

FINAL NHS Action Plan for 2008-09

The following NHS Action Plan summarizes activities and efforts for 2008-09 as developed in consultation with the NHS Leadership Team (LT) during its fall retreat (August 15, 2008) and regularly scheduled Leadership Team meetings. Tasks/actions and other elements of this plan are updated as necessary throughout the year. Items new or substantially revised for AY 2008-09 are shown in blue.

Topic	Tasks/Actions	Process	Responsible Parties	Timeline	Current Status or Outcome
Budget					
Faculty travel	Ensure availability of some travel money to all full-time TT/T faculty in the College; include those FT term faculty who were hired through national searches and who have explicit assignments in the area of scholarship	Dean's office will transfer funds to ensure a total amount per eligible faculty member of \$600; Directors will distribute according to guidelines. As well, \$1,000 will be transferred for each School Director.	Dean, Business Manager, School Directors	AY 2008-09	COMPLETED, FALL 2008. Sufficient funds were distributed to the schools to ensure an average of \$600 was available per eligible faculty member and \$1,000 was distributed for each school director.
Roll-forward policy	Successfully work within the campus' roll-forward policy limiting roll-forward exempted amounts to 1.5% of the college's budget	Dean's office will work with Schools to ensure college funds are utilized fully and effectively	Dean, Business Manager, School Directors	AY 2008-09	ONGOING.
Program fees	Successfully develop proposals for the implementation of instructional fees for the college's programs to which they are applicable	In consultation with Leadership Team, Dean will work with relevant Schools to develop proposals	Dean, Leadership Team, faculty and staff from affected programs	AY 2008-09	COMPLETED, JUNE 2009. Multiple NHS programs were successful in proposing new fees, including course fees, participation fees, supervision fees, and assessment fees.
Differential tuition	Successfully develop proposals for the implementation and/or augmentation of differential tuition for the college's programs to which they are applicable	In consultation with Leadership Team, Dean will work with relevant Schools to develop proposals	Dean, Leadership Team, faculty and staff from affected programs	AY 2008-09	COMPLETED for Nursing, JUNE 2009. A proposal to significantly increase the amount of the differential tuition for the traditional BS in Nursing program was successful.
Budget proposal	Successfully participate in the University's budget proposal process	Follow University guidelines in development of request, with significant involvement of stakeholders	Dean, Directors, faculty and staff	Spring 2009	COMPLETED, SPRING 2009. The College fully participated in the University's budget process and successfully generated various fee and differential tuition proposals.
Collaborations and Interdisciplinary Work					
Research Interest Groups (RIGs)	Facilitate the ongoing development of the College's RIGs	College will sponsor for each RIG an initial luncheon, which will be advertised to encourage participation by NHS faculty and staff and, as appropriate, other interested individuals.	LT, RIG facilitators, Dean's office staff	AY 2008-09	ONGOING. The College's list of active RIGs is six for FY09. NHS sponsored a luncheon meeting for four: the Sustainable Research RIG on 9/16/08; Assistive Technology RIG on 9/29/08; Eliminating Health Disparities RIG on 10/9/08; and the Positive Youth Development RIG on 10/24/08.
NSF ADVANCE program	If the college's pending proposal is funded, successfully implement the project; otherwise, utilize the reviews to determine how to best proceed	Implement the project according to the plan delineated in the proposal	NSF project team, Leadership Team, faculty and staff, other UNC personnel	January 2009 – Dec 2012	ONGOING. Based on reviews, a decision not to revise and resubmit was made; a distinct proposal was generated and submitted in Feb. 2009 and is in review as of July 2009.

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Interdisciplinary curricular efforts	Encourage the development in selected areas of courses and/or curricula that bridge one or more disciplines	Dean, in consultation with relevant Directors and faculty, will seek to identify opportunities to explore.	Dean, School Directors	Ongoing	ONGOING. Gerontology program is exploring partnership opportunities with business; Rec & Tourism is developing a potential hospitality track; Computer Science is a participant in the development of an informatics degree proposal.
International initiatives	Encourage participation by NHS faculty in study abroad courses and other international efforts.	Provide encouragement from the college and school offices.	Dean, LT, NHS faculty	Ongoing	ONGOING.
Colorado School of Public Health	Successfully participate in the Colorado School of Public Health	In collaboration with University of Colorado – Denver and Colorado State University, participate in this endeavor	CH faculty and staff, SHS Director, Dean, Assoc. Dean, other UNC administrators	July 1, 2008 implementation date and beyond	ONGOING. The new school was implemented effective July 1, 2008. Collaboration among UNC & CSPH faculty and administrative personnel effectively addressed issues as they arose.
