The year began with the establishment of the Levine Scholars Program, funded through a 9.3 million dollar gift from the Leon Levine Foundation. Staff from many units worked all summer to design a program to attract exceptional student-leaders from North Carolina and throughout the United States. The overall goal of the initiative is to develop compassionate, ethical leadership for our region. Fifteen exceptional students will be selected each year, building to a full complement of 60 scholars. A scholarship initiative of this magnitude will not only allow UNC Charlotte to compete effectively for top students, but it will strengthen the university’s ties to the community through the public service components built into the program.

For the program to start in fall 2010, recruiting had to begin immediately, and Kelly Peacock was selected as Associate Director to lead that effort. Al Maisto agreed to serve as Interim Director. The response to the new merit scholarship program exceeded all expectations with more than 1,000 students nominated from 25 states. In February, 43 students interviewed on campus, and ten students from North Carolina and five from other states were selected as the inaugural class. Following a national search, Diane Zablotsky was selected as Faculty Director.

All units worked to minimize the impact of the state’s financial crisis on academic programs and to serve an over-enrollment of 606 students, as we had more continuing students than anticipated. Application deadlines were moved earlier and freshman admission requirements were slightly raised in order to better control student enrollment for next year and to better serve those admitted.

All units also developed strategic plans for 2010-15. The five-year interim report was prepared for SACS and work began to prepare the campus for the new process that will be used to obtain continuing SACS accreditation.

New department chairs appointed include: Fary Cachelin, Psychology; Beth Bjerregaard, Criminal Justice and Criminology; Hank Harris, Counseling; and Shawn Long, Communication Studies.

Under Faculty Council President Alan Freitag a faculty-managed website for governance materials was established and a brochure stressing the opportunities and benefits of serving in governance positions was published. The Faculty Welfare Committee was established to address issues related to quality of life and other areas not covered by standing committees. At the request of students, a +/- grading system was thoroughly discussed. The proposal was narrowly defeated in the Faculty Council.
In its second year of operations as a college, the College of Arts + Architecture focused on significant organizational changes and personnel appointments, along with the development of a 2010-2015 Strategic Plan that articulates five important themes: Arts Education, Performance, Sustainability, New Media/New Arts, and Global Education and Practices. A significant effort was made to write a “College Culture Statement” outlining the values underlying both administration and practices within the College and summarized as, “Be present. Be respectful. Be responsible. Be smart. Be amazing.”

Major projects involved the redesign and launch of a college website and an enterprise document management system to integrate academic units with administration and management. New college personnel addressed critical deficiencies or goals and ten new tenure-track faculty were hired. Student recruitment and graduation rates continued to increase in the performing arts.

The Master of Urban Design program began with an initial enrollment of 15, and the School of Architecture underwent a full national accreditation review (six-year intervals). The Department of Dance initiated its first summer education abroad program in Turin, Italy, and 45 Architecture and Art and Art History students participated in the Rome field study program. The departments of Theatre, Art and Art History, and Dance all completed B.A. curricular revisions as they focus on national accreditation goals and BFA/MFA transitions.

The College hosted several national or international conferences/symposia/exhibitions/competitions including Art and Art History’s “Journey to Mexico” with the Universidad Iberoamericana; the School of Architecture hosted “Changing Places” with the Levine Museum of the New South and an international design competition “Manifestations of Memory: Memorial to American Slavery”; and Theatre hosted the NC Theatre Conference High School Theatre Festival.

Faculty published more than 35 books, music, and articles. Architect professor David Walters won an Outstanding Planning Award from the North Carolina American Planning Association for “The Mountain Landscapes Initiative” which coordinates planning in a seven county, 16 municipality planning area of western North Carolina. A National Science Foundation (NSF) Human Centered Computing grant (3-year, $762K) for a collaborative “Dance:Draw” program with Software and Information Systems and 14 building sustainability research grants including collaborations with Engineering’s IDEAS Center are examples of awarded grants and contracts. Performances, exhibitions, and presentations include a nine-day tour in Spain by the University Chorale Touring Chorus; national and international appearances by David Russell, Anne R. Belk Distinguished Professor of Music; 32 different professional dance performances; 15 theater productions; commercials or films; ongoing design work with the Children’s Theatre of Charlotte; and 71 music performances at a variety of local and regional venues.

Campuswide student honors include the Master of Architecture Student Society named Outstanding Graduate Student Organization, architecture graduate student Elizabeth Unruh awarded the 2010-11 Graduate Life Fellowship Award, and the Society of Art Historians selected Outstanding New Student Organization. Two recent Art and Art History graduates were named 2010 Summer Affiliates at the McColl Center for Visual Art. Three vocal students won first place regional honors in the National Association of Teachers of Singing, and the UNC Charlotte Chamber Orchestra,
Bonnie Cone Quartet, and the University Chorale were featured at the 2009 North Carolina Music Educators Association Convention.

In response to both changes in the external economic environment and the prior years’ strategic planning work, the organizational structure of The Belk College of Business changed dramatically as the year began. This allowed for existing resources to be deployed more effectively and efficiently, for processes to be simplified and have greater transparency, and for the College to operate as a unified professional business school with goals and objectives aligned behind its new vision and mission.

In support of strengthened faculty governance and continued strategic alignment of curriculum, the College established several new committees. The Undergraduate Certificate Program in Business Entrepreneurship, open to all University majors, was approved.

College faculty had 70 published and/or accepted refereed journal articles with six articles published jointly with Ph.D. students. Faculty serve on the editorial boards of thirty academic journals, and were interviewed, quoted by, or served as panelists for media programs on at least 175 distinct occasions.

