff in University divisions complete the documentation of allocations, and submit the spreadsheets back to Financial Planning and Budgets, where the staff balance, review, and upload these data to the financial records system. Electronic spreadsheet workbooks with interlinked worksheets have been developed for detailed auxiliary enterprise budgets, and student fee budgets are also electronically submitted.

In Academic Affairs, the annual review process is such that the Provost first discusses with each dean the development of instructional programs under his or her purview. Possible new degree programs are discussed, emerging and developing programs are reviewed, and under-subscribed programs are analyzed. Deans lead similar reviews with their own department heads and faculty. The planning process for the institution's instructional budget continues in the Division of Academic Affairs with a request of the deans, by the Provost, to provide documentation of their expansion needs for the upcoming year. The deans, in consultation with department heads (in the departmentalized schools and College), develop their requests based upon their educational/instructional plans for the upcoming year. The final budget plan from each instructional unit is forwarded to the Provost for review, and a copy of this plan is shared with the Budget Committee of the Faculty Senate. Considerable discussion of division-wide priorities is held annually when the Deans Council, chaired by the Provost, conducts a two and one-half day retreat at an off campus site. Based upon the priorities established by the Deans Council, the planning documents from each school and College, together with the needs of the service units in the Division of Academic Affairs, are incorporated into a comprehensive request for funding. Representatives of the Division of Business Affairs and the Academic Affairs Division (most notably, the Senior Associate Provost for Academic Affairs and his staff), are involved in the budget planning process. At their annual retreat, the Deans Council informally evaluates the procedures for budget planning in the Division of Academic Affairs. These evaluations have resulted in periodic changes in the process.

State Operating Budget. The State operating budget is the largest component of the University's operating funds. This budget is established by the State legislature and is predominantly funded from revenues collected from the state's taxpayers and from student tuition payments. The State budget consists of two major components – a continuation budget, and an expansion budget.

The University's continuation budget consists chiefly of the ongoing State appropriated budget for personnel and operations, less any one-time (non-recurring) allocations. The formal process for establishing a continuation budget, on a biennial basis, is based upon instructions issued by the Office of State Budget and Management. The Office of the UNC President clarifies and tailors these instructions and issues further information as it pertains to the development of a continuation budget for member institutions of The University of North Carolina. These instructions set forth what is to be included in the continuation ("base") budget and establishes what inflationary and other similar increases will be allowed. Traditionally, these instructions are received in March of even-numbered years, and the completed package is transmitted by the Chancellor in September –

approximately nine months prior to the beginning of the biennial period for which the budget is being established. The Office of the UNC President summarizes the requests for all institutions that lie within the jurisdiction of the Board of Governors, and forwards requests to the Governor on behalf of the University's Board of Governors. The Office of State Budget and Management reviews the requests and, on direction from the Governor (who, by virtue of his office, is the Director of the Budget for the State of North Carolina), makes adjustments to realign, remove, or reduce items included in the requests. The Governor submits the continuation budget request to the "long session" of the General Assembly in January of every odd-numbered year. The General Assembly enacts legislation to establish a continuation budget for the biennium. Such enactments usually take place toward the end of the legislative session, typically in June, July, or August.

Since the continuation budget is somewhat fixed and stable, internal allocation decisions are made and implemented in advance of receiving the final approved budget from the legislature. This process is initiated in February of each year. Departmental budgets are finalized by each University division in May, and posted to the financial records system to allow purchases to be made as early in the new fiscal year as possible. Detailed line-item budgets are established and controlled at the departmental/office level. The Provost and Vice Chancellors make allocations for their respective areas of responsibility on an annual basis. Department/office heads make expenditure decisions and are held accountable for managing their budgets.

Allocation adjustments to those which have been initially recommended as a result of budget cuts by the Governor or the legislature are made and reflected in departmental budgets at the point when the UNCG Chancellor is formally notified of such action.

The expansion budget consists of allocations to the institution for new programs and changes in programs that are directly related to the institutional mission. These changes chiefly include adjustments in funding resulting from increases or decreases in the authorized enrollment. Included in such allocations are new teaching positions, library enhancements, and other operating expenses such as instructional, service, and administrative support positions, computing enhancements, acquisition of safety equipment, and funds for preventive maintenance. The recurring portions of the expansion budget become part of the continuation budget for the next biennium.

The Board of Governors makes allocation of expansion budget funding to UNCG. Financial Planning and Budgets staff prepare allocation worksheets to assist the Chancellor in decision-making. Following the Chancellor's allocation decisions, Financial Planning and Budgets staff members coordinate and prepare documents for the Chancellor's final approval and submission to the Office of the UNC President.

The University's annual State-funded budget, detailed by purpose, object, and department, is available in the Jackson Library for inspection by the public. Monthly financial statements in a prescribed format are provided by UNCG to the Office of the President of The University of North Carolina and to the State of North Carolina's Office of State Budget and Management.

A plan is developed annually to address financial needs of unbudgeted expenses. These expenses, chiefly administrative in nature, include the cost of staff overtime work, workers compensation claims, and other related institutional costs. Referred to as the University's "Reversion Plan," this plan is drafted by the Office of Financial Planning and Budgets, is reviewed by the Vice Chancellor for Business Affairs with the Chancellor and the Executive Staff, and receives final approval by the Chancellor. The plan is funded by the natural attrition of monies in certain budgetary

categories and through a contribution from lapsed faculty salaries in the Academic Affairs division. The plan is adjusted throughout the year as circumstances dictate and as the Chancellor makes decisions related to the allocation of available funds and carry-forward requests for the subsequent year.

Overhead Receipts. UNCG budgets the previous year's overhead receipts revenues to be spent the following year. This practice safeguards the institution from committing these funds before they are earned. After certain central support positions and benefits are budgeted, the University's practice is to allocate 10% of the previous year's receipts to the principal investigators, 10% to their departments, and the remainder to initiatives requested by the Provost with the approval of the Chancellor.

Student Fees. The process that establishes Student Fee rates and budgets is a collaborative one including students, faculty, and staff. The Student Fee Advisory Committee discusses programmatic changes (and the necessary fee rate changes) desired in the programs supported by these revenues. The committee presents its proposals to the Chancellor and Executive Staff. Upon their approval, the Chancellor recommends any changes to the Board of Trustees. The Board must endorse the proposed fee rates and submit its proposal to the Office of the UNC President for approval by the Board of Governors. The student fee funds are allocated to the divisions that have responsibility for them and the division Vice Chancellor or Provost then makes the proper distributions to the various activities. The budgets are analyzed by Financial Planning and Budgets for adherence to the Chancellor's allocation, the reasonableness of revenue projections, and the adequate provision for salaries and related fringe benefits.

Auxiliary Enterprises. Auxiliary enterprise budgets (food, housing, parking, motor pool, printing, etc.) are developed annually by the head of the particular enterprise. The department head presents the budgets to Financial Planning and Budgets for revenue and expense analysis and for endorsement to the Vice Chancellor for Business Affairs. These budgets are self-supporting, must meet ever-changing programmatic needs, and provide working capital to assure their continuance. Housing and dining rates are approved by the Chancellor, and rates for Parking require the Chancellor's endorsement and the approval of the Board of Trustees.

Unrestricted Gifts and Investment Income. Based on proposals submitted by the Provost and Vice Chancellors, the Chancellor allocates the revenues generated by unrestricted gifts to the University and investment income on non-State funds. The Chancellor may fund ongoing operational (primarily fundraising) needs and items (primarily non-continuing) to strategically move the University forward. While most of the budgets supported by these resources are not recorded on a line item basis in the financial system, Financial Planning and Budgets verifies that the allocations made are in compliance with the Chancellor's directives.

Other Institutional Trust Funds. Certain other institutional trust accounts are budgeted to allow the account holder to encumber a full year's salary or expend cash prior to the receipt of that cash. These budgets are submitted from each University division and reviewed by Financial Planning

and Budgets before they are recorded in the financial system. The budgets are established to provide assurance that the account will not end the fiscal year with a cash deficit.

