



December 8, 2006

To: Employees and Friends of The University of North Carolina at Charlotte

Re: Fall Update on Current Issues and Activities

Dear Colleagues:

As we approach the end of another busy fall semester, it is time for my regular letter to the employees and friends of UNC Charlotte. As usual, I apologize in advance for the length of what I have to tell you. Notwithstanding my apologies of the past, I've been surprised by how many people tell me that they read this missive cover to cover. There must be a lot of insomnia out there! In any event, if you would like additional information on a specific item, please feel free to contact Donna Brady in my office (dbrady@uncc.edu). And, as always, there is plenty of additional information about the University available on our web pages (<http://www.uncc.edu>) and in the Chancellor's Outbox (<http://www.administration.uncc.edu/chancellor/outbox.html>).

Orange Cones and Hard Hats

Although I left Wyoming about 18 months ago, I'm reminded often of that state's joke about its two seasons—winter and construction. Long winters mean that there are precious few months of good weather for state roads to be repaired and for the University to complete major capital construction projects. Well, in the temperate climate of Charlotte, we may think we have four seasons but, at UNC Charlotte, we really have only one—construction all the time. Here, in alphabetical order, is a quick run-down of the major projects that are either on the drawing board, coming out of the ground, or soon to be completed:

- Bioinformatics Research Center: This 95,000 square-foot building on the Charlotte Research Institute Campus will provide laboratories for faculty and graduate students as well as space for collaboration with industry. The building will house facilities for programs in Functional Genomics, Systems Biology, Proteomics, and Molecular Genetics. A major goal of the Center is the development and use of sophisticated computational technologies to solve important problems related to medicine and health, agriculture, energy, and the environment. The design and development phase for the building is complete, with construction scheduled to begin in June 2007. The scheduled completion

date is August 2009. The \$35 million appropriation for this building was made by the General Assembly in 2005.

- Center City Classroom and Office Facility: Certainly the most exciting news coming out of the 2006 session of the North Carolina General Assembly was that Governor Easley and the General Assembly agreed upon the issuance of \$45.8 million in certificates of participation (COPs) to fund construction of UNC Charlotte—Center City. To be located at the intersection of Brevard and Ninth streets in Center City, the building will provide 150,000 gross square feet for academic programs targeted toward graduate, professional, and continuing education. Our Belk College of Business graduate programs, including the MBA and our new MBA in Sports Marketing and Management, will be headquartered there, as will graduate-level programs in engineering management, health administration, information technology, public administration, urban design, organizational science, public history, liberal studies, and other fields. UNC Charlotte Center City will also house a significant presence for the Office of Continuing Education, and will be the new home of the Charlotte Community Design Studio. The building also will contain a 300-seat hall that can be used for lectures, small recitals, and conferences. Advanced program planning has just been completed. However, because our building is part of a large redevelopment of First Ward, close coordination with uptown developers and local city and county officials is required. A large public park is envisioned between our building and ImaginOn, two blocks to the south, with a major multi-level parking structure located underground. We hope to select our architectural design team this month and construction partners later in the spring. Assuming that all proceeds as scheduled, the doors will open in early 2010.
- Health and Human Services: This wonderful new home for the College of Health and Human Services, housing the School of Nursing and the Departments of Health Behavior and Administration and Social Work, is now complete. By the time this newsletter reaches you, we hope to have a happy Dean Karen Schmalings smiling from her new office. This 160,000 square-foot facility will provide much needed classrooms, offices, and laboratories. The Office of International Programs and the Institute for Social Capital will also share this building. The building is especially distinctive because it is crowned by a wonderful copper cupola (try saying that ten times quickly!) It also sits directly across an inviting new plaza that the College will share with the adjacent College of Education. The Barnhardt Student Activity Center and the new Student Union (more on that below) will border the other two sides of the plaza. As a result, this will soon be a major pedestrian boulevard for our growing campus.
- Greek Village: Fourteen new buildings will serve six University-recognized sororities and seven fraternities with separate residential units. The 14th building will be a residence advisor's house. Overall, the project adds 350 beds to our on-campus housing inventory. The project site is between Campus Walk Condominiums and Campus Edge Apartments and abuts the campus on the north

side of Hawthorne Hall. This project has had a bit of a checkered history due to some jurisdictional disputes relating to state inspection authority. With those issues now behind us, construction should be completed in phases over the spring semester and Greek organizations will be moved in as their units are readied.