The College awarded $108,000 in undergraduate scholarships, $402,750 in graduate scholarships funded from the College’s Graduate Programs Tuition Increment, and $10,500 in international travel scholarships (almost all to undergraduate students) funded by the College’s Global Programs.

The Business Honors Program recruited 18 new freshmen and strengthened its requirements for graduating with honors. A Professional Development Program for graduate students was developed with a mentoring component that pairs students with College alumni based on their professional interests and goals.

The Students in Free Enterprise team won the regional competition for the seventh consecutive time and competed in the national competition. The Student Managed Investment Fund won the regional investment competition of the Americas Regional Investment Research Challenge, triumphing over Duke University, UNC-Chapel Hill, Wake Forest University, and Appalachian State University and outperformed their S&P 500 Benchmark again this year.

The Diversity and Inclusion Resource Council launched a common read for College faculty, staff, and students and hosted the very popular Second Annual Diverse Heritage Feast.

Faculty in leadership positions include Charles Bodkin, Faculty President; Cem Saydam, General Chair of the INFORMS 2011 National Meeting to be held in Charlotte; Hughlene Burton, President-Elect of the American Taxation Association; John Connaughton, President, Southern Regional Science Association; Doug Pugh, President, Human Resource Track for the 11th International Research Seminar in Service Management in La Londe, France; and Kelly Zellers, Doctoral Consortium Coordinator for the Southern Management Association.

Howard Godfrey served on the Tax Position Disclosure Task Force for the Tax Division of the American Institute of Certified Public Accountant that was charged with responding to a highly
controversial proposal from the Internal Revenue Service. He also served as the President of the Charlotte Chapter of Financial Executives International and received the Belk College of Business Faculty Award for Excellence in Service.

The College of Computing and Informatics (CCI) experienced major enrollment growth with increases of 20 percent for undergraduates and 17 percent for graduate students. Degrees awarded included 94 B.S./B.A., 102 M.S., and a record number of Ph.D.s at 15. For the first time, CCI has been ranked one of the top 100 Ph.D. programs in the nation (under the computer science classification) by US News and World Report.

Despite the challenging job market, there has been a strong demand for CCI students by employers. A strategic partnership resulted in the Bank of America Applied Technology Program @ UNC Charlotte; this unique, large-scale 17-month internship program was started at CCI and expanded to the College of Business.

To respond to the rapidly moving field and changing job market, CCI has created or is in the process of establishing new programs including an undergraduate Financial Service Informatics concentration and a Health Information Technology graduate certificate program. A Ph.D. in Bioinformatics and Computational Biology and a Professional Science Master’s in Health Informatics are pending approval.

CCI had another record breaking year in external research funding. Faculty submitted 134 proposals totaling $64.9 million, were awarded $15.4 million, and received $8.9 million in external funding. CCI external funding has grown over 60 percent in the last two years. CCI now accounts for 25 percent of the total University funding, and is ranked very competitively nationally. Faculty published 230 peer-reviewed research publications, including 69 in tier 1 journals and proceedings, and were granted four patents.

The College had a productive year in partnership and collaboration, including a number of education and research partnerships with major companies in the region. CCI faculty undertook 15 collaborations with other colleges, 19 joint projects with regional organizations, and 47 joint projects nationally and internationally.

The Diversity in Information Technology (DITI) Institute continues to assert its national leadership in promoting diversity in IT and received $1.3M in federal funding. The result of a four-year study has shown that the institutions, including UNC Charlotte, in the STARS Alliance, which DITI leads, have outperformed the national average in computing enrollments, graduation, and pipeline to graduate school.

Examples of honors and distinctions are the election of Jing Xiao to the IEEE Robotics and Automation Society Administrative Committee; Ehab Al-Shear served as the General Chair for the ACM Computer and Communication Symposium, a premier conference in security; and CCI’s Charlotte Visualization Center has become a prominent visualization center nationally sponsored by the Department of Homeland Security.

The College of Education was selected to be a site of a Children’s Defense Fund Freedom School in
Summer 2010, providing a literacy-rich program for children impacted by poverty while providing an exemplary summer learning experience for teacher education candidates.

UNC Charlotte was listed among the “Best Graduate Schools in Education” in U.S. News and World Reports and the graduate programs in special education are ranked 15th in the nation. The first “Honors in Education” graduate Elizabeth Cranfill received the B.A. in Special Education in May. Two new scholarships were established: the Michael G. Green Family Scholarship for Merit in Elementary Education and the Shelia McCullough Memorial Scholarship in Counseling.

The Department of Educational Leadership received the Provost’s Award for Excellence in Teaching in the same year that the Ed.D. in Educational Leadership reached the milestone of awarding its 100th doctoral degree. The Multicultural Play Therapy Center was designated as an approved Center of Play Therapy Education by the Association for Play Therapy, the 8th program in the nation to receive this designation.

A special responsibility for the College was to continue the intense curriculum work, crossing program, departmental, and college boundaries, of “revisioning” all teacher education programs and the Master of School Administration degree to address new state standards encompassing “21st Century Skills.” All blueprints for curriculum revisioning for initial licensure programs were approved by the State Board of Education. Major curriculum proposals (e.g., revised programs in elementary education, special education, foreign language education, and many others) were approved by UNC Charlotte curriculum committees.

The Master of School Administration degree was reauthorized by the UNC Board of Governors and approved by the State Board of Education, and a new dual licensure program in special education and elementary education has been established at the baccalaureate level.