Budget Control (6.3.4)

The University employs a software system developed by Information Associates and referred to as FRS (Financial Records System) to record all financial transactions. This system software prevents an account holder from overextending the non-personnel budget that has been established for any particular account. Controls over personnel expenditures are managed by the Office of Financial Planning and Budgets through the position control module of the HRS (Human Resource System), a software package also developed by Information Associates. Account holders have on-line access to their accounts, and they can, therefore, determine their current balances at any time. Month-end reports are electronically available for further review and reference. Each University division is held accountable for managing its own budget. Periodic reports of available non-personnel State funds are provided to the Chancellor, Provost, and Vice Chancellors as a basis for management decisions. Revisions to budgets in non-State funds are normally approved at the Provost or Vice Chancellor level, and submitted to the Vice Chancellor for Business Affairs, who acts as staff to the Chancellor for budgetary approval. Budget transfers of funds between object codes or accounts within a specific area of responsibility are normally approved by the head of the unit and transmitted to Financial Planning and Budgets for posting. An individual who is authorized to enter budget transfers for the affected accounts can also submit budget change requests on-line. Externally imposed budget cuts are handled via formal communication to the Provost and Vice Chancellors by the Vice Chancellor for Business Affairs, and discussed with the Chancellor who then makes the allocation decision. Financial Planning and Budgets sends formal notification to the affected units.

An upgrade to the finance system (FRS) inquiry, scheduled to begin in August 1999, has made some progress, but still lacks satisfactory completion. An initial program, Web FOCUS, was used for a while, but after experiencing technical difficulties in 2000, a substitute, E-print, was implemented in 2001. This program alleviated a portion of the departmental access need, but not completely. In the meantime, an alliance of UNC System campuses has decided to move to the SCT Banner administrative systems. Since UNCG already employs the SCT Banner Student Information System, including the Financial Aid module, and the SCT Banner Alumni Development System, the decision has been made to migrate UNCG's other administrative systems (FRS and HRS) over to Banner in the next five years. At this time a decision has not been made whether to upgrade the current FRS system or simply to wait until the Banner capabilities will be fully operational. Progress should be made on the five-year implementation period as expeditiously as possible to remove the perception among many staff users that the finance (FRS) and human resource (HRS) systems are second tier to the student information system concerning IT support.

The Relation of an Institution to External Budgetary Control (6.3.5)

By naming UNCG a "special responsibility constituent institution" of The University of North Carolina, the Board of Governors has granted management and budget flexibility to UNCG. As a benefit of this designation, UNCG has the authority to move the budget into the purposes and objects where it best meets institutional needs.

The North Carolina Legislature appropriates funds to the Board of Governors. The Board of Governors authorizes a budgeted student enrollment for each institution under its purview, and, based upon that authorized enrollment, makes allocation decisions on expansion budget funds.

Based upon legislative or gubernatorial action or directives, the Office of State Budget and Management (OSBM) sometimes makes reductions relative to the biennial continuation budget request that are subsequently enacted into the legislation authorizing the budget. OSBM also approves budget revisions affecting revenues. In addition, OSBM controls the quarterly or monthly allotment of cash to fund the budget. Regarding other aspects of the control of financial affairs, the offices of the State Controller, State Auditor, and State Treasurer impose accounting, regulatory, and reporting rules, regulations, and practices that can be burdensome and/or result in inefficiency. These state agencies also control the process of daily cash requisitioning.

Accounting, Reporting and Auditing (6.3.6)

The University's FRS accounting system follows the fund accounting principles as promulgated by GASB, NACUBO, the UNC Office of the President, and the offices of State Auditor and Controller.

The Vice Chancellor for Business Affairs assures that the annual financial statements are transmitted to the Office of the State Controller by the statutory deadline. The Vice Chancellor for Business Affairs also transmits the annual Financial Report to the Board of Trustees. The Vice Chancellor for Business Affairs provides periodic reports on the budget plan and available balances to the Chancellor and other members of the Executive Staff.

The Office of State Auditor conducts an external audit on an annual basis. UNCG is not consulted or involved with this selection. The last three audit reports are dated November 5, 1999, October 12, 2000, and October 19, 2001.

The most current financial statements and auditor's report are included in *The Financial Report 2000-2001* <http://fsv.uncg.edu/Financial_Report.pdf>.

Internal controls are established to assure the safeguarding of financial assets. The individual responsible for the entry of an accounting transaction reviews these entries for accuracy before recording in the accounting system. In addition, a data control accounting technician is responsible for ensuring that all daily/monthly/yearly processes are properly completed, and for identifying any exceptions or errors. The internal auditors conduct periodic reviews of transactions on an as requested basis from the Chancellor, the Vice Chancellor for Business Affairs, the UNC Office of the President, or the Office of State Auditor.

Purchasing and Inventory Control (6.3.7)

The University has mechanisms in place to ensure proper control over purchasing and inventory management as well as administrative mechanisms in place to protect responsible purchasing officials from improper pressures of external political or business interests. See Business and Auxiliary Services Web site <<http://www.uncg.edu/bss/purchasing.html>>.

Refund Policy (6.3.8)

The University has accepted the federal "Repayment of Funds" policy that is applicable to Title IV funding as the official withdrawal refund policy for all students, even those not receiving

financial aid. The policy is published on the Cashiers and Student Accounts Web site at <http://fsv.uncg.edu/cashiers_refund.html>. This refund policy is also published each semester in the semester *Schedule of Courses*, as well as in the *The Graduate School Bulletin* and *Undergraduate Bulletin*.

The Division of Continual Learning (DCL) follows the same refund policy as the University. Students are referred to the Cashier's Web site in all DCL registration confirmations.

In the event there are questions, there are committees to hear appeals of refund decisions.

Cashiering (6.3.9)

All funds belonging to the University are accounted for in the FRS accounting system and every FRS account is assigned to an individual account holder. The Cashiers and Student Accounts Office (hereafter known as the Cashier's Office), via the Banner Student Information System's student payment and departmental receipting modules, receives for deposit all university funds. All receipt transactions are interfaced/recorded into the FRS accounting system on a daily basis.

The University complies with North Carolina's Daily Deposit Act, which requires that all funds received be deposited with the Office of State Treasurer within 24 hours after receipt. All monies received by the Cashier's Office are physically transported to the local depository bank via armored carrier service. All employees (including volunteer workers and students) are covered by a State of North Carolina commercial insurance policy. A copy of this policy is maintained in the Purchasing and Risk Management Office.

For academic credit courses and programs, the Department of Continual Learning (DCL) posts the tuition and fee charges to the individual student account. Students then contact the University Cashier's Office to make payment by web, fax, mail, or in person. By accessing their individual accounts over the internet, students can determine their student account balances. Funds are tracked via a system of detail codes to ensure that appropriate accounts are credited for receipts or debited for refunds. For DCL non-credit programs, fees are collected in DCL. For some programs, payment can be made over the Web; DCL plans to make the web-payment option universal for all its non-credit programs. These receipts also are tracked via a system of detail codes to ensure that appropriate accounts are credited for receipts and debited for refunds. There are no UNCG accounts established with financial institutions for the purpose of student cashiering.

Investment Management (6.3.10)

The Policy Manual governing UNCG's investment policies and guidelines was approved on July 1, 1992. These policies and guidelines set forth the selection criteria to be used by each investment manager and have been approved by their respective boards.

Investment policy and guidelines are reviewed and discussed quarterly at the University Investment Fund meeting with Board Members and financial advisors.

Risk Management and Insurance (6.3.11)

The University has a risk management program, which includes risk evaluation, risk avoidance, and insurance. Appropriate levels of insurance or appropriate provisions for obtaining funds cover adequate replacement protection for all physical facilities. A description of this program is

available at the Office of Business Affairs's Web site, <http://www.uncg.edu/baf/RSKMGMT_TOC.html>.

Auxiliary Enterprise (6.3.12)

UNCG's primary auxiliary enterprises consist of Housing, Dining, Bookstore, Motor Pool, Parking, Postal Operations, Printing, Telephone Services, and Vending. All of these enterprises except Telephone Services are financially self-supporting and managed by Business Affairs. Telephone Services is financially self-supporting but is managed by Information Technology and Planning.

Housing, Parking, Postal Operations, Printing, and Telephone Services are managed by the UNCG staff. Housing sets its rates to be competitive with the surrounding market and with sister institutions in North Carolina. Proceeds from Housing income support the costs of operating, of supporting the programmatic mission (Residence Life), of scholarships, of repair and renovation/renewal, of debt service for capital replacement and additional inventory, of maintaining reserves, and of auxiliary administration. Parking sets its rates to support the same type costs with the exception of scholarships. Printing is a small operation, which supports a portion of the campus need for printing services and operates to a zero bottom line. Telephone Services sets its rates to recover its costs and provide for future capital needs.