- Harris Alumni Center: The beautiful Harris Alumni Center is now open and fully staffed. This new home for the UNC Charlotte Alumni Affairs Office was supported by generous gifts from the James J. and Angelia M. Harris Foundation and numerous other donors. The 12,000 square-foot facility at the corner of Cameron Boulevard and Toby Creek Road will provide meeting space, a banquet hall, pre-function spaces, an outdoor patio, kitchen facilities, and Alumni Affairs staff offices. We plan a spring dedication ceremony with our good friends from the Harris Family—Johnny, Cammie, and Sara Harris Bissell.
- Student Health Center: This new 24,000 square-foot student health facility, located at the southwest corner of the Cameron Boulevard and Mary Alexander Road intersection, replaces the existing Brocker Health Center, which will be turned over to our ROTC programs. As the campus builds additional student residence halls on the northeast side of campus, this facility will be more conveniently located for our on-campus residents and easily accessible by car. Completion is currently projected in January, 2007. The Health Center staff plan to wait until the end of the academic year to move into the new building due to the extensive amount of sensitive equipment that must be moved.
- Student Union: Although the Cone University Center has served us well for a long time, there is no question that we have outgrown it. A new Student Union, the largest and most expensive project ever to be constructed at UNC Charlotte, should begin with early site work in March, 2007. As noted above, the location is ideal—just across Craver Road at the end of the new Health Sciences/Education Plaza. This 186,000 square-foot facility, paid for entirely by student fees and Bookstore revenues, will provide offices and meeting areas for student organizations, student government, and University staff. It will feature a major food service facility, the University Bookstore, and a 600-seat ballroom. Because the Union will occupy the site of a major parking lot, work continues on a parking deck adjacent to it that will provide 1,000 new parking spaces. Access to the Union will be provided by a pedestrian bridge. Another bridge will provide Union access to the Squires, Cyprus, and Witherspoon residence halls to the north.

Quite apart from these major buildings, I also can report some wonderful new changes to our Athletic facilities. Another generous gift from Mrs. Mariam Cannon Hayes, one of this campus' most generous benefactors, is making possible a \$5.9 million improvement project for the area in and around the current baseball field. The renovation provides for tiered stadium seats, dugouts, utilities and fencing, an entrance plaza, ticket office, press box, hospitality suite, second-tier bleachers, restrooms, and concessions on

site. With good weather, we hope to yell “Play ball!” at the Robert and Mariam Hayes Stadium in late spring.

Finally, we will break ground on the long-awaited re-location of the campus entrance in early summer 2007. As we look forward to our continued growth as a research university, we simply must have an entrance that speaks not only to our status as an institution, but also more safely and effectively manages the traffic to and from campus each day. Located about 750 feet south of the existing entrance on University City Boulevard (Highway 49), the new entrance will be marked by a distinctive new sign featuring a 30-foot tall brick pylon. An attractive, landscaped two-lane divided road (with bicycle lanes) will lead to a roundabout routing traffic. A new traffic signal at the entrance, combined with turning lanes into and away from the campus, will facilitate traffic flow and pedestrian safety. Eventually, we hope to add eight additional 20-foot tall brick pylons along Highway 49 to signal the arrival of faculty, staff, students, and visitors at UNC Charlotte. The first phase of the project is funded, in part, by a generous donation from The Dickson Foundation, Inc. and Harris Teeter, Inc. In the future, you’ll be able to have your friends meet you at “Dickson Gate” at the entrance to the University.

We were privileged during the fall to dedicate two new additions to our inventory of completed buildings—Duke Centennial Hall and William H. Grigg Hall. Both buildings were named in recognition of the tremendous financial, programmatic, and moral support that the Duke Energy Foundation has provided over the years to the William States Lee College of Engineering and the development of the new Charlotte Research Institute campus. As you can see from the long list of projects listed above that are in development, we will keep our ribbon-cutting scissors sharpened and at the ready.