College Communications and other College-building Activities					
College-wide meetings	College will hold regular college-wide meetings (at least once per semester)	College kick-off meeting will be scheduled for the morning of the first day of faculty contracts; the other will be planned in consultation with the LT	Dean's office staff, LT	Ongoing	ONGOING. The College held its annual kick-off meeting on Aug. 18, 2008. The spring 2009 meeting and faculty awards ceremony was held on Jan. 29, 2009.
Leadership Team meetings	College will hold regular meetings of its Leadership Team (Dean, Dean's office staff, School Directors)	Meetings will be scheduled twice monthly, generally on the Thursday afternoons following Wednesday meetings of Academic Council	Dean, Administrative Aide, LT	Ongoing	ONGOING. Meetings are held approximately twice monthly.
Leadership Team retreats	College will hold at least once per year a Leadership Team retreat	Retreats will be scheduled by the Dean's office in communication with the LT members	Dean, LT	Ongoing	COMPLETED, 8/15/08. Fall retreat was held Aug. 15, 2008 at Lory State Park; spring retreat was held on Feb. 17, 2009 on campus.
Dean's open office hours	Dean will offer regular office hours that will be open to NHS personnel and students	Office hours will be identified approximately twice per month during the academic year. No appointments will be required or taken.	Dean, Administrative Aide	Ongoing, beginning fall 2006	IMPLEMENTED. Starting 9/5/08 through May 12, 2009, office hours were held approximately twice monthly throughout the academic year.
Dean's meetings with Schools	Dean has requested that Schools provide the opportunity for her to attend a faculty meeting at least once per semester	School Directors will schedule a meeting time in consultation with the Dean's Administrative Aide.	Dean, Directors, Administrative Aide	Ongoing	COMPLETED. Dean met with each school at least twice during the academic year.
Dean's meetings with NHS faculty senators	Dean will provide the opportunity for a meeting with NHS faculty senators on a regular basis	Dean's office will identify a date for a meeting at least once per semester, and more often if senators desire	Dean, NHS faculty senators	Ongoing	COMPLETED. The first meeting was held on Oct. 30, 2008 and the second on Apr. 14, 2009.
New faculty reception	Dean will host a reception for new NHS faculty at her home at the beginning of the academic year	Dean's office will consult with Directors regarding dates and invite new faculty, School Directors, and their guests.	Dean, School Directors	Early fall 2008	COMPLETED, 8/20/2008. A reception for new NHS faculty, School Directors, and their guests was held at the Dean's home on Aug 20, 2008.
Brown bag lunches with the Dean	Provide opportunities each semester for new faculty to eat lunch with the Dean	Dean's office will identify dates and invite faculty	Dean, Assoc. Dean as available, Dean's office	Ongoing	COMPLETED. Two luncheons were held in fall 2008 for new faculty (9/24/08 and 10/14/08)

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Brown bag lunches with the Dean	Provide opportunities each semester for administrative assistants to eat lunch with the Dean	Dean's office will identify dates and invite administrative assistants	Dean, Assoc. Dean as available, Dean's office staff	Ongoing	COMPLETED. Two luncheons were held in spring 2009 (4/27/09 and 4/28/09).
NHS LT agendas and discussion items	Make available via the NHS website the LT's agendas and discussion items	Generate and obtain LT's approval of each set of discussion items, and subsequently post the items on the NHS website	Dean, LT, Administrative Aide	Ongoing, starting July 2007	COMPLETED. All agendas and discussion items since July 2007 are posted on the website as soon as they are approved by the LT.
Dean's "walk-throughs" of NHS buildings	Conduct occasional "walk-throughs" of Gunter and Ross Halls by the dean to support interaction with faculty and staff	Times for the walk-throughs will be scheduled within the Dean's Office	Dean, Administrative Aide	AY 2008-09	IMPLEMENTED. Dean conducted several walk-throughs of Gunter and Ross, including 9/2/08, 9/8/08, 1/12/09 and 1/13/09, accompanied by the NHS Development Officer, Assoc. Dean, and/or Special Asst. to the Dean.
College signage	Acquire signage that accurately reflects the College's new structure	Dean's office secured university funds for signage through the spring 2006 budget proposal process; will work with campus offices to select and install	Dean's office, LT	AY 2008-09	PROGRESSING. Signage process for Gunter Hall largely has been completed (a few corrections are on order); we are told that signs for Ross are on order as of July 2009.