Faculty received the following awards: Jim Lyons, finalist for the Bank of America Award for Teaching Excellence; Corey Lock, UNC Charlotte International Education Award; Sherell Fuller, inaugural Dr. Mary Harper Outstanding Faculty Award from the UNC Charlotte Black Student Union and the College Award for Excellence in Teaching; Melba Spooner, Distinguished Career Award from the School of Education at UNC Greensboro; Richard White, Outstanding Leadership Award from the Council for Children with Behavior Disorders of the Council for Exceptional Children; Charles Wood, Teaching Fellows Award for Excellence in Undergraduate Teaching; Bruce Taylor, College Award for Sustained Service to Public Schools; Nancy Cooke, Charles Wood, Paul Fitchett, and Tina Heafner, College Award for Excellence in Research.

The College of Health and Human Services (CCHS) ended the year with the departure of Dr. Karen Schmaling, who served as Dean for six years, and the appointment of Associate Dean Jane Neese as interim Dean.

A major academic accomplishment was the initial accreditation of the public health programs (BSPH, MSPH) for a five-year period from the Council on Education for Public Health. New degree programs advanced in their development: the UNC General Administration’s disciplinary panel for the Request for Authorization to Plan a Ph.D. in Public Health was held in March; the
interdisciplinary (with the College of Computing and Informatics) Professional Science Master’s in Health Informatics was approved by the Graduate Council and submitted to UNC GA; and the Request for Authorization to Plan a DNP (Doctor of Nursing Practice) was submitted to the Provost in April.

In response to the need for more capacity in the Liberal Studies courses, a faculty team redesigned a scalable LBST 2214 course, Issues in Health and Quality of Life, which seated 760 each semester and will increase to 950 in spring 2011. In response to the international mission of the University, the College created an Internationalization Committee as part of the CHHS Faculty Organization. The Departments of Public Health Sciences and Social Work volunteered to be among the first academic units on campus to work on Communication Across the Curriculum projects under the auspices of University College.

Students were awarded $346,309 in scholarships and trainee awards. The Department of Kinesiology established its first endowed student scholarship, the Dr. Harvey Murphy Scholarship, and an endowed scholarship in nursing was established in memory of alumna Alice Elizabeth Mazarick. The faculty reported 118 new publications, compared to 107 publications reported in the previous year, and was awarded $1,972,679 in sponsored research.

Faculty and staff honored include Roy Fielding, one of Aquatics International Magazine’s “Power 25 Reinventors,” who are forging the path to tomorrow in aquatics; Erik Wikstrom, David H. Perrin Doctoral Dissertation Award from the National Athletic Trainers’ Association Research & Education Foundation; Laura Talbot, Legion of Merit for her exceptionally meritorious conduct in the Air Force; and Cynthia Toth, 2010 Woman of the Year by the UNC Charlotte Office of Women’s Programs; Cynthia Cassell, President-Elect of the National Birth Defects Prevention Network; Andrew Harver, re-elected to the National Asthma Education Certification Board; and Sarah Laditka, Fellow of the Gerontological Society of America; Diana Rowan, President of the Phi Beta Delta Honor Society for International Scholars at UNC Charlotte; and Martha Sloss, Academic Advisor, Building Educational Strengths & Talents Outstanding Faculty Member Award from UNC Charlotte’s Center for Academic Excellence.

Students receiving honors include Leslie Golden (Health Services Research Ph.D.) and Beth Radcliff (MSPH), American Public Health Association Maternal and Child Fellows; Elijah Onsomu (Health Services Research Ph.D.), “Best Ph.D. Student Paper”; and Junaid Raja (MSPH), “Best Master’s Student Paper” from the UNC Charlotte Health Services Research Academy; and Chantel Martin (MSPH), Graduate School’s Outstanding Master’s Thesis Award. Three teams of nursing students won three awards in the Innovative Nursing Education Technologies competition sponsored by Duke University.

In the area of community engagement, the College and individual units hosted a number of talks and workshops, including the Health and Human Services Disparities in Communities of Color lecture series (with 373 attendees); the Department of Kinesiology Distinguished Lecture series; and the National Public Health Week Forum organized by the Department of Public Health Sciences.

The William States Lee College of Engineering graduated more than 400 undergraduate and 100 graduate students. Since 2005, enrollment has grown from 2280 to 3000. In one year the new
construction management program grew by 25 percent to 155. Approval of the Board of Governors for an M.S. in Construction and Facilities Management and the M.S. in Fire Protection and Administration degrees was received, and the Systems Engineering and Engineering Management Program started an online M.S. in Engineering Management program in the fall.

A multi-disciplinary global perspectives in engineering course that included a trip to Germany during spring break was initiated, and the College also partnered with the University of Kentucky and the University of Karlsruhe to offer a five-week summer study abroad program. Jy Wu represented the Graduate School at a meeting in China to finalize a memorandum of understanding between UNC Charlotte and the China University of Mining and Technology.

A pilot program of e-advising for freshman and Electrical and Computer Engineering students to provide more flexibility and access to advising proved very successful. MAPS (Maximizing Academic and Professional Success) offered a volunteer service learning program called IMPACT and Full-Year Industry (FYI) Mentoring. UCOL 1200, a new EXcellence through Collaborative Engineering Learning (EXCEL) course, was offered. Preparations were completed to begin a Women in Science and Engineering (WiSE) learning community that will house 28 female students in fall 2010.

The Department of Engineering Technology continued to lead a diversity project providing outreach to community colleges and public schools that has included participation by hundreds of high school students, a summer program for high school teachers and counselors, and a need-based scholarship program. Funding from the National Science Foundation is approaching $2.5M.