Dining, Bookstore, and Vending are contracted services with oversight by Business & Auxiliary Services within Business Affairs. Dining operations are administered through a competitively solicited management services contract (currently ARAMARK) and its rates are contractually set to be competitive with sister institutions and provide for facility debt service and maintenance. Bookstore (Barnes & Noble) and Vending contracts are also competitively solicited. Commissions from these agreements support the costs of scholarships, of repair and renovation/renewal, and debt service for facilities. Vending contracts include beverage, snack, long distance, and laundry.

Summary by Criteria

(6.3.1, p. 69, ll. 7-10) Financial resources are sufficient to support UNCG's programs.

(6.3.1, p. 69, ll. 10-12) UNCG's recent financial history also demonstrates the financial stability essential to its successful operation.

(6.3.2, p. 69, ll. 18-21) The organization of Business Affairs is consistent with the University's purpose, size, and volume of transactions.

(6.3.2, p. 69, ll. 22-32) The organization of the Division of Business Affairs at UNCG is consistent with the Mission of the University, its size, and the complexity of its operations. The Vice Chancellor for Business Affairs is a member of the Chancellor's Executive Staff and works with her to prepare and control the University budget. Reporting to the Vice Chancellor are the Associate Vice Chancellors for Facilities, Finance, and Human Resources, as well as the Director of Public Safety and Police, and the Senior Director who directs the University's foundation accounting and reporting, coordinates the University's land purchases, and performs other assigned duties for the Vice Chancellor, and the Directors of Business Services and Auxiliary Services. The Associate Vice

Chancellor for Finance is responsible for Accounting Services (which includes the cashiering and bursar functions, payroll, and the accounting and reporting functions), Financial Planning & Budgets, Contracts and Grants Accounting, and Financial Systems Support.

(6.3.2, p. 70, ll. 1-3) The Chancellor annually submits The Financial Report to the UNC Board of Trustees. This report includes the most recent audited financial statements, financial highlights concerning grants and contracts, endowment activity, and construction highlights. Budget administration is one of the powers delegated by the UNC Board of Governors to the campus Board of Trustees in the University Code.

(6.3.3, p. 70, ll. 11-12) A formal planning process for budgets is coordinated by Financial Planning & Budgets. The budget cycles for the next fiscal year and for the upcoming biennium are communicated annually to the Chancellor, Provost, and Vice Chancellors. Budgets are established for state funds and operating entities before the beginning of the fiscal year. Budgets are formally established for State Funds, Overhead Receipts, Student Fees, Auxiliary Operations, Unrestricted Gifts and Investment Income allocations, and other significant Institutional Trust Funds. For each budget type, instructions are prepared.

(6.3.3, p. 70, ll. 12-14) During an annual review process, the Provost discusses with each dean the development of the instructional programs under his or her purview. Possible new degree programs are discussed, emerging and developing programs are reviewed, and undersubscribed programs are analyzed. Deans conduct a follow-up review with their own department heads and faculty. The planning process for the institution's instructional budget continues, in the Division of Academic Affairs, with a request of the deans to provide documentation of their expansion needs for the upcoming year. The deans, in consultation with department heads (in the departmentalized schools and the College), develop their requests based upon their educational/instructional plans for the upcoming year. The final budget plan from each instructional unit is forwarded to the Provost for review, and a copy of this plan is shared with the Budget Committee of the Faculty Senate for its review and comment. Considerable discussion of division-wide priorities is held annually when the Deans Council, chaired by the Provost, conducts a two and one-half day retreat off campus. Based upon the priorities established by the Deans Council, the planning documents from each school and the College, together with the needs of the service units in the Division, are incorporated into a comprehensive request for funding from the Division of Academic Affairs as a whole. Representatives of the business office – both in the Division of Business Affairs and within the Division of Academic Affairs via the Senior Associate Provost for Academic Affairs and his staff – are involved in the budget planning process.

(6.3.3, p. 70, ll. 18-19) The budget cycles are discussed by the Chancellor and executive staff at least annually. Continuous efforts are made to streamline the budget process.

(6.3.3, p. 70, ll. 25-28) Divisional budget increases or decreases for non-instructional areas are developed, discussed and approved by the Chancellor. The institution's budget request is submitted by the Chancellor to the President who then combines it with other UNC institutions' budgets and

submits a budget for the University to the Board of Governors for approval. The Board of Governors establishes any new initiatives for the UNC System and allocates funds to various UNC schools. The North Carolina General Assembly has final budget approval. Once this approval is obtained, the Provost or appropriate Vice Chancellor approves and submits their respective operational budgets to the University's Financial Planning & Budgets office where they are verified for agreement with the approved allocations.

(6.3.4, p. 70, ll. 31-35) Controls in the financial system prevent an account holder from overexpending the non-personnel budget that has been established for that account. Controls over personnel expenditures are maintained by Financial Planning & Budgets through the position control of the human resources system.

(6.3.4, p. 70, l. 35; p. 71, l. 1) Account holders are given on-line access to their accounts. Thus, they can determine their up-to-date balances at any time. In addition, month end reports are made electronically available for further review and reference. Thus, on a daily basis, department heads and any other account holder are given the guidance necessary to stay within budgetary allocations.

(6.3.4, p. 71, ll. 1-2) The administration of each division is held accountable for managing its budget.

(6.3.4, p. 71, ll. 3-5) Budget revisions for non-state funds are always made when conditions warrant them and normally approved at the Provost or Vice Chancellor level and submitted to the Vice Chancellor for Business Affairs who acts as staff to the Chancellor for budgetary approval. Externally imposed budget cuts are mandatory and are handled by a formal communication to the Provost and Vice Chancellors by the Vice Chancellor for Business Affairs and discussed with the Chancellor who makes the reallocation decisions. In both cases, Financial Planning & Budgets prepares a formal communication to the affected units.

(6.3.5, p. 71, ll. 6-16) UNCG has been granted budget flexibility and thereby has authority to move the budget into the lines where it best meets its needs and mission. The NC Legislature appropriates funds directly to the Board of Governors. The Board of Governors makes allocation decisions on Expansion Budget Funds including the approval of the budgeted student enrollment upon which a large part of the expansion budget is based. The Office of State Budget and Management (OSBM) sometimes makes reductions relative to the biennial continuation budget request that are subsequently enacted into the legislation authorizing the budget. OSBM also approves budget revisions affecting revenues. OSBM further controls the quarterly or monthly allotment of cash to fund the budget.

(6.3.6, p. 71, ll. 17-22) The University's FRS accounting system follows the fund accounting principles as promulgated by GASB, NACUBO, the UNC Office of the President, and the offices of State Auditor and Controller.

(6.3.6, p. 71, ll. 33-37) The Vice Chancellor for Business Affairs assures that the annual financial statements are transmitted to the Office of the State Controller by the statutory deadline. The Vice Chancellor for Business Affairs also transmits the annual Financial Report to the Board of Trustees.

The Vice Chancellor for Business Affairs provides periodic reports on the budget plan and available balances to the Chancellor and other members of the Executive Staff.

(6.3.6, p. 72, ll. 1-13; p. 73, ll. 4-5) An external audit is conducted on an annual basis by the Office of State Auditor. UNCG is not consulted or involved with this selection. The last three audit reports are dated November 5, 1999, October 12, 2000 and October 19, 2001.

(6.3.6, p. 73, ll. 6-8) Internal controls are established to assure the safeguarding of financial assets. The individual responsible for the entry of an accounting transaction reviews the entry for accuracy before recording it in the accounting system. In addition, a data control accounting technician is responsible for ensuring that all daily/monthly/yearly processes are properly completed and for identifying any exceptions or errors. The internal auditors conduct periodic reviews of transactions on an as requested basis from the Chancellor, the Vice Chancellor for Business Affairs, the UNC Office of the President, or the Office of State Auditor.

(6.3.7, p. 73, ll. 15-19) UNCG has mechanisms in place to ensure proper control over purchasing and inventory management. Administrative mechanisms also serve to protect responsible purchasing officials from improper pressures of external political or business interests. Documentation of purchasing policies and procedures is maintained at the Business and Auxiliary Services Web site <www.uncg.edu/bss/purchasing.html>.