College website	Continue to enhance the College website	Dean's office staff will work to refine and enhance the College website.	Dean's Office staff	Ongoing	ONGOING. The Student Resources section of the website was significantly expanded in fall 2008. A major overhaul of the NHS website is underway in summer 2009.
College-wide end-of-semester reception	Offer college-wide receptions during finals week of fall and semesters.	Dean's office will plan event in consultation with LT.	Dean's office, LT	December 2008 and May 2009	PROGRESSING. The fall event occurred on 12/9/08; the spring event on 5/5/2009.
Dean's office display cases	Provide interesting and informative college displays in the case immediately outside the Dean's office and in the case in the Dean's office conference room	Dean's office staff and Directors will work to create displays.	Dean's office staff, School and Institute Directors	AY 2008-09	IMPLEMENTED. Displays focusing on a given NHS student club or organization were featured in the case outside of the office on a two week rotation throughout AY 2009.
College awards of excellence	Provide awards of excellence in the areas of teaching, scholarship, service, and academic leadership, as well as faculty research mentors at the undergraduate and graduate levels. Develop and provide a new award for academic advising.	College Awards committee will develop criteria for new award for advising and will then solicit and recommend to the Dean the award winners. Plaques identifying recipients will be posted in hallway outside Dean's office.	College Awards Committee, Dean	Fall 2008 – early spring 2009	COMPLETED. Award recipients were identified for each award category (including the new academic advising area) and recognized at the spring college meeting on Jan. 29, 2009.
NHS Distinguished Speaker Series	Establish a Distinguished Speaker Series to highlight exemplary accomplishments and best practices by NHS faculty. Encourage past year's NHS Awards of Excellence recipients to serve as speakers.	Dean's office will extend invitations and organize the series. Strive for ~2-3 lectures per semester.	Dean's office staff, Award of Excellence awardees	Fall 2008-spring 2009	IMPLEMENTED. Three presentations took place in AY 2009; J. Clarke on 10/30/08; R. Powers on 11/19/08; and P. Nutter on 4/23/09.
NHS Administrative Assistant of the Year Award	Provide a recognition for the NHS Administrative Assistant of the Year	Develop award guidelines, announce the opportunity, solicit nominations, and select the first recipient and up to two finalists	Dean, LT, Dean's Office staff	AY 2008-09	COMPLETED. Janice Reigel received the award in AY 2009; Sally Anderson and Diana Podein were recognized as finalists.

Topic	Tasks/Actions	Process	Responsible Parties	Timeline	Current Status or Outcome
College Governance, Structure, and Policies & Procedures					
College's policies and procedures	Initiate the operation of the College's Policy and Procedure Committee, in order that needed changes to the College's policies and procedures may be proposed and considered.	Committee membership will be established as per College protocols; Dean will call first meeting and provide committee with its charge(s).	Dean, Leadership Team (LT), Provost	Fall 2008	IMPLEMENTED. The initial meeting of the committee took place on 9/24/08 and co-chairs identified (M. Smith and J. Novak). In AY 2009, committee developed a draft workload policy and responded to academic restructuring.
Faculty workload	Develop a faculty workload policy which allows differentiated workload, utilizing the Faculty Workload Assignment summary as a supporting tool.	Dean will charge the Policy and Procedure Committee with building on the AY08 work of the Faculty Roles and Rewards Working Group, who made recommendations about implementing a workload policy.	Dean, Assoc. Dean, School Directors, Faculty Roles and Rewards Working Group	AY 2008-09	IN PROGRESS. The Policy and Procedure Committee was charged on 9/24/08 with developing a recommended policy for differentiated workload implementation; a draft was released to the college personnel for review and feedback on 4/29/09. Will seek to finalize in early fall 2009.
Student evaluations of instruction	Utilize the previously developed College-wide instrument for student ratings of instruction of online courses for courses taught during the Interim Session.	Coordinate this process from the dean's office, using the Survey Monkey platform.	Dean's Office	Interim session 2008-09	IMPLEMENTED.