The IDEAS (Infrastructure, Design, Environment, and Sustainability) Center, directed by Helene Hilger, signed a memo of understanding with the Catawba County EcoComplex to collaborate on bio-energy research and with Appalachian State University to collaborate on sustainable energy initiatives. David Weggel opened the Infrastructure Security and Emergency Responder Research and Training facility in collaboration with the City of Gastonia.

For the third year in a row, the Institute of Transportation Engineers Student Chapter, advised by Srinivas Pulugurtha, received the Paul D. Cribbins Best Student Chapter Award in North Carolina. The SAE Mini-Baja team received the “Git-R-Done” Award for outstanding effort. Systems Engineering student Justin Marsh serves on the board of The North Carolina Public Access Foundation and has implemented an Adopt-A-Boat Ramp program that now has a group in Charlotte and Greenville; the idea was spawned in the Engineering Leadership Academy.

Proposal submissions increased from 125 in FY 2005 to 167 in FY 2010; awards grew from $5.2M to $7.1M. Examples of named faculty awards include: Robin Coger, Harshini V. de Silva Graduate Mentor Award; Harish Cherukuri, Fulbright-Nehru Fellowship; and Jay Raja, American Society of Mechanical Engineering Patrick J. Higgins Medal for leadership in surface metrology and surface quality.

Those elected fellows were Ian Ferguson, Fellow of the SPIE and a Fellow of the IEEE; Robin Coger,
College of Fellows of the American Institute for Medical and Biological Engineering; and Matt Davies, Fellow of the International Academy for Production Engineering, one of only 15 in the United States, and 170 worldwide, making the Department of Mechanical Engineering and Engineering Science the only organization to have three CIRP Fellows.

David Binkley’s textbook, Tradeoffs and Optimization in Analog CMOS Design, published by John Wiley & Sons, earned a “Best Seller” designation. John Daniels served as Program Director for Geomechanics and Geomaterials and Geotechnical Engineering at the NSF in the Division of Civil, Mechanical and Manufacturing Innovation. James Amburgey was named one of the Aquatics International Power 25 for 2010. Ahmed Soliman was named to the Governor’s Advisory Council for Motorsports. Gary Teng received the Merl Baker Award from the Engineering Management Division and was appointed by Governor Perdue to serve on the North Carolina Logistics Task Force.

The College of Liberal Arts and Sciences (CLAS) solidified the delivery and support of interdisciplinary programming by implementing the new department of Global, Area, and International Studies, and integrating support for the M.A. in Latin American Studies with the Department of History. The College also inaugurated the Center for Applied Counter-Terrorism Studies. Other aspects of programming were enhanced with implementation of a new undergraduate degree program in Japanese, expanded international programs, and establishment of a number of efforts to study/develop new graduate programming. The College website and the processes affecting support of technology across the college were improved.

Guidelines governing employment and evaluation of Lecturers and selected policies regarding reappointment, promotion, and tenure were updated, and the College diversity plan was more fully articulated. Even with multiple challenges, the College held steady on submissions and awards and in Pam King has the first and only Certified Research Administrator on campus. College-wide faculty development and mentoring programming continued to be successfully delivered and served as a model for University-wide programming.

CLAS remained an active contributor to the University Advising Redesign team, and the college advising center improved information access to students and solidified operating relationships. Units also report success in improving the recruitment and retention of a diverse body of students and faculty. Programming sponsored by the Charlotte Teacher’s Institute was successfully delivered and working relationships with area organizations was enhanced.

Among the many students achieving recognition were: Erica Tyler-Haw (Anthropology), Benjamin Gilman International Scholarship; Amanda Crooks (Biology), David S. Bruce Undergraduate Research Award of the American Physiological Society; Tiffany Gardener (Geography and Earth Sciences), American Meteorological Society 75th Anniversary Endowed Scholarship; Jeena George (Gerontology), NMR Gerontology Graduate Student Scholarship; Brenna Ralston (History), Wells Fargo Research Fellowship; James Harris (History), DAAD grant to support study in Germany; Richard Preville (Philosophy), Zonta Club of Charlotte Fellowship; Zach Roth (Physics), Directed Energy Professional Society Award; Yi-Chen Chuang (Physics), Newport and Spectra Physics Research Excellence Award; and Matthew Smither (Political Science), Noble Niner Award conferred by Chancellor Dubois.
Competitive student teams also had a successful year. The Model United Nations team won a record total of 41 awards for both individual delegates as well as outstanding group delegations. The North Carolina Student Legislature received the “Best Large School Delegation” award and individual awards. The Forensics Team placed second in team sweepstakes at the Ohio State University Tournament. The Mediation Team won third place in the National Mediation Tournament.

Faculty awards included James Cook (Psychology), University of North Carolina Board of Governors Award for Excellence in Public Service; Charles Burnap (Mathematics and Statistics), Bank of America Award for Teaching Excellence, and Patrick Moyer (Physics and Optical Science) and Lori Van Wallendael (Psychology) were finalists; Lyman Johnson (History) received the First Citizens Bank Scholar’s Medal; Anabel Aliaga-Buchenau (Languages and Culture Studies), Bonnie E. Cone Early-Career Professorship for Teaching; Harold Reiter, W.W. Rankin Memorial Award for Excellence in Mathematics Education by the North Carolina Council of Teachers of Mathematics; Tyrel Moore (Geography and Earth Sciences), Lifetime Achievement Faculty Honors Award from the Southeastern Division of the Association of American Geographers; and Catherine Fuentes (Anthropology), Eleanor Roosevelt Award for Global Citizenship from the Center for Public Anthropology; Jon Marks (Anthropology), 2009 J. I. Staley Prize from the School for Advanced Research; and Rosemarie Tong (Philosophy), Choice Award for her book *Feminist Thought: A More Comprehensive Introduction*.