(6.3.8, p. 73, ll. 25-31) UNCG has accepted the federal "Repayment of Funds" policy that is applicable to Title IV funding as the official withdrawal refund policy for all students, even those not receiving financial aid. The policy is published on the Cashier's Web site <http://fsv.uncg.edu/cashiers_refund.html>. This refund policy is also published in *The Graduate School Bulletin* and the *Undergraduate Bulletin*. The Division of Continual Learning (DCL) follows the same refund policy as the University. Students are referred to the Cashier's Web site in all DCL registration confirmations.

(6.3.9, p. 73, ll. 32-34) There is a suitable organization and adequate procedures for the management of all funds belonging to UNCG.

(6.3.9, p. 74, ll. 1-4) The cashiering function is centralized in the business office and there is a carefully developed system for the receipt, deposit, and safeguarding of institutional funds.

(6.3.9, p. 74, ll. 5-6) All persons handling institutional funds are covered by a commercial insurance policy.

(6.3.10, p. 74, ll. 7-20) The University's investment policies and guidelines set forth the selection criteria to be used by each investment manager and have been approved by the respective boards.

(6.3.10, p. 74, ll. 20-21) Investment policies and guidelines are regularly reviewed and discussed.

(6.3.12, p. 74, ll. 28-35) The activities of UNCG's auxiliary enterprises, both those provided by the institution and those contracted, or outsourced, are operated in a fiscally responsible manner and are documented to that effect.

Examination of Strengths, Weaknesses, Opportunities, and Threats

Strengths

- The senior staff (directors, managers, Associate Vice Chancellor for Finance and Vice Chancellor) are experienced leaders. Little turnover in these positions has allowed the Finance staff to handle increasing workloads and complexity with minimal additions to staff.
- Over the past five years, UNCG affiliated foundation endowment assets have increased from approximately \$75 million at June 30, 1997 to approximately \$112 million at June 30, 2001. The ten-year growth has been more dramatic: increasing from approximately \$25 million at June 30, 1991 to \$112 at June 30, 2001. This results in increased funding for scholarships, professorships, and other University initiatives.

Weaknesses

- Development and implementation of improvements to business processes for the campus are constrained by the ability of the Information Technology (IT) staff to meet those needs. In particular, the finance system (FRS), although upgrades have made some progress, still lacks satisfactory completion. A decision has been made to move to Banner, but the predicted time frame is five years. The University has not made the decision whether to upgrade the current system, E-print, in the intervening five years, or to make no upgrades, and wait until Banner is fully operational. (See Proposal 34)
- There are perceptions of inconsistencies in position classifications regarding the recognition of responsibility and complexity. These inconsistencies appear to exist within the institution, among UNC institutions, and between the institution and private industry. With an erosion in the State's health insurance and retirement benefit programs, morale is further hampered when the perception is that the classification and compensation system has not been changed in decades. (See Proposal 28)

Opportunities

- Recent technologies and software allow for the full integration of finance, human resources, advancement services, and student information systems. These technologies allow for paperless documents and workflow. (See Proposal 34)

Threats

- The greatest threat to the finance area is the current weakness of the State's economy. This weakness translates to budget cuts including loss of positions. In the finance area, management and staff are already stretched thin and working at maximum load. Further losses in staffing or increases in workload could seriously jeopardize UNCG's ability to operate at the same level of fiscal integrity as in the past.

- The finance staff must meet continually increasing external reporting requirements in a short timeframe. Additional red tape and levels of approval and accountability required for authorization to use budgeted funds (lapsed salaries and carryforward) have a significant dampening effect on logical planning for receipt and use of resources.

5. Physical Resources (6.4)

Opened in 1892 and more than a century old, the campus retains much of the character from its beginnings as a college for women. The current campus includes 76 buildings on approximately 204 acres. Closely integrated with the Greensboro community, the UNCG main campus provides an exceptionally attractive, well-landscaped setting. The main campus comprises a land area of 204 acres, with another 109 acres in outlying properties. Of the 313 acres, a total of 232 are developed, with 23 acres at the Piney Lake site that have development potential. The remaining 58 acres located at the Observatory site are not suitable for development. The main campus is essentially fully developed and is landlocked by residential and commercial development, an historic district, principal streets to the east, west, and north of the campus, and a main line railroad to the south. A principal east-west thoroughfare, Spring Garden Street, passes through the campus.

As one of 16 campuses within The University of North Carolina System, UNCG is the fifth largest in enrollment. Confined by its urban surroundings, it has the highest density of student per acre of any institution in the UNC System.

UNCG is in a transitional period. Over all, academic and administrative facilities represented during the last SACS Self-Study were less than adequate. Since that time, substantial progress has been made in the enhancement of these facilities due to additional funding sources from the General Assembly. Since 1993, funds for repair and renovation have become a permanent part of state funding. Resulting from a steady stream of revenue, significant strides have been made in improving UNCG's facilities. However, significant challenges remain due to the age of many on-campus buildings. Fully 25 % of the building square footage was constructed prior to 1950, with an additional 26 % having been built prior to 1970.

In addition, several years of study of University facilities by the General Assembly resulted in the passage of a \$3.1 billion Higher Education Bond package. UNCG received approximately \$160 million for the construction of several new buildings and major renovations to a number of others, including upgrades of campus infrastructure. Implementation of bond projects began in 2001, with groundbreaking of a new science instructional building. Completion of all projects is projected for 2008. The bond projects will provide significant improvements for State funded facilities.

The Construction Highlights section of *The Financial Report 2000-2001* describes the projects completed, currently under construction, and in design (see Table 2).

Student fees support a number of campus facilities including residence halls, parking, student activity buildings as well as recreation and athletic facilities. Student fee supported facilities are among the best on campus. Recent improvements include major renovations to a number of residence halls as well as construction of a new student recreation center and baseball stadium. A new addition to the Elliott University Center (EUC) housing the bookstore and food court was completed in Fall

Table 2. Construction Highlights(from *The Financial Report 2000-2001*, <http://fsv.uncg.edu/Financial_Report.pdf>)*Annual Summary***Construction Highlights**Projects Completed

The \$7.9 million Phase I of the Elliott University Center was an addition on the west side of the existing EUC, which opened Fall 2001. This addition houses a new two-story bookstore and a two-story food court on the opposite side of an atrium living room for students.

The \$1.8 million Residence Hall Data Renovation Phase III and V completes the data/telephone wiring in the balance of the residence halls that had not been wired and brings all up to the campus standard. Every double room in the residence halls now has the capability for one telephone and one data port for each pillow and one cable TV port per room.

The \$1.4 million Tennis Court Renovation consisted of replacing ten existing courts between the soccer stadium and West Drive. The courts have been widened, two additional courts added, some minor concrete seating has been provided, drainage below the courts has been addressed, and new lighting and controls installed. The courts are used for athletics, teaching and recreation.

Projects Currently Under Construction

The new \$39.2 million Science Building houses both Chemistry and Biology. The 171,000 square foot building is located on the east side of McIver Street adjacent and connected by a bridge to the Eberhart Building. McIver Street will be turned into a pedestrian mall for students.

The \$12.9 million renovation of the existing Elliott University Center is Phase II of this two-phase project. It adds a new 500-seat auditorium and a new meditation center as well as conference rooms, student lounge, coffee shop, convenience store, offices for student organizations and staff, and renovates Cone Ballroom.

The \$5.1 million Campus Telecommunication Network is a large infrastructure project that will install a fiber optic backbone throughout the entire campus in a concrete encased duct bank. Seven large academic buildings on campus will get rewired to a new data/telephone-wiring standard.

The \$4.5 million Campus Telecommunications Network Phase IV project wires the balance of the academic and administrative buildings for data and telephone.

Projects in Design

The \$16.6 million Studio Arts Center project will be a new building to house the Art Department and Department of Interior Design. This building will contain classrooms, studios, shops and faculty offices. It will be located on Highland Avenue between Spring Garden Street and Oakland Avenue.

The \$15.8 million Humanities Hall project will house the Humanities Department and Office Research Facility. The building's location will be at the corner of Spring Garden Street and Forest Street, on the site currently occupied by Park Gymnasium.