Ross Hall space committee	Work with HSS to establish and then utilize a space advisory committee for Ross Hall. (The Gunter Hall committee was previously established.)	Finalize the composition and charge of the committees, and initiate their activities	NHS and HSS Deans and Assoc./Asst. Deans, LT, NHS and HSS faculty	AY 2008-09	ON HOLD. Despite multiple efforts, a mutually agreeable committee structure was unable to be identified with the College of Humanities and Social Sciences (HSS)
Fully establish two schools from the former School of Chemistry, Earth Sciences & Physics	Work with C&B and ESP personnel and stakeholders to realize the new structure, and secure its permanent leadership	Collaboratively work with former CEP personnel to realize the new units; secure permanent leadership for C&B in consultation with that unit's personnel.	Dean, CEP personnel, CEP stakeholders, Provost	AY 2008-09	COMPLETED or PROGRESSING. The two distinct schools were established as of July 1, 2008. Cynthia Galovich was chosen as the Director of ESP; David Pringle was selected as Interim Director of C&B.
Achieve Criminal Justice's relocation to the College of HSS	Continue working with the Planning Committee to achieve this restructuring	Planning Committee will continue to meet and address its charge, communicating with NHS and HSS deans as it moves forward.	NHS and HSS deans, SHS and Social Sciences Directors, relevant faculty	AY 2008-09 ; move intended to occur on 7/1/09	COMPLETED. Based on the work of a planning committee established in spring 2008, Criminal Justice was administratively relocated to HSS as of July 1, 2009.
Participate in the campus' efforts to review and potentially revise the academic organizational structure	Initiate a college effort that is consistent with the parameters set out by the Provost and President	In Spring 2009, implement an NHS Academic Structure Working Group; develop and receive approval on NHS Procedures for Restructuring Proposals; disseminate information to college personnel	NHS dean; LT; NHS Policies and procedures Committee; NHS Academic Structure Working Group	Initiate in Spring 2009 for effort to be completed by July 1, 2010	PROGRESSING. An NHS Working Group was developed and Procedures for Restructuring Proposals approved and disseminated in May 2009; project website was developed and put online in May 2009; proposal process will be initiated in early fall 2009.
Office assignment policy	Develop and implement a college policy on the assignment of office space	The LT will develop a policy and then forward it to the NHS Policies and Procedures Comm for finalization	NHS Dean, Assoc. Dean, LT, Policies and Procedures Comm	AY 2008-09	PROGRESSING. The LT has approved a draft version, which is "in the queue" for action by the Policies and Procedures Comm.

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College Staffing					
NHS hiring plan	Develop and implement the College's 2008-09 hiring plan	Work with LT to develop College's hiring plan; seek approval by Provost; amend as needed throughout the year; carry out the approved searches.	Dean, Directors, Provost	AY 2008-09	IMPLEMENTED. College hiring plan , which includes 13 national searches, was approved in fall 2008. As of July 2009, 9 of 13 searches had been successfully completed.
NHS School Director hiring – Chem and Biochem	In communication with the relevant faculty and staff, conduct and complete an internal search to identify the permanent Director of the School of Chemistry and Biochemistry.	Meet with School faculty and staff to communicate information about search; receive faculty approval on search process; and announce and conduct search, with involvement of key stakeholders.	Dean, LT, faculty and staff of the School.	AY 2008-09	ON HOLD pending resolution of the academic structure of the unit. David Pringle has agreed to continue to serve as Interim Director for FY10.
NHS School Director hiring - Biological Sci	In communication with the relevant faculty and staff, conduct and complete an internal search to identify the next permanent Director of the School of Biological Sciences, subsequent to C. Gardiner's notice of intent to return to faculty	Meet with School faculty and staff to communicate information about search; receive faculty approval on search process; and announce and conduct search, with involvement of key stakeholders.	Dean, LT, faculty and staff of the School.	Spring 2009	EFFORT POSTPONED, May 2009. The one internal candidate withdrew late in the search process; Dr. Gardiner agreed to continue on in FY2010.
College Guide to Faculty Hiring	Continue to enhance the College guide that outlines the policies, procedures, and forms to be used for faculty hiring. Make the document available electronically.	Assoc. Dean will revise the guide and work with NHS administrative support staff on making it available electronically	Assoc. Dean, NHS administrative support	Fall 2008	ONGOING. The handbook in electronic form was disseminated in early fall semester 2008; enhancements are ongoing.
Faculty start-up funds	Secure adequate funds for new faculty start-up	Utilize college funds and, if necessary, work with Academic Affairs, SPARC, and other UNC entities to secure adequate funds for faculty start-up.	Dean, School Directors, Provost, SPARC	AY 2008-09	ONGOING. The College set aside funds for start-up for FY09 searches and successfully requested a roll-forward exemption for them; pool was augmented by ~140K in July 2008.