Faculty receiving prestigious fellowships are Eric Johnson (Physics and Optical Science), Fellow of the Optical Society of America; Greg Weeks (Political Science), GlaxoSmithKlein Faculty Fellow at the Institute for Emerging Issues; Dena Shenk (Gerontology), Fellow of the Society for Applied Anthropology; and Min Jiang (Communication Studies), Annenberg Fellow of the Center for Global Communication Studies.

Faculty elected or appointed to major positions in professional or scholarly organizations include Janet Levy, Secretary-elect (one year) and Secretary (two years) of the Society for American Archaeology; Marcus Etzkorn (Chemistry), Vice Chair of the Division of Fluorine Chemistry of the American Chemical Society; and Beth Rubin (Sociology), President-Elect of the Southern Sociological Society. Faculty from a number of units held significant leadership or editorial positions in professional journals.

Units across the college organized a variety of successful outreach activities. The Department of Africana Studies organized the Spring 2010 Africana Studies Colloquium on the theme of “The Presidency of Barack Obama.” The Department of English co-sponsored the International Children’s Literature Association Conference, which drew over 300 participants from eleven countries. The Department of Mathematics and Statistics hosted the 5th International Conference on “Inverse Problems: Modeling and Simulation.” The Department of History sponsored the 5th Annual William Wilson Brown Latin American Studies Conference. The Women’s and Gender Studies Program, the Philosophy Department, and the Center for Professional and Applied Ethics co-sponsored a conference on “Feminism Four Decades Later.” The legendary feminist Gloria Steinem delivered the keynote address at this conference.
The Graduate School enrolled a record number of graduate students bringing the total headcount to 5,282 which represents over 21 percent of the total headcount and a 5.8 percent increase from fall 2008. As of May, 95 doctoral students graduated bringing the total number to 476 since the first graduate in 1997. Also awarded were 1,151 master’s degrees and 265 graduate certificates.

Ninety-one percent of full-time doctoral students received GASP (Graduate Assistance Support Plan) funding compared to 54 percent in 2005. The health insurance premium payment plan was available to all doctoral students holding assistantships, and $286,552 was paid for a total of 438 students which is up just slightly from last year.

Under the direction of Associate Dean Johnna Watson, an application to the Institute of International Education to offer a Fulbright program was approved. Twenty applications were received from 16 countries and in ten different programs. Three have matriculated for fall 2010 and one for spring.

Graduate students continue to receive national and international recognition. Examples include NSF Graduate Research Fellow Sharonda Johnson was selected to attend the 60th Annual Lindau Nobel Laureates meeting. Richard Blackmon, doctoral student in Optical Science and Engineering, was named an NSF Graduate Research Fellow, and Acey Boyce, Computer Science, received an Honorable Mention. To underscore the important role TAs play in our institutional goal of teaching excellence, the Graduate School Excellence in Graduate Student Teaching Award was established and awarded to Michael Fairchild, a doctoral student in Applied Mathematics.

In partnership with Information and Technology Services an electronic procedure for graduate assistantship appointments was developed and working with other offices including Human Resources, Student Accounts, Student Employment, and Payroll was implemented. The eGA makes it possible for the unit to hire a GA using a web-based tool that is linked to Banner so the award is no longer paper-based thus increasing efficiency and reducing errors and lost paperwork.

A singular highlight was the opening of the Center for Graduate Life (CBL). This facility consists of more than 2,000 square feet of classroom, meeting space, and office space and is housed behind After Hours in the Cone University Center. The CGL will provide a unique offering of services, a home base for graduate students, and impact student retention, success and recruitment.

For a second year, University College offered 49er Rebound, a program designed to ensure that new students who are on academic probation after their first semester received support during the spring semester. For spring, 183 students were offered the opportunity to enroll in 49er Rebound (144 new freshmen and 39 new transfer students); 145 chose an intervention. Of those who fully participated, 41 percent returned to good standing after the spring semester as compared to 18 percent of students who did not participate.

Development of the Communication Across the Curriculum (CAC) initiative continued. Spring Semester, four departments participated in a pilot program during which they explored how faculty could enhance the instruction of communication skills throughout the curriculum in the major to reinforce the development of students’ abilities. The May CAC Summer Institute with a theme of a
departmental approach to enhancing communication skills attracted 60 faculty, representing 18 departments from five colleges.

The UCLAS Learning Community (LC), serving undeclared and Liberal Arts and Sciences majors, recruited virtually to capacity (190 students). The community serves a diverse and very successful student body (49 students on the Dean’s or Chancellor’s lists in December). The UCLAS LC participants had better academic outcomes and retention than the comparison cohorts. The curricular coherence of the LC continues to improve, and planning took place to implement spring semester themes within the LC curriculum to assist students in identifying possible majors.

The Common Reading Experience, a campus-wide initiative that is jointly organized in University College and the Dean of Students Office, has selected *The Blue Sweater* as the Fall 2010 Common Reading. To date, instructors for 26 course sections enrolling an estimated 1100 students have indicated that they will have their students participate in the program. The book’s author, Jacqueline Novogratz, will be on campus in October for a lecture and to meet with students.

Advisors in the University Advising Center launched a Facebook group for undeclared students that provides information and updates on advising.

In August, Atkins Library welcomed Stanley Wilder as its new University Librarian. Under his leadership, student feedback and ethnographic studies formed the basis of a plan for reconfiguring the Library’s first floor. The Library is currently implementing the plan, which will improve the noise/quiet study problem, provide for sustainable 24-hour access, and support student collaborative work.