2006 Legislative Session and 2007 University Budget Request

At the time of my last newsletter (May, 2006), we were in the midst of the so-called “short session” of the General Assembly. By the time the dust had cleared in mid-summer, the University had emerged with a truly outstanding budget. Our new President, Erskine Bowles, placed his considerable credibility on the line, with the result being a nearly 10% increase in University funding. The budget was particularly favorable for UNC Charlotte which, as I mentioned previously, emerged with \$45.8 million in funding to construct the Center City facility. Further, significant increases in our operating budget were secured. Funding to support faculty salaries was increased by 6%, while our staff enjoyed the 5.5% “across the board” increases authorized for all state employees. The sum of \$5 million was created as a faculty competitiveness fund to be administered by President Bowles to help campuses recruit and retain the best faculty. UNC Charlotte also received more than \$10.5 million in funds for enrollment growth as we expanded to more than 21,500 students this fall. And, in one of the most significant legislative actions in recent years to address the conditions of our existing buildings, UNC Charlotte received just over \$5 million in “repair and renovation” funding.

Although we still rank 13th in the UNC system in per student funding, all of these additions to our budget were very welcome. With the help of President Bowles and the

UNC Board of Governors, support from Governor Mike Easley, and effective advocacy by hard-working legislative leaders and supporters in both political parties, there is growing realization statewide that UNC Charlotte is likely to become one of this state's most important higher education institutions in the coming years.

Shortly after the holidays, all UNC campuses will begin work with their respective legislative delegations to generate support for the 2007-2009 biennial budget request approved by the Board of Governors following its development by President Bowles and his staff in close consultation with the chancellors. It is, once again, an ambitious budget—calling for over \$200 million over the two-year period in requested funding for our “continuation budget” (to fund things like enrollment increases, utilities, inflation, and the costs of personnel benefits). Importantly, the “continuation budget” includes items of critical importance to UNC Charlotte, especially funds to help us manage our rapidly growing enrollment, operating funds for new facilities, and utility cost adjustments.

Beyond the “continuation budget,” the “expansion budget” request calls for over \$270 million for 2007-2008 and over \$216 million for 2008-09. It is a complicated and detailed request and can be found on the web at http://intranet.northcarolina.edu/docs/finance/reports/Revised_07-09_Budget.pdf. In summary, the budget includes critical items to provide “need-based” financial aid for eligible North Carolina students; faculty salary increases to bring our faculty salaries up to the 80th percentile of competitor institutions; and funding for a variety of initiatives to improve student retention and graduation rates, strengthen research and technology transfer, increase the number and preparation of new teachers for K-12 (including a UNC Charlotte initiative to expand the number of new teachers in high-need areas by 300 each year), address state healthcare needs, and expand regional and statewide economic competitiveness.

The capital budget request of the University, which totals more than \$400 million in each year of the biennium, includes \$25.8 million in planning and site development funding for UNC Charlotte's next two major building priorities—a \$76.2 million research building on the Charlotte Research Institute campus and a \$68.5 million Classroom and Academic Support Complex that would be built on the site of the existing Denny Complex. The folks in the Denny Complex need not pack their boxes just yet. We'll let you know well before the wrecking ball arrives. It is, to be sure, several years away.

Based upon a six-year, \$850 million plan that prioritizes the deferred building maintenance needs of the UNC institutions, the capital budget also includes a biennial request for \$284.5 million for “repairs and renovations” (R&R); although it is unlikely that this amount will be appropriated, UNC Charlotte typically receives by formula about 5-6% of the R&R funding made available to the UNC system.

To facilitate the inclusion of as many UNC Charlotte agenda items as possible in the state's 2007-2009 biennial budget, University Relations and Community Affairs Vice Chancellor David Dunn will be resident nearly full-time in Raleigh once the long session

begins. As needed and requested by President Bowles, I will make periodic pilgrimages as well to advocate on behalf of the UNC system budget request.