Curriculum and Assessment					
Enrollment management (low enrollment courses/programs)	Ensure efficiency in NHS course offerings, using the benchmarks set by Academic Affairs as a reference point.	Directors have primary responsibility to manage enrollment and will seek to maximize efficiency; Asst. to the Dean will review enrollments regularly	School Directors, in communication with Dean's Office	Ongoing	ONGOING. Although a few under-subscribed programs are challenged to meet the expected average course enrollments, the college as a whole was successful in its enrollment management efforts.
Program review	Participate in annual program review according to the University's announced schedule	Annual program reviews will be submitted to the Dean's office and be processed according to UNC guidelines	Program faculty, School Directors, Dean	Ongoing	ONGOING. PRT was convened and received its charge on 10/13/08; annual program reviews were successfully completed in Jan. 2009.
Program review	Participate in 2008-09 five year program review according to the University's announced schedule	Five year program reviews will be submitted to the Dean's office and be processed according to UNC guidelines	Selected program faculty, School Directors, Dean	AY 2008-09	INITIATED. The five year reviews of Chemistry, Gerontology, Nursing, and Recreation and Tourism occurred in AY 2008-09 and were completed at the college level in March 2009

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Program review	Position NHS to successfully participate in the university's revised process in AY10	Work with Assessment and academic programs in preparation for this change	Dir of Assessment, Dean, Spec. Asst. to Dean, LT, faculty	Spring 2009	INITIATED, SPRING 2009. Preparatory steps were successfully undertaken and the required initial program briefing meetings for comprehensive program reviews were held.
NCATE accreditation	Participate in NCATE accreditation activities	In collaboration with EBS, undertake steps to ensure NHS' full participation in NCATE accreditation activities.	Selected program faculty, School Directors, Dean	AY 2008-09	COMPLETED. NHS personnel successfully participated in this process.
CEPH accreditation	Participate successfully in CEPH accreditation activities	Prepare and submit a self-study document and participate in site visit	CH faculty and staff, SHS Director, Dean, senior admin leadership	AY 2008-09	PROGRESSING. The self-study document was completed in fall 2008 and site visit conducted in March 2009; decision is pending.
ASHA accreditation	Participate successfully in CAA of ASHA accreditation activities	Prepare and submit a self-study document and participate in site visit	ASLS faculty and staff, SHS Director, Dean, senior admin leadership	AY 2008-09	PROGRESSING. The self-study document was completed in fall 2008 and site visit conducted in Feb. 2009; decision is pending.
AACN accreditation	Participate successfully in mid-term five year review	Prepare and submit a self-study document	SON faculty and staff, SON Director	AY 2008-09	COMPLETED, October 2008
Summer enrollment	Participate successfully in UNC's summer session.	Develop an appropriate summer schedule, and successfully participate in the university's summer management program.	Dean, Dean's office staff, School Directors.	Summer 2009	PROGRESSING. NHS successfully developed and implemented a plan for summer instruction. That plan resulted in few cancellations and was offered in a cost-effective manner.
New program development - Athletic Training	To respond to accreditation requirements, undertake steps to establish Athletic Training as a distinct program rather than an emphasis under SES	Generate and successfully move through the campus' approval process the required proposal	Program area faculty, SES Director, NHS Curric. Comm., Spec. Asst. to Dean, Dean	AY 2008-09	COMPLETED, SPRING 2009. A proposal was developed and approved through all levels. The BS in Athletic Training was approved for the 09-10 catalog.
New program development – Criminal Justice	Develop and implement a master's degree program in Criminal Justice	Generate and successfully move through the campus' approval process the required proposal	Program area faculty, SHS Director, NHS Curric. Comm., Spec. Asst. to Dean, NHS and HSS Deans	AY 2008-09	COMPLETED, SPRING 2009. A proposal was developed and approved through all levels.
New program development - Nutrition	Develop a new baccalaureate degree program in Nutrition	Generate and successfully move through the campus' approval process the required proposal	Program area faculty, SHS Director, NHS Curric. Comm., Spec. Asst. to Dean, Dean	AY 2008-09	PROGRESSING. A proposal was developed and approved through the College level by the end of FY09; the proposal has been positively reviewed by AVP for Undergraduate Studies and the Provost; final approval is pending.