Design is finishing up on the \$13 million Oakland Avenue Parking Deck, which will be a five-story 1,000 space parking deck with expansion capability for an additional 500 spaces and located between Spring Garden Street and Oakland Avenue. Access to the deck will be via Forest Street and Kenilworth Street with Stirling Street being closed for vehicular traffic allowing for pedestrian flow into the campus. *

*Construction on the Oakland Avenue Parking Deck was well underway at the time this report was published.

2001 and the original EUC structure is undergoing a total renovation and modernization. These recent renovations of student fee facilities has helped to make the campus more attractive. The challenge is to continue to enhance these facilities without increasing student fees and indebtedness beyond the financial capacity of UNCG's student body.

UNCG has been charged to accommodate a student population of 15,000 students learning on campus, and 2,000 distance learning students by Fall 2008. These numbers constitute a significant challenge for the University in planning for expansion while retaining the qualities of beauty and tradition that have hallmarked this campus for the past century. In addition, there is also an urgent need for UNCG to modernize facilities and acquire available land area for expansion.

In 1997 and 1998, the General Assembly mandated that the Board of Governors conduct a Study of Capital Equity and Adequacy and prepare a 10-Year Capital Plan in order to identify the capital needs of each institution for all categories of facilities. The Facilities and Capital Plan for UNCG is one of 16 individual reports prepared from data developed in the Study. It provided independent confirmation of facility needs corroborating internal assessment of current facility needs and challenges in order to accommodate future growth (*Facilities Profile and 10-Year Capital Plan*).

Space Management (6.4.1)

UNCG's facilities are adequate to support current institutional functions. However, as the Executive Summary of *The University of North Carolina at Greensboro Facilities Profile and 10-year Capital Plan* points out, the age of UNCG's facilities combined with the traditional funding methods from the North Carolina General Assembly has presented major concerns related to condition and potential future functional obsolescence. In addition, expanding enrollment has begun to overtax capacity in some core facility categories. As documented by the study, based on current enrollment levels of head count (HC) and full time equivalent (FTE) students, the number of faculty and staff, and established UNC space planning guidelines that predict requirements for space, UNCG currently has an overall shortage of approximately 89,000 assignable square feet of space in principal space categories. The greatest current deficiencies are in open laboratory, library and study, physical education, and student services space. UNCG has major capital needs in every area studied, from repair and modernization to capacity expansion, teaching laboratory improvement, student support facilities, infrastructure, and land acquisition. Highlighted in the study are five specific areas of concern ranging from UNCG's poor ranking on the Facility Condition Index and the Facility Condition and Quality Index to the quantitative deficiencies that exist in most categories of core academic and student support space as well as land acquisition needs for orderly campus development.

The passage of the Higher Education Bonds in November 2000, has provided approximately \$160 million to UNCG for new construction and renovation that will help alleviate some of UNCG's space shortage. The bonds are being used for construction of a new science instructional building scheduled for completion in 2003, two new buildings for the arts and humanities, modernization of eight existing buildings, significant infrastructure upgrades, and critical land acquisition. Included in the second phase of the University 10-year capital plan are additional projects that further address capacity shortages.

Responsibility for space allocation is delegated to the Vice Chancellor for Information Technology and Planning. A committee comprised of the Provost and remaining Vice Chancellors, plus the Associate Vice Chancellor for Facilities Management, advises the Vice Chancellor regarding

space needs in their divisions and units. Other technical support is also provided on an as needed basis.

A Planning and Institutional Research Analyst maintains the campus space inventory database. The Space Inventory database contains current information on the type, amount, location, and use of rooms allocated to each campus unit. This database serves as a campus-wide resource for questions regarding the allocation of space for specific institutional functions.

Under the supervision of the Vice Chancellor for Information Technology and Planning, the Planning and Institutional Research Analyst handles unit requests for additional space and changes in space assignments. At the present time, these requests are evaluated informally on a case-by-case basis; if deemed appropriate and if additional space exists, unit requests are granted.

Recently, a cross-divisional committee has been formed in order to provide a recommendation concerning the implementation of a Computer-Assisted Facilities Management (CAFM) system that will serve to increase the level of sophistication inherent in UNCG's space management process. Implementation is expected to be completed by Fall 2003. Once this system is in place, it will greatly facilitate the management of campus space in a number of ways. The new system will make it possible for space allocation decisions to be based on empirical data, and for existing space to be utilized more efficiently.

Buildings, Grounds and Equipment Maintenance (6.4.2)

As noted in the *Facilities Profile and 10-Year Capital Plan*, UNCG has developed a notable facilities management program that incorporates a full range of the "best practices" of contemporary higher education facilities management. A preventive maintenance (PM) program has been established for the University's Educational and General facilities since 1989. There is a PM equipment inventory of 4,000 items. A computer-based maintenance management system is in use for all work requests, maintenance material storeroom inventory control, work scheduling, and project management. The physical plant department tracks deferred maintenance requirements through a comprehensive facilities inspection and assessment program. Finally, the facilities design and construction organization has developed design manuals, design and construction guidelines, and a design and procedures manual.

The plan for property upkeep is on three levels depending on the extent of the project and the funding required. At the very highest level are capital projects that require specific funding from outside the University. (e.g. the major expansion of the chilled water plant.) On a second level are limited scope capital projects funded from State revenues designated for repair and renovations (e.g. the phased replacement of high voltage cabling, significant renovation of laboratory space, and roof replacement). Finally, there are non-capital projects of preventive and corrective maintenance as well as minor repairs and renovations that are funded from operating budgets. In periods of state budget shortfall, such as the one currently being experienced, the upkeep of campus buildings and infrastructures not included in bond projects (levels two and three) can be seriously threatened.

The plan for the above maintenance stems from comprehensive building reviews that make up listings of larger projects to be scheduled as funding permits. The listings are prioritized on a yearly basis as projects are identified and scheduled. Preventive maintenance is scheduled on a routine basis. Corrective maintenance is scheduled, and for most locations may be requested directly by building contracts, through a direct work order.

Complete comprehensive building inspections are carried out once every three years under the Facilities Condition Assessment Program. Twice a year, inspections are conducted by the Department of Insurance. Safety inspections by UNCG personnel are carried out on a continual basis. All inspections result in generating work requests. All projects accumulate actual costs, so the cost of individual projects with respect to estimates is a matter of record. Preventive maintenance is a part of a computerized scheduled maintenance program. There is a history of completed projects in a number of publications. All projects are tracked in a Critical Path Management (CPM) program and show completions. In addition all large capital projects are tracked in a program known as CAPSTAT that reports at the UNC system level.

Documentation related to buildings, grounds, and maintenance are on file in the SACS Self-Study library and include: (1) Last FCAP report; (2) Latest R&R plan as well as the long-range list of projects; (3) CPM bar graph level for bond/self liquidating projects; (4) Latest CPM Schedule; (5) Example printout of scheduled preventive maintenance for a convenient period of time; (6) Example printout of corrective maintenance work orders for a convenient period of time; and (7) Listing of instances cited by departments and non-academic offices of inadequate maintenance.

Safety and Security (6.4.3)

The Safety Program at UNCG has received awards at the State level for at least three years. Administrative responsibility begins with the Chancellor, who endorses the overview of the UNCG Safety program. At the top of the working level there is an Oversight Committee made up of the Provost, Vice Chancellors, Associate Vice Chancellor for Facilities, Director of Safety, and the Chair of the Faculty Senate. The purpose of this group is to ensure that programs, corrective actions, and projects are well balanced from an institutional point of view. There are multiple committees, broken down by areas of interest and expertise. These committees continually review sections of the Safety Manual that are in their areas of interest, participate in departmental inspections, and help define needed safety projects. The program is evaluated by the committees, the Oversight Committee, and inspections by the Department of Insurance.

Safety concerns for laboratories and hazardous areas receive specialized attention. Training for blood-borne pathogens, asbestos, fire reporting and fire extinguisher use, chemical labeling, and control of hazardous waste is continual, including scheduling for retraining as required. Building egress is covered with respect to signage and code by Department of Insurance inspections. Primary and secondary exit route framed signs are strategically placed throughout all campus buildings. Fire drills are a part of the safety process for all buildings, with special emphasis on all buildings that have small children as a part of academic programming.

Office of Disability Services

Disability Services works cooperatively with Physical Plant, Facilities Design, Construction, Safety, and Police and Parking Services to monitor the safety needs on campus for persons with disabilities.