The Library received more than $700,000 of additional collections money, and so was able to purchase thousands of books, along with a small number of desperately needed journals and databases. Consultants studied procedures for collections, and implementing the recommendations will enable Atkins Library to transition to an environment dominated by digital scholarship.

The long tradition of innovation in information technology continued including a mobile app to provide access to Library systems and services for iPhone/iPad and Droid smartphones and a web-based system that locates library computers available for general use. A new Digital Asset Repository will store, manage, and make available multi-media content, and progress was made preparing to bring into production the eXtensible Catalog software, which will transform the Library’s search infrastructure.

The Library purchased 90 new computers, now including Macs, made wireless internet available in all its public spaces, and extended Ethernet connectivity to the 3rd floor, newly designated as a quiet study space. The Library Systems staff improved authentication to support remote access to databases, streaming video, and other digital content.

Through all of these projects Library faculty and staff did not lose sight of the importance of routine operations such as reference, instruction, book and manuscript processing, and security, and it was the effectiveness of current routine operations that make possible projects such as those detailed above.
Maintaining the reliability of the core technology infrastructure remained the highest priority for **Information and Technology Services (ITS)**. Several important initiatives were launched that resulted in improved systems reliability. First was the migration of the most essential servers from the problem-plagued facility in Atkins Library to a new Data Center located in the Research Triangle Park at MCNC. This migration started with the installation of a dual-path, high availability 10 GB network circuits between Charlotte and MCNC. It then moved to the purchase and installation of new servers and storage sufficient to replace all obsolete production core servers. The final phase of the project, to move the applications from the campus facility to the new equipment at MCNC, is half way completed. When this project completes in FY11, the University will no longer be fully dependent on any single facility for its computing needs. In addition to making these technical changes, ITS also implemented a best practices based methodology for tracking and analyzing the cause of technical failures. Based on the Information Technology Infrastructure Library, this process has allowed ITS to improve its change management and problem resolution practices resulting in an 18 percent decrease in unplanned outages and 113 fewer hours of downtime for users.

ITS played a major role in several high-priority process improvement initiatives. In September, funding was approved to launch an Electronic Procurement Project, and in conjunction with partners in Business Affairs, ITS coordinated the deployment of NinerMart July 1. Through the Chancellor sponsored initiative to improve the process of Research Administration, ITS developed several software tools to allow better management of information by researchers and their administrative support staff. ITS also developed and deployed the first web-based workflow tool for managing the hiring of Graduate Assistants and a new system for managing research funds based on the College of Engineering Mosaic system, deployed several new reports for Principle Investigators, and coordinated several campus-wide process improvement consulting engagements that will help prioritize work in the future. ITS also implemented a Portfolio Management Process designed to prioritize IT spending and to align spending with organizational goals.

The University Research Computing group (URC) completed a major upgrade of its computing infrastructure. Through funding from ITS, Academic Affairs and various federally funded grants, the URC was able to add nearly 1,000 new processing cores and more than 12 Terrabytes worth of new disk space. This new equipment was installed in a new computing facility in the recently opened Bioinformatics Building.

The Center for Teaching and Learning (CTL) successfully deployed a major new Learning Management System (Moodle) that quickly became the de-facto standard for campus with over 18,000 students using it in the first year. Along with Moodle, CTL deployed a new synchronous learning tool (WIMBA) to replace the aging Centra product. The new WIMBA system served over 400 distinct users with 7,000 live sessions – a significant increase over previous usage. CTL continued to focus on improving large enrollment courses through a grounded research approach. In support of pedagogical development, CTL offered more than 155 workshops and courses to 1,329 participants and developed an innovative new program on the Fundamentals of College Teaching for Master’s and Doctoral Students.

**Academic Services** saw increases in its programs to enhance the educational experience of all students, and all units were gratified to see improvement of 50.6 to 53.9 percent in the six-year
graduation rate. A comprehensive review of campus was completed with the Campus Accessibility Advisory Committee, and the ADA Transition Plan for the University updated.

Examples of growth include Pre-Health Advising in the Honors College that grew to 700 appointments, a 24 percent increase. The University Center for Academic Excellence logged a record setting 61,503 student contacts (compared to 40,571 last year) and piloted evening/weekend tutorial hours resulting in an 82 percent increase in spring semester tutoring student contacts. The University Career Center reported a 62 percent increase in workshop participants. Of the 9,301 students who completed evaluations, 99 percent stated they would recommend the workshops.

Participation in Learning Communities rose to twenty five percent of incoming first-year students and some transfer students, representing an 11 percent increase in enrollment. The Athletic Academic Advising Center noted that student athletes continue to excel in the classroom, 9 of 14 athletic teams achieved cumulative GPAs over 3.0 fall semester and 11 of 14 teams in the spring. Multicultural Academic Services held for the first time an AVID (Advancement Via Individual Determination) Day and a GEAR-UP Day for pre-college students from the region and a first-ever African American Male Summit.

Megan Smith, University Honors Program student association officer for two years, was elected President of the Study Body; University Honors Program students served as presidents and vice presidents of more than 40 campus organizations, and as a group logged more than 1500 service hours. Darius Law (Men’s Indoor Track & Field and Management major) was named the 2010 Male Arthur Ashe Jr. Sports Scholar of the Year and a 2009-10 Atlantic 10 Scholar-Athlete of the Year and was recognized in the 2009-10 ESPN Magazine Academic 1st Team All District.