New program development - Informatics	Participate in the campus' effort to develop an interdisciplinary baccalaureate degree program in Informatics	Contribute to the development and approval of the required proposal	CS faculty, Math Sci Director, NHS Curric. Comm., Dean among others outside of NHS	AY 2008-09	PROGRESSING. A draft proposal has been generated by July 2009

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New program development – DNP	Develop and implement a new Doctorate of Nursing Practice to succeed the existing Master’s programs: Family Nurse Practitioner and Clinical Nurse Specialist	Generate and successfully move through the campus’ approval process the required proposal; undertake steps to initiate program	SON faculty, SON Director, Spec. Asst. to Dean, NHS Curric. Comm., Spec. Asst. to Dean, Dean	AY 2008-09	PROGRESSING. A proposal was developed and approved for submission to the NHS Curric. Comm. by the NHS Dean and the Provost; curriculum approval is planned for fall 2009; implementation is planned for fall 2010
New program development - Hospitality	Develop a hospitality track in the current Recreation and Tourism baccalaureate degree program	Generate and successfully move through the campus’ approval process the required proposal	Rec & Tour faculty, SHS Director, Spec. Asst. to Dean, Dean	AY 2008-09	PROGRESSING. A proposal is in active development as of July 2009
Program Revisions	Revise current degree programs as needed to reflect updated curriculum required for programs to remain competitive	Generate program forms and successfully move through the campus’ approval process	Faculty, NHS Curric. Comm, Spec. Asst. to Dean, Dean	AY 2008-2009	ONGOING. Twenty program modifications were successfully approved and implemented spring 2009 or planned for implementation fall 2009
Curriculum Development	Participate in the university’s revised program of curriculum development and submission	Participate in training and develop instructions for implementing the new process	NHS Administrative Assistants, Spec. Asst. to Dean	AY 2008-2009	COMPLETED: ALL NHS admin assts participated in the university sponsored training session; Spec Asst to Dean developed NHS curriculum webpage and an instruction guide that was placed on the webpage
Diversity					
Diversity (personnel)	Enhancement of diversity among the College’s faculty	All searches have been encouraged to consider diversity during the hiring process; College will advertise in venues likely to attract diverse candidates	Search committees ,School Directors, Assoc. Dean	AY 2008-09	ONGOING. An ad for all NHS positions was placed in <i>Hispanic Outlook</i> and <i>Diverse Issues</i> in fall 2008.
Diversity (personnel)	Implement new college-level protocols aimed at enhancing the size and overall quality and diversity of applicant pools	Candidate pools will be examined prior to screening relative to national demographic data; a determination about continuation/need for additional recruitment will be made. Protocol for implementation was included in the college Hiring Guide.	Search committees, School Directors, Assoc. Dean, Dean	AY 2008-09	INITIATED, FALL 2009.
Diversity (students)	Enhancement of diversity among the College’s students	Encourage outreach activities that reach diverse populations	NHS faculty, School Directors, Spec. Asst. to Dean, Dean	AY 2008-09	ONGOING. Relevant activities in NHS included Family and Friends Weekend; STEMapalooza; Las Chicas de Matematicas summer camp; new grant to support community college student recruitment in Chem & Biochem
Faculty and Staff Development					
Faculty Associate to the Dean program	Continue to offer a faculty professional development opportunity in the NHS Dean’s Office	Announce the opportunity, solicit applications, and select the 2008-09 Faculty Associate	Dean, LT	AY 2008-09	COMPLETED. Dr. Kim Pacheco chosen as the Faculty Associate for spring 2009.

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Sabbatical leave workshop	Provide a workshop for faculty interested in applying for sabbatical leave. Make this available relatively early in the fall semester.	Dean's office will organize and offer in Fall 2008 a workshop for faculty interested in applying for sabbatical leave for AY 2009-10.	Dean, Assoc. Dean, Dean's office administrative staff	Fall 2008	COMPLETED, 10/7/08 and 10/8/08. The workshops, led by the Assoc. Dean, was offered twice.
Workshop for NHS search chairs	Provide a workshop for individuals serving as chairs on NHS searches in 2008-09	Offer in fall 2008 the workshop in collaboration with Human Resources personnel	Assoc. Dean, Dean's office staff, HR Director	Fall 2008	COMPLETED 9/22/2008. The workshop was provided to search chairs, hiring authorities, AAEO representatives and administrative assistants.
Workshops for administrative staff	Provide professional development workshops as needed for the College's administrative assistants.	Workshops focusing on key institutional policies and procedures will be organized from the Dean's office	Dean's office staff	AY 2008-09	ONGOING. Workshops for administrative assistants were offered on Aug. 13, 2008 and Nov. 13, 2008, and Apr. 30, 2009
Academic Advising Manual	Develop and disseminate a resource manual on undergraduate academic advising	Spec. Asst. to the Dean will compile and develop these materials	Spec. Asst. to Dean	Fall 2008	COMPLETED, FALL 2008. A resource binder was developed and distributed.