Student Health/Counseling and Testing Services

The Student Health Services (SHS) serves a public health role within the UNCG community. Members of the SHS staff serve on the University Infectious Disease Committee and the University

Benefits Committee. The SHS Immunization Office monitors and/or provides vaccines to entering UNCG students per North Carolina state law. Other vaccinations (flu, hepatitis B, and meningitis) recommended by public health policy are made available to faculty, staff, and students through the SHS Immunization Office. The Student Health Service also serves the occupational health needs of the University by being the initial responder to on-the-job injuries, providing OSHA required immunizations, and annual flu shots. Both medical and counseling staffs offer consultation to the faculty regarding issues affecting the student experience as well as strategies for handling a student with medical or emotional difficulties. As of February 2002, Student Health Services began offering an array of routine medical services to full-time faculty and staff at nominal or no cost.

Office of Public Safety

The Office of Public Safety and Police is a full-service police department providing protective services and safety education to all members of the UNCG community. The primary function is to patrol the campus in order to detect crime and apprehend criminals with the goal of providing a safe educational environment. The secondary function is to offer educational opportunities for members of the community with the aim of creating a safer campus.

Facilities Master Plan (6.4.4)

Master planning for facilities has been a part of UNCG since 1983. The first plan was very comprehensive and functional. In 1993, the initial plan was updated to adjust for changes that had occurred since its development. A second master plan update process was initiated in 2000. The Board of Trustees approved the new master plan in Fall 2001. The development of the plan included the use of academic projections and consideration of known long-term facility projects, especially the facility bond projects already on schedule. Additionally, input was sought from faculty, staff, and students, city neighborhood associations, as well as local business owners. Traffic and parking studies and other relevant documents were also part of the plan update. *The UNCG Master Plan* is used on an ongoing basis. Since 1983, it would be difficult to find a major project that was not described in the plan. *The UNCG Master Plan* will continue to be updated as necessary in accordance with required adjustments of the long-range facility plan.

Summary by Criteria

(6.4, p. 75, ll. 1-6) UNCG's current facilities are adequate to support its purpose, programs, and activities.

(6.4.1, p. 75, ll. 7-8) While UNCG's current facilities are adequate to support institutional functions, expanding enrollment has begun to overtax capacity in some core facility categories. Funding provided by the Higher Education Bonds will provide for construction of several new buildings and renovation of many others to assure space allocations remain adequate.

(6.4.2, p.75, ll. 9-10) UNCG has a facilities management program that incorporates a full range of the "best practices" of contemporary higher education facilities management.

(6.4.2, p. 75, ll. 10-11) A preventive maintenance program has been established for the University's educational and general facilities since 1989. A computer-based maintenance management system is in use for all work requests, maintenance material storeroom inventory control, work scheduling, and project management. Deferred maintenance requirements are tracked through a comprehensive facilities inspection and assessment program.

(6.4.2, p. 75, ll. 12-16) A preventive maintenance (PM) program has been established for the University's Educational and General facilities since 1989. There is a PM equipment inventory of 4,000 items. A computer-based maintenance management system is in use for all work requests, maintenance material storeroom inventory control, work scheduling, and project management. The physical plant department tracks deferred maintenance requirements through a comprehensive facilities inspection and assessment program. Finally, the facilities design and construction organization has developed design manuals, design and construction guidelines, and a design and procedures manual.

(6.4.2, p. 75, ll. 16-17) The plan for maintenance stems from comprehensive building reviews that make up listings of larger projects to be scheduled as funding permits. The listings are prioritized on a yearly basis.

(6.4.3, p. 75, ll. 18-20) UNCG's Safety Program has been an award winning program at the State level for at least three years and provides a healthful, safe, and secure environment for all members of the campus community.

(6.4.3, p. 75, ll. 20-22) Administrative responsibility for environmental health and safety programs are assigned.

(6.4.3, p. 75, ll. 22-23) UNCG has a comprehensive safety plan that is implemented and reviewed on a regular basis.

(6.4.4, p. 76, ll. 1-4) A Master Plan for facilities has been a part of UNCG since 1983. The current plan was approved in Fall 2001. The development of the plan included the use of academic projections, consideration of known long-term facility projects, as well as input from UNCG constituents. The *UNCG Master Plan* is used on an ongoing basis to provide for the orderly development of the institution as it relates to other institutional planning efforts.

Examination of Strengths, Weaknesses, Opportunities, and Threats

Strengths

- UNCG is an urban campus with significant, well-utilized green spaces and historic buildings with an established collegiate character.
- UNCG is a walker-friendly campus with busy arterial roadways kept to two perimeter edges, an adjacent, stable historic neighborhood, and an established business district.

Weaknesses

- None noted.

Opportunities

- Passage of the Higher Education Bonds has provided mandated and funded renovation and expansion of campus facilities meaning a period of unprecedented building over the next seven to eight years.

Threats

- The increasing budget problems in North Carolina threaten the funding of repairs and critical renovations needed for upkeep of campus buildings and infrastructures that are not included in bond projects.

6. Externally Funded Grants and Contracts (6.5)

The Policy on University Research Relations with Private Enterprise and Publication of Research Findings: The University of North Carolina (Chapter V-A of *The Administrative Manual of The University of North Carolina*) states:

All activities of The University of North Carolina, including any research collaborations with private firms, as well as with foundations and government agencies, must support its teaching, research, and public service missions. The University environment must allow faculty and students to pursue freely learning and research. The University must also maintain its independence and integrity to insure impartiality, and it may not agree to any inappropriate limits on the freedom to publish research findings. Most importantly, the University must retain the public's trust by engaging in research activities that are consistent in nature, quality, scope, and importance with its educational purpose, and that are conducted under conditions that ensure its academic integrity.

Research policy published in Section IV of the *UNCG Handbook for Faculty* states, "In support of its stated mission and goals, the University has made a strong commitment to research and other creative scholarly activity for the advancement of knowledge and practice." This research policy further states

Research at the University encompasses the writing and publication of scholarly books, theoretical and empirical research papers, historical documents, creative prose and poetry, and the creation and presentation of works in the visual and performing arts. The nature and standards of such works are established primarily by the field of specialization and the academic unit. In accordance with principles of academic freedom, faculty members may pursue any avenue of creative activity, provided the chosen avenues are consistent with the activities and goals of their basic academic unit and the University at large.

UNCG has organized its sponsored research administration into two offices in separate divisions. The Office of Research Services is in Academic Affairs and is responsible for most of the pre-award activities. The Office of Contracts & Grants is in Business Affairs and is responsible for post-award activities. There is a formal review process for all proposals, which includes a review of the proposed budgets. The Office of Contracts & Grants publishes procedures on the Web <http://www.uncg.edu:80/baf/C&G_TOC.html#Pol> to ensure that expenditures are made within the regulations and policies of the University, the State of North Carolina, and the Federal Government. In addition, the office advises principal investigators of any special regulations which may be imposed by the granting agency. The Office of Contracts & Grants separately reviews specific types of expenditures that involve higher risks.

The University Mission affirms that the University is “committed to teaching based in scholarship and advancing knowledge through research.” The mission of the Office of Research Services states

The Office of Research Services encourages and promotes research, creative, and scholarly activity within the University. The spectrum of activity flows from basic research expanding the frontiers of knowledge, to applied research responding to regional or community concerns, and developing novel applications of existing knowledge; within this spectrum, is the creation of new endeavors surrounding visual, literary, and musical arts. The Office of Research Services encourages and supports all members of the University to participate in research, creative, and scholarly activity.

The Office of Research Services is responsible for identifying potential funding sources and communicating such information to the faculty, maintaining contacts with potential sponsors, and arranging appointments with such sponsors as requested by the faculty. The Office of Research Services helps with the development of preliminary proposals and is responsible for proposal processing, insuring that prior to submission proposals conform to all agency requirements, that the proposed financial arrangements have been approved by the Office of Contracts and Grants, and that special commitments have had prior internal review. All grants are awarded within a limited period of time, allowing researchers time for instructional activities as well as their scholarly research.