Improvements to undergraduate academic advising were significant, with the assistance of an Advising Redesign Team of 24 active faculty, staff and student members. A Provost’s Award for Excellence in Undergraduate Advising was established, and the Department of Psychology’s PASS Center (Psychology Advising for Student Success) received the inaugural award.

Several offices moved and expanded space, providing students with improved access and facilities: the Honors College moved to Cone Center and the University Career Center’s new satellite employer interview suite was located there. The University Center for Academic Excellence’s satellite office for expanded peer mentoring for students on academic probation moved temporarily to Colvard. In addition, the Athletic Academic Center worked on plans for expanded academic support space to accommodate a new football team.

Numerous Enrollment Management units provided major support for the implementation of the Levine Scholars Program. They assisted with crafting the scholarship proposal, coordinated the development of marketing materials, managed the implementation of scholarship application software, and coordinated initial recruitment activities. The Associate Provost led the search committee that selected the Associate Director for the Program, supervised the Associate Director, managed the Levine Program budget, and participated on the Search Committee for the Faculty Director.
The Office of Adult Students and Evening Services (OASES) awarded $73,225 in scholarships to 48 students and secured a total of $83,450 in new funds. The 49er Finish Program had 2,658 contacts with program participants regarding the completion of their degrees. Students who re-enrolled since the program’s inception have completed 6,386 credit hours on campus, and 311 49er Finish students completed their baccalaureate degrees from UNC Charlotte since fall 2005.

The Office of the Registrar increased the CAPP Degree Audit to include 97 percent of degree programs and instituted an on-line withdrawal process and a withdrawal website. A paperless method was implemented for gathering departmental graduation audits, and document imaging replaced the paper file system within the office with a plan developed to scan previous files.

More than $170 million in financial aid assistance (not including summer 2010) was awarded and disbursed by the Office of Student Financial Aid. An on-line financial aid application for summer school was implemented to expedite the manual award process and increase office productivity during a period of high volume. An outreach initiative to new freshmen and their parents, Financial Aid Fridays, provided one-on-one appointments with a financial aid counselor, and an on-line 24/7 video counseling service, Financial Aid TV, reduced call volume and increased staff productivity. The Office maintained a low cohort student loan default rate which currently stands at 1.6 percent.

Opened in May 2009, the stand alone Student Services Call Center handled 103,255 calls. During the first year of operation, University switchboard operators transitioned into the Call Center. A phone call survey process was established for the Office of the Registrar, Student Financial Aid, the Graduate School, SOAR and the Student Services Call Center to assess customer satisfaction with phone interactions. In collaboration with Enrollment Technologies, new knowledge base management software to assist agents in answering caller questions was implemented. Enrollment Technologies also researched, analyzed, and developed a business case to justify the need for an Enterprise Wide Imaging System for the University.

The Residency Determination Office reviewed 1153 residency applications, which is 66 percent higher than in 2008-09; residency decisions overturned by the University Residency Status Appeals Board (URSAB) declined from 17 to 7 percent which reflects the thoroughness of the Office’s review process. The Office collaborated with Financial Aid and Student Accounts to create a weekly report to each office in an effort to avoid over-payment.

Undergraduate Admissions exceeded enrollment goals by enrolling a freshmen class of 3,187 students and a transfer class of 2,340 students (increased freshmen enrollment by 3 percent, transfer enrollment by 8.5 percent, and out-of-state transfers by nearly 12 percent over fall 2008). The average SAT score for enrolled freshmen increased by 5 points. A new admissions management software, AdmissionPros, was implemented, and the Office became a paperless, workflow driven office with approximately 38 percent increased efficiency. The Passport Program was developed and implemented with Central Piedmont Community College to prepare students for transfer.

Metropolitan Studies and Extended Academic Programs added the Institute for Social Capital (ISC) to its units. The ISC Community Database was expanded and includes data from a total of 11
agencies, representing approximately 300,000 individuals. The ISC received $480,543 in grant and contract funding and was selected for inclusion in the Arizona State University Design Consortium’s online Innovation Clearinghouse of Good Practices (http://universitydesign.asu.edu/good-practices).

The Center for Applied Geographic Information Science (CAGIS) was awarded funding totaling $599,756 in five external grant and contracts. CAGIS students earned ten national awards or recognitions, including conference travel scholarships; the best Ph.D. student paper at the SEDAAG Annual Meeting; a USDA-NIFA Professional Enhancement Award; an NSF scholarship; an NSF IGERT scholarship; and a NASA-MSU Professional Enhancement Award. Director Ross Meentemeyer received the 2010 Faculty Mentor Award from the UNC Charlotte Graduate and Professional Student Government.

Continuing Education offered 293 programs that enrolled 4,552 participants, drawn from 705 area employers, and generated 62,529 participant-instructional-hours. Distance Education (DE) supported the delivery of 30 academic credit DE programs and one ad hoc course initiative receiving state funding. Twenty programs were delivered online, and UNC Charlotte partnered with eight institutions to deliver ten site-based programs. DE’s 315 courses generated 19,502 fundable student-credit-hours, a 21.6 percent increase. Academic credit courses offered during summer 2009 generated a total of 55,032 student credit hours (SCHs), a 12.5 percent increase.

UNC Charlotte Crossroads Charlotte significantly increased Crossroads Charlotte-themed instruction programming and community engagement activities. The number of Crossroads course sections climbed 11 percent, and student enrollment grew 19.8 percent. Student service learning hours grew by 2,365 hours or 44.9 percent.

In the face of economic downturn and shifts in the financial sector, UNC Charlotte Uptown student enrollments declined for a second year. Student and faculty evaluations found that users of UNC Charlotte Uptown were overwhelmingly positive about the facilities and staffing of the unit.