Academic Advising Workshops for faculty	Develop and offer a workshop on undergraduate academic advising for NHS faculty	Spec. Asst. to the Dean will develop and offer the workshop	Spec. Asst. to Dean	Fall 2008	COMPLETED, 10/21/08 and 10/22/08. The workshops, led by the Spec. Asst. to the Dean, were offered twice.
Writers Boot Camp workshop	Provide a workshop for faculty interested in improving writing skills	Dean's office will organize and offer in the Spring of 2009 a multiday workshop	Assoc. Dean	Spring 2009	COMPLETED, SPRING 2008. The workshop was led by the Assoc. Dean.
Faculty Evaluation					
Workshop on faculty evaluation	Provide a workshop for junior faculty on the topic of faculty evaluation at UNC.	Offer in 2008-09 a workshop on faculty evaluation, with a specific focus on NHS' policies and procedures.	Dean, Assoc. Dean	Spring 2009	COMPLETED 4/14/09. The workshop, led by the Assoc. Dean, was provided to interested NHS personnel.
Pre-tenure review	Continue pre-tenure review in AY 2008-09 as a mandatory component of the College's faculty evaluation procedures.	Notify individuals due for review and proceed according to College policy.	Dean, Assoc. Dean, School Directors, faculty candidates for pre-tenure tenure	AY 2008-09	PROGRESSING. College continued to participate in mandatory pre-tenure review in 2008-09, with 7 individuals undergoing review
External Review	Continue external review in AY 2008-09 as a mandatory component of the College's promotion and tenure procedures.	Notify individuals due for review and proceed according to College policy.	Dean, School Directors, faculty candidates for promotion and tenure	AY 2008-09	COMPLETED. College continued to participate in mandatory external review in 2008-09, with 3 individuals undergoing review
Academic Advising	Develop a college-level evaluative instrument and process for evaluating an individual's participation in academic advising	Provide a charge to the NHS Policies and Procedures Comm. To develop a recommended instrument and process.	NHS Policies and Procedures Comm., Dean	AY 2008-09	PROGRESSING. A draft charge has been developed; however, its delivery was deferred due to the faculty workload effort taking more time than expected.
Evaluation of Center/Institute Directors	Develop a process and instrument for the evaluation of directors of the college's centers and institutes	In consultation with the individuals to be evaluated, develop the process and instrument and implement	Dean, LT, NHS Center and Institute Directors	AY 2008-09	PROGRESSING. An open-ended questionnaire was developed and distributed to internal stakeholders in April 2009.

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Fundraising and Development					
Fundraising collateral materials	Develop the College's fundraising collateral materials	Provide information to Foundation consultant, who will provide guidance on collateral development	Directors, Dean, College Development Officer; Foundation personnel	AY 2008-09	PROGRESSING. This process was initiated in spring 2009 and is continuing as of July 2009.
Student Research Celebration	Plan and hold the 2009 NHS Student Research Celebration (a student/faculty recognition and fundraising event)	In consultation with Schools and College Development Officer, Dean's office staff will organize the event	Dean's Office staff	April 2, 2009	IMPLEMENTED. A successful event, with a banquet attended by approximately 100 individuals including Provost Harraf, was held on April 2, 2009.
Sponsorship of Student Research Celebration	Secure sponsorship of the 2009 Student Research Celebration	Secure the second installation of a three year pledge from Greeley Centennial Rotary	Dean, College Development Officer	Spring 2009	COMPLETED. A total of \$2,500 in funds was secured from Greeley Centennial Rotary for the 2009 event.
NHS Student Research Fund fundraising "challenge"	Offer once again a Dean's "challenge" to the faculty for donations to the Student Research Fund	Announce the challenge details and encourage participation. Provide an incentive for individual faculty donations as well as School participation	Dean, UNC Foundation personnel	Spring 2009	IMPLEMENTED. Dean announced her challenge in Jan. 2009 (a personal \$400 donation for every 10% of full-time NHS faculty who contribute, and a pizza party to the School with the highest participation rate). Achieved a 33% faculty giving rate and 95% in winning School.
NHS outreach events	Expand participation by the College's units in outreach events such as open houses and receptions, particularly associated with homecoming	Encourage NHS Schools, institutes, and programs to offer outreach events, working in collaboration with Foundation and Alumni Association personnel	Directors, faculty, College Development Officer	AY 2008-09	ONGOING. College participated in Family and Friends Weekend in 2008; hosted friends of the college at multiple football games; implemented "Being the Bridge" program to connect with friends and alumni of the college.