Several policies, established procedures, and position statements ensure that funded research is appropriately balanced with instruction and service in the professional activity of UNCG faculty members. The UNC system has extensive policy statements which form Chapter V of the *Administrative Manual*, “Sponsored Programs, Research, and Intellectual Property” <www.ga.unc.edu/publications/admin_manual/chapter_v.pdf>. The first section begins with the following paragraph, which has been placed on the Research Services’ Web site with Chancellor Sullivan’s endorsement, as follows:

Chancellor Patricia A. Sullivan has affirmed that all sponsored programs and research activities at UNC Greensboro must be conducted in full compliance with the following policy of the University of North Carolina, as adopted by the Board of Governors in May 1987 and amended in February 1988:

All activities of the University of North Carolina, including any research collaborations with private firms, as well as with foundations, and

government agencies, must support its teaching, research, and public service missions. The University environment must allow faculty and students to pursue freely learning and research. The University must also maintain its independence and integrity to assure impartiality, and it may not agree to any inappropriate limits on the freedom to publish research findings. Most importantly, the University must retain the public's trust by engaging in research activities that are consistent in nature, quality, scope, and importance with its educational purpose, and that are conducted under conditions that ensure its academic integrity <www.uncg.edu/rss/chancellor.htm>.

UNCG *Faculty Workload Guidelines*, a policy statement developed by the Faculty Senate and Deans Council and approved by the Chancellor in Spring 2002, spells out University expectations and established practice on faculty teaching responsibilities. It is made available to faculty on the "Policies and Procedures" section of the Provost's Web site <<http://shadow.uncg.edu/pvt/publications/personnel/workloads.html>>. These guidelines read in part:

In departments that do not offer the doctoral degree, 18 semester hours for each tenured/tenure-track faculty member are normally assigned to teaching; in departments that offer the doctoral degree, 15 semester hours are normally assigned to teaching and 3 hours to dissertation supervision. (These assignments are based upon the expectation of 24 semester hours per academic year, 6 hours of which are assigned to research/creative activity, for all tenured and tenure-track faculty). . . . Modifications to a faculty member's assigned hours for teaching may be made on the basis of considerations listed . . . above ["teaching, research, graduate supervision, and service activities"].

In keeping with these guidelines, a faculty member has an annual meeting with his or her department head concerning the workload for the year and receives an approved annual workload in writing on the *Faculty Assignment Form* <<http://shadow.uncg.edu/pvt/faculty/assignment.html>>.

The UNCG *Policy on Compensation Beyond Contract for EPA Faculty and Nonfaculty Employees*, as approved by the Board of Trustees on September 29, 1994, sets forth guidelines for academic-year and summer payment from grants or consultations <<http://shadow.uncg.edu/pvt/publications/personnel/compensation.html>>. For a faculty member with a nine-month contract, the policy states that total compensation from sponsored program activity during the summer should be no more than 1/9 of the contract salary per month for up to three months. The policy also indicates that during the academic year, a full-time faculty member wishing to conduct sponsored program activities must do so under release-time arrangements funded from the grant. The contract approved by the governing board is the full compensation to be expected during the contract period.

Grants and contracts continue to provide a major source of funding. *The Financial Report 2000-2001* prepared and presented by UNCG indicates that grant and contract revenue increased from approximately \$16 million in the fiscal year ended June 30, 1997 to approximately \$33 million in the fiscal year ended June 30, 2001, the latest year reported. UNCG's policy is to include indirect costs in all budget proposals submitted to outside funding authorities unless specifically prohibited. The use of

indirect costs recovered is addressed in *Use of Indirect Cost Recovered: Guidelines* <<http://shadow.uncg.edu/pvt/publications/pdfiles/research/indirectcost.pdf>>. These *Guidelines* state that the use of indirect cost recovery is regulated by Section 5.10 of the *State Budget Manual*. These *Guidelines* further state that approximately twenty percent of indirect cost recovered funds will be made available to departments and principal investigators that generated the grants and contracts won during the preceding year, and approximately 80% will be allocated to support the teaching and research aims of UNCG very broadly defined. The *Guidelines* further indicate that allocated funds will not normally be used to support continuing expenses.

Summary by Criteria

(6.5, p. 76, ll. 5-6) *The Policy on University Research Relations with Private Enterprise and Publication of Research Findings: The University of North Carolina (Chapter V-A of The Administrative Manual of The University of North Carolina)* states, “All activities of the University of North Carolina, including any research collaborations with private firms, as well as with foundations and government agencies, must support its teaching, research, and public service missions.”

(6.5, p. 76, ll. 6-9) Policies found in Chapter V of the *Administrative Manual* of the University of North Carolina set forth the expected balance between sponsored programs and instruction at system campuses. Chancellor Sullivan has excerpted a central statement from the system policy and endorsed it on the Research Services’ Web site. The *UNCG Faculty Workload Guidelines* sets forth expected teaching loads.

(6.5, p. 76, ll. 9-10) UNCG has organized its sponsored research administration into two offices in separate divisions. The Office of Research Services is in Academic Affairs and is responsible for most of the pre-award activities. The Office of Contracts & Grants is in Business Affairs and is responsible for post-award activities. There is a formal review process for all proposals, which includes a review of the proposed budgets. The Office of Contracts & Grants publishes procedures on the Web to ensure that expenditures are made within the regulations and policies of the University, the State of North Carolina, and the Federal Government. In addition, the office advises principal investigators of any special regulations which may be imposed by the granting agency. The Office of Contracts & Grants separately reviews specific types of expenditures that involve higher risks.

(6.5, p. 76, ll. 10-12) *The Policy on University Research Relations with Private Enterprise and Publication of Research Findings: The University of North Carolina (Chapter V-A of The Administrative Manual of The University of North Carolina)* states

All activities of The University of North Carolina, including any research collaborations with private firms, as well as with foundations and government agencies, must support its teaching, research, and public service missions. The University environment must allow faculty and students to pursue freely learning and research. The University must also maintain its independence and integrity to insure impartiality, and it may not agree to any inappropriate limits on the freedom to publish research findings.

The Handbook for Faculty further states that, “In accordance with principles of academic freedom, faculty members may pursue any avenue of creative activity, provided the chosen avenues are consistent with the activities and goals of their basic academic unit and the University at large.”

(6.5, p. 76, ll. 15-20) The UNCG *Policy on Compensation Beyond Contract for EPA Faculty and Nonfaculty Employees*, as approved by the Board of Trustees on September 29, 1994, sets forth guidelines for summer payment from grants or contracts, including consultations, and indicates that the only grant support acceptable for a faculty member in the academic year is that applied to course releases. Faculty members’ responsibility for research, as well as other academic activities, is addressed in several University documents including Chapter 6 of *The Code of The Board of Governors*, UNCG’s *University-Wide Evaluation Guidelines for Promotions and Tenure* (approved by the General Faculty on January 21, 1998), and the *UNCG Plan, Division of Academic Affairs, 1998-2003*.

(6.5, p. 76, ll. 20-24) UNCG has established policies regarding summer salaries paid from grant and contract funds, salary supplements paid from grants during the regular academic year, and fees for consultative services provided to faculty members. In a policy approved by the Board of Trustees on September 29, 1994, the allowed compensation beyond contract for EPA faculty and nonfaculty is delineated. *The Policies and Procedures Manual* of the Division of Business Affairs, Contracts and Grants Policy 17, provides primarily the same information from the Business Affairs perspective.

(6.5, p. 76, ll. 24-25) The UNCG *Policy on Compensation Beyond Contract for EPA Faculty and Nonfaculty Employees*, as approved by the Board of Trustees on September 29, 1994, sets forth guidelines for academic-year and summer payment from grants or consultations. The faculty is aware of this policy which may be found at <<http://shadow.uncg.edu/pvt/publications/personnel/appt.html>>.

(6.5, p. 76, ll. 26-31) UNCG provides for the services of the Office of Research Services and Contracts and Grants to ensure that regulations with regard to federally-funded research and programs are followed by UNCG faculty. Because of the stringent controls of most external agencies, the academic units are responsible for determining whether or not to accept funding in order to ensure that the integrity of instruction is maintained.

(6.5, p. 76, ll. 32-33; p. 77, l. 1) Grants and contracts made to the University supplement rather than supplant aspects of the institutional program. Programmatic grants made by federal agencies require that the programs they fund be a supplement to existing programs and that federal funds do not supplant funds that support a program. Academic unit administrators are responsible for ensuring the integrity of their programs.

(6.5, p. 77, ll. 1-2) All grants are awarded within a limited period of time, allowing researchers time for instructional activities as well as their scholarly research.