The Urban Institute received $1,422,471 in external funding. Preparations took place to launch on July 15 a “Virtual Portal” that puts a wealth of regional information at user’s fingertips, with links to other sources. The Charlotte Regional Indicators Project initiated a new partnership model under which a non-profit or local agency will provide annual subscription monies. In turn, the Institute maintains a databank of specific, detailed statistical information for the agency, and provides online access to customized reports from the databank. The concept provides both a sustainable business model for the Project and a means of broadening and deepening the data publicly available through the Institute.

The Office of Research and Federal Relations (RFR) reached agreement with Charlotte-Mecklenburg Schools (CMS) to locate UNC Charlotte administrative staff at CMS to process applications submitted by College of Education faculty and students for human subjects research in the CMS system and to waive application fees. Using RFR expertise the North Carolina Research Campus Vivarium was opened, a comprehensive compliance program was launched, and an accreditation site visit of the Association for Assessment and Accreditation for Laboratory Animal Care International was received.
To strengthen pre- and post-award support, the grant and contract accounting staff in the Office of Sponsored Programs was moved to RFR and College Service Teams were launched. For further post-award assistance, a Faculty Grants Helpline was established and a Certificate in Grants and Contracts Administration program for post-award administrators was implemented and successfully graduated the first class. RFR staff led the planning and hosted the 2010 North Carolina Society of Research Administrators meeting with 290 attendees.

Notable Funding included Pamela Sofras (Dance) received the University’s first NEA award since 2004 to bring together on our campus three generations of Martha Graham dancers, Marvin Croy (Philosophy) and Mirsad Hadzikadic (Software and Information Systems) received a prestigious NEH award for a digital humanities conference that will bring national attention to UNC Charlotte, Eric Johnson (Physics and Optical Science) received approval for a $2.7M Air Force grant that will bring national attention to our optics research, Dennis Livesay (Bioinformatics & Genomics) received $498K in NIH stimulus funds for high performance computing in computational biology, and NSF CAREER awards of $646K and $765K were received by Tiffany Barnes (Computer Science) and Jun-Tao Guo (Bioinformatics and Genomics).

The Office of International Programs had a wider impact on the campus community and reached a larger number of participants than ever before. International Education Week hosted thirty-five programs, a significantly increased from last year’s 11 programs, and involved a much wider cross-section of UNC Charlotte. The annual International Festival continues to be the largest event and generates the greatest participation across a broad spectrum of UNC Charlotte and Charlotte community. More than 700 hours of volunteer service were performed by UNC Charlotte students, and Lance, Inc. was the first corporate sponsor of the Festival.

The Mu Chapter of Phi Beta Delta, which recognizes the broad range of international activity on our campus through our faculty, staff and student engagement, received Phi Beta Delta’s Southeast Regional Award and was named Phi Beta Delta Chapter of the Year.

A new Office of Education Abroad initiative highlighted the transformational experiences UNC Charlotte students have during their time abroad through a student photo exhibit in the Student Union Gallery. The Office sent more than 500 students abroad, and scholarships had an increased level of stewardship in donor relations as well as an increase in the number offered. Several students were awarded scholarships through nationally competitive programs, including two Benjamin A. Gilman International Scholarships, sponsored by the U.S. Department of State and the Bureau of Educational and Cultural Affairs, and one Fulbright English Teaching Assistantship for a year at Kastamonu University in Turkey.

The Friendship and Culture Exchange program had its highest level of participation in four years with 146 students actively engaged in the fall. International Women’s Day celebrated its fifth year and honored more than forty women. Intercultural Outreach Programs coordinated a total of seven programs involving UNC Charlotte students, 13 area schools, more than 150 faculty, and many community members.

The English Language Training Institute (ELTI) saw growth in enrollment with 403 students and an
addition of five adjunct faculty. Saudi Arabia had the largest cohort of students (57), followed by Korea (20) and China (17). ELTI notes an increase in students seeking conditional admission to UNC Charlotte.

The Charlotte Research Institute (CRI) completed a strategic plan that charts new directions for growth that are already underway with large scale research initiatives in energy, sustainability, informatics, bioinformatics, advanced manufacturing, and translational medicine, while continuing to focus on core research expertise in Precision Metrology, Optoelectronics, and Visualization.

CRI has led the effort to design the PORTAL (Partnership, Outreach and Research for Accelerated Learning) Building scheduled to open in 2012 to house an integrated business incubator and innovation center as well as new partner and research space. The two initial streets on the CRI campus were named Robert D. Snyder Drive and Institute Circle.

The CRI’s entrepreneurship outreach program, Five Ventures Business Plan Competition, attracted 51 entries. Progress continued in building the investor network in the Charlotte Region and a new Executive in Residence Program was initiated.

The Ben Craig Center Business Incubator worked with a broad university and community constituency to complete a new strategic plan for the Charlotte Venture and Innovation Council that will set the future agenda for high growth business startups in the Charlotte Region. The Center supported a growing client base of university and community startup companies while identifying new operational efficiencies.

In support of research development, CRI funded 58 conferences, meetings and events, nine Duke Energy post-doctoral fellows, three Wells Fargo Faculty Fellows, and four strategic research funding programs. A strong resource for regional economic development, CRI engaged with hundreds of business and economic development prospects.

Efforts to develop research infrastructure continued. In partnership with the Bioinformatics Research Center, CRI opened new space at the North Carolina Research Campus. A construction grant proposal was submitted to the National Institute of Standards and Technology for further development on the CRI campus.