NHS Advisory Board	Develop parameters for and implement an NHS Advisory Board	Develop and finalize Advisory Board Bylaws; invite and secure members	Dean, School Directors, College Development Officer	AY 2008-09	PROGRESSING. The College has developed its Advisory Board Bylaws and identified prospective members, who will be invited in summer 2009.
College newsletter	Develop a College Newsletter, to include a solicitation for support	Dean's office staff will work with School directors and faculty to gather information for the newsletter and will then produce and distribute it.	Dean's office staff, UNC Foundation	Fall 2008 and spring 2009 distribution	PROGRESSING. Fall 2008 and Spring 2009 newsletters completed and distributed in December 2008 and May 2009, respectively.
Scholarship and Grant-writing					
Grant proposal panel reviews	Facilitate faculty placement onto grant proposal review panels	Provide names of prospective reviewers to NSF personnel to assist in their placement on panels.	Dean, School Directors	Ongoing	ONGOING. Names are supplied as opportunities arise.

Topic	Tasks/Actions	Process	Responsible Parties	Timeline	Current Status or Outcome
Extramural funding incentives policy	Develop a College policy on grant incentives for NHS personnel who secure extramural funds OR participate in developing a university-level policy.	LT will review documents provided to Dean by Jim McLean (U of Alabama) and then develop and finalize a draft policy, with appropriate involvement of NHS faculty and approval of Provost.	Dean, School Directors, Asst. Deans, Provost	AY 2008-09	DEFERRED. McLean documents were discussed at August 2006 retreat and Asst. Deans developed an initial draft based on LT's preferred approaches. The Dean of Graduate Studies subsequently requested to head up this effort, in which NHS is a participant.
Provide funds for student research	Make available and award through a review process Student Research Funds for NHS students	College has made available \$5,000 for AY 2008-09; two funding competitions will be held (one in fall 2008 and the second in spring 2009)	Dean, LT, NHS Awards Committee	Nov. 2008 and Feb. 2009 application deadlines	IMPLEMENTED. A total of \$5,000 was awarded to 9 students in the fall 2008 competition and 9 students in the spring 2009 competition.
Student Recruitment, Retention, and Support					
NHS Undergraduate Academic Scholar Awards Ceremony	Hold the third annual event (formerly called the Honors Convocation) to recognize achievement by NHS undergraduates	Dean's Office staff and participating NHS faculty will organize this event	Dean's office staff, LT	AY 2008-09	COMPLETED. Another well-attended (approximately 325 individuals) and successful event took place on Sunday, Mar. 8, 2009 in the UC ballrooms.
Student Ambassadors Program	Continue to enhance and expand the College Student Ambassadors program	Dean's office staff in consultation with LT will recruit, select, and train the ambassadors.	Spec. Asst. to the Dean, Dean's office staff, LT	AY 2008-09	IMPLEMENTED. Ten ambassadors were selected for 08-09, the largest cohort ever. They participated in 17 events. Eleven ambassadors have been selected for 09-10.
NHS Student Recruitment and Retention initiative	Implement recommendations arising from the NHS Student Recruitment and Retention initiative	Dean's Office will oversee implementation efforts in areas including: building sense of community; improving advisement; improving marketing/PR efforts	Dean, LT, Asst. to Dean	AY 2008-09	PROGRESSING. NHS undertook several efforts to build community (participation in Family & Friends Weekend; Distinguished Lecturer series; year-long focus on student organizations in college display). Advisement initiative was deferred to AY 2010 as described above. PR efforts included dissemination of NHS newsletter and enhancements of website
NHS College Student Council	Develop the structure of, constitution for, and implement an NHS College Student Council	Spec. Asst. to the Dean will work with NHS students to develop a constitution, obtain a charter for the new organization, and identify its representatives	Asst. to the Dean, Dean	AY 2008-09	IMPLEMENTED. In fall 2008, the council was chartered, membership obtained, and officers elected. Monthly meetings took place through May 2009.
NHS participation in university-level events	Participate in Preview Days, Junior Days, AIMS transfer fair, and Transfer and New Student Orientations	NHS Dean's Office will coordinate the College's participation in these university-led events	Dean's Office staff, LT, selected NHS faculty and staff, NHS student ambassadors	AY 2008-09	ONGOING. NHS faculty, staff, student ambassadors, and administration regularly participate in these events; NHS was well-represented at the Oct. 9, 2008 AIMS Transfer Fair