(6.5, p. 77, ll. 6-9) State of North Carolina regulations and UNCG expenditure guidelines act to protect the University from becoming dependent upon indirect cost allowances from grants and contracts for support of its regular operating budget.

Examination of Strengths, Weaknesses, Opportunities, and Threats

Strengths

- The University has in place a well-established infrastructure for the administration of external funding.
- External funding enhances the educational programs of the University.

Weaknesses

- None noted.

Opportunities

- The University has the opportunity to shape policy that will permit the continued growth of externally sponsored activities.

Threats

- None noted.

7. Related Corporate Entities (6.6)

UNCG has six related corporate entities that assist the University in its mission. Each of these entities has a board of directors that includes alumni, volunteer leaders in the community, and friends of the University.

The following is a list of the related corporate entities and the UNCG unit, department, and/or office that interacts with each entity:

The University of North Carolina at Greensboro Investment Fund, Inc. – Business Affairs and the Chancellor’s Office

The UNCG Excellence Foundation, Inc. – Business Affairs, University Advancement, and the Chancellor’s Office

The UNCG Human Environmental Sciences Foundation, Inc. – Business Affairs, University Advancement, and the Chancellor’s Office

The UNCG Alumni Association - Business Affairs, University Advancement, and the Chancellor’s Office

The Weatherspoon Arts Foundation, Inc. – Business Affairs, University Advancement, the Art Department, and the Chancellor’s Office

The Weatherspoon Art Museum Association – Business Affairs, University Advancement, the Art Department, and the Chancellor’s Office

The University of North Carolina at Greensboro Investment Fund, Inc. organizes and operates The University of North Carolina at Greensboro Investment Fund. The Fund's purpose is to support UNCG by operating an investment fund for charitable, nonprofit foundations, associations, trusts, endowments, and funds that are organized and operated primarily to support UNCG. A Memorandum of Agreement exists between the Investment Fund and each of the foundations for which it invests funds. These foundations are The UNCG Endowment Fund, Inc., The UNCG Excellence Foundation, Inc., The Human Environmental Sciences Foundation, Inc., The Alumni Association, and the Associated Campus Ministries at UNCG. Members of The University of North Carolina at Greensboro Investment Fund, Inc. are appointed by recommendation of the Chancellor subject to the approval of the Board of Trustees. The Chancellor and the president of each of the foundations represented are on the Board as *ex officio* members. The Vice Chancellor for Business Affairs is an *ex officio* voting member. None of the appointed board members are compensated. During the period from June 30, 1997 to June 30, 2001, the market value of total endowment assets for UNCG and its affiliated foundations increased from \$75.6 million to \$112.5 million.

The UNCG Excellence Foundation provides an additional vehicle for pursuing the University financial objectives. The Excellence Foundation's purpose is to aid, support, and promote teaching, research, and service in the various educational, scientific, scholarly, professional, artistic, and creative endeavors of UNCG. Being a privately incorporated entity gives the Foundation the flexibility to pursue University objectives outside of the often cumbersome rules and regulations to which the University is subject as a state agency. Property acquisition is a prime example of a situation in which the Foundation can move more expeditiously to take advantage of special opportunities than can UNCG itself. The existence of the Foundation also gives focus to the need for private gift support at UNCG, a public institution. The Foundation has no staff of its own. The Vice Chancellor for Business Affairs serves as Treasurer and the Vice Chancellor for University Advancement serves as Secretary, and employees of the two divisions staff the Foundation.

The UNCG Human Environmental Sciences Foundation's purpose is to aid and promote excellence in higher education, service, and research, and the endowment of UNCG's School of Human Environmental Sciences. The School of Human Environmental Sciences is the only academic unit at UNCG to have its own foundation, which was incorporated in 1946. The Foundation has no staff of its own. The Vice Chancellor for Business Affairs serves as Treasurer and the Vice Chancellor for University Advancement serves as Secretary, and employees of the two divisions (in coordination with the staff of the Dean of the School of Human Environmental Sciences) serve as staff for the Foundation.

The Director of Alumni Affairs acts as a facilitator for the UNCG Alumni Association. The Association promotes the general educational interests of the institution as well as the fellowship and understanding of its members. The Board of Directors of the Alumni Association meets at least four times per year to review progress and strategies in support of its strategic plan. Representatives from the Alumni Association are invited to be a part of all major University functions. Communication with alumni is based on a communications plan that was developed by an ongoing committee with representation from the Alumni Association, the University, and the Triad community. The Alumni Association and UNCG are in partnership with this plan that includes *The UNCG Magazine*, College and school newsletters, Alumni Association membership solicitation pieces, and Alumni Association newsletters. The plan also incorporates the use of the Web. Alumni can access information about

UNCG events, programs, faculty, staff, and students through the UNCG Web site <<http://uncg.edu>> and Web sites such as that of the Alumni Association <<http://uncg.edu/ala>>.

The Weatherspoon Arts Foundation's purpose is to acquire by gift, purchase, lease, loan, or other means of conveyance works of art and to maintain and enhance the arts collection for teaching, research, and public services purposes exclusively for the use and benefit of UNCG. The Weatherspoon Arts Foundation is the entity that holds title to the Weatherspoon Art Collection, one of the finest university collections of contemporary art in the Southeast. It is not unusual for the value of works of art either acquired by or contributed to the University in a given year to exceed \$1 million, and the Weatherspoon Arts Foundation gives the University an appropriate vehicle for accepting these gifts.

The Weatherspoon Art Museum Association is an organization that exists to support, promote, and enhance the Weatherspoon Art Museum. The Association serves as a liaison between the Weatherspoon Art Museum and the community of Greensboro and the Triad. The Association secures funds for gallery programs through memberships, special events, a museum shop, and other means.

Supporting documentation for The University of North Carolina at Greensboro Investment Fund, Inc. is maintained in the Office of Business Affairs. Supporting documentation for the UNCG Excellence Foundation, Inc., the UNCG Human Environmental Sciences Foundation, Inc., the UNCG Alumni Association, the Weatherspoon Arts Foundation, and the Weatherspoon Art Museum Association is maintained in the Office of University Advancement. Supporting documentation for each entity includes:

- Articles of incorporation
- Charter and bylaws
- Current roster of board members
- Copy of the annual financial statement for the most recently completed year
- Copy of the annual audit report for the most recently completed year

Summary by Criteria

(6.6, p. 77, ll. 15-19) Supporting documentation for The University of North Carolina at Greensboro Investment Fund, Inc. is maintained in the Office of Business Affairs. Supporting documentation for the UNCG Excellence Foundation, the UNCG Human Environmental Sciences Foundation, the UNCG Alumni Association, the Weatherspoon Arts Foundation, and the Weatherspoon Art Museum Association is maintained in the office of University Advancement.

(6.6, p. 77, ll. 19-30) Supporting documentation for each related entity includes a description of the separately-incorporated unit's activities, a statement demonstrating the manner in which the activities relate to the purpose of the institution, a current roster of board members of the unit, including institutional personnel and board members who have responsibilities with both the institution and the incorporated entity, whether they are additionally compensated by the entity or not, a copy of the separately incorporated unit's annual financial audit report for the most recently completed year, and copies of the charter and bylaws of the unit.

Examination of Strengths, Weaknesses, Opportunities, and Threats*Strengths*

- UNCG has six related corporate entities that assist the University in its mission. Each of these entities has a board of directors appointed by the UNCG Board of Trustees that includes alumni, volunteer leaders in the community, and friends of the University.

Weaknesses

- None noted.

Opportunities

- See Institutional Advancement (6.2)

Threats

- See Institutional Advancement (6.2)

8. Key Documents and Their Locations

The Administrative Manual of The University of North Carolina : LIB ID 106;

www.ga.unc.edu/publications/admin_manual/

Administrative Memorandum Number 381, "Policy and Procedures for the Performance Review of the Chancellors of the Constituent Institutions of the University of North Carolina. The University of North Carolina, Office of the President, June 1, 1998 [revised June 11, 2001]; LIB ID 206

Advisory Boards (bylaws and other information related to the function of these committees): LIB ID 498-512

Board of Governors-UNC-Minutes, May 11, 2001: LIB ID 204;

www.northcarolina.edu/bog/minutes/2001

Board of Governors-UNC-Minutes, May 11, 2001: LIB ID 205;

www.northcarolina.edu/bog/minutes/2001

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