Budget Re-Examination Review Committee

At my Installation in February, I announced that we would initiate a major re-examination of our budget “to determine where our dollars are invested and why; what options we might have for how those dollars are deployed and the functions they support are performed; and whether it is possible to create a prudent campus reserve and greater budget flexibility.” This is an opportune time to engage in this exercise since we recently received a healthy infusion of new enrollment increase funding as well as \$10 million in additional funds that recognize our status within the UNC system as a “doctoral, research-intensive institution.” Because these new dollars still leave us ranked 13th in the UNC system in terms of per-student funding, it is incumbent upon us to make the best use of the resources that we have. I have withheld the internal allocation of about half of these funds on a permanent basis until the budget re-examination exercise is complete.

Since early fall, my vice chancellors and I, along with the elected leadership of the Faculty Council (Meg Morgan and Rosemary Booth), Staff Organization (Steve Clifton), and Student Government Association (Ben Comstock) have been listening to presentations by our outstanding staff in Finance, Business Services, Facilities Management, and Academic Affairs to better understand the complexities of our budget. We will meet again three times this month to attempt to reach some conclusions, and then will share those conclusions and related decisions with the campus community and the Board of Trustees.

At the same time, we have been considering the implications for the campus of the final report of President Bowles’ Advisory Committee on Efficiency and Effectiveness (PACE). Even before PACE was established, we had launched a number of major studies of institutional efficiencies, including a possible overhaul of our accounts payable process and an assessment of the relative balance of centralization and decentralization that we ought to achieve in the operation of computer servers across the campus. A mid-year retreat of my Cabinet will consider how we might apply the work of the seven PACE system-wide working groups (in Academic Administration and Support; Auxiliary Services; Facilities Management; Information Technology; Construction/Leasing; Human Resources; Other Barriers) to improving campus operations.

Long Range Enrollment Planning and Mission Revision

As if she didn’t already have enough to do, our busy chief academic officer, Provost Joan Lorden, has taken on two additional assignments at my request.

First, as I indicated in my Installation address, one of the most important questions that we need to answer about the future of UNC Charlotte is how large we should expect to become. The Board of Governors’ long-range enrollment target is for UNC Charlotte to have 25,000 students by the year 2012, and that date will soon be upon

us. We need to decide now whether we should grow beyond that level to properly serve this growing metropolitan region and, if so, how such growth might be accommodated and managed through the year 2020.

Joan and a team of colleagues are reviewing mountains of data concerning demographic trends in the Charlotte region and comparison information on the educational offerings of comparator research universities located in large metropolitan regions. I expect their report in early 2007. At that point, we will assess the information and decide upon a long-range enrollment target to discuss with our Board of Trustees, and then with President Bowles and the Board of Governors. Any plan to substantially increase the enrollment of this campus will be dependent upon a commitment in principle from the UNC system to provide the faculty, staff, academic support, and physical structures and equipment necessary to accommodate that growth. Once it has been decided what our target might reasonably be, we will begin the process of revising the Long-Range Campus Master Plan to determine whether and how an enrollment of the size projected can actually be accommodated given the existing University City site, the planned Center City site, other off-campus sites, or distance learning technologies.

Joan also is leading a small group that has been charged with redrafting the campus vision and mission statements. These documents were written originally over a decade ago as part of the 1994 Campus Academic Plan. They have served us well, but in the midst of the UNC system's re-examination of campus missions and roles, this is a timely opportunity for us to re-state our unique niche within that system and our aspirations for the future. Once a draft has been produced, it will be circulated widely both on and off campus for suggested revisions before going to the Board of Trustees and then the Board of Governors for final approval.

New People

UNC Charlotte is constantly hiring new people to serve on our faculty and staff, and they are far too numerous to mention individually here. But, at the risk of offending the many by naming a few, let me highlight just some of the great people that we have attracted to our institution.

As the result of a nationwide search, Niles Sorensen joined us this summer as the new Vice Chancellor for Development and Alumni Affairs. Niles has served most recently as executive vice president for financial development for the YMCA of Greater Los Angeles. Prior to taking his post in Los Angeles, Niles served as vice president for financial development for the YMCA of Greater Charlotte. Niles' deep ties into Charlotte and his outstanding record of engaging volunteers in private fundraising provide an unparalleled opportunity to engage friends and 49er alumni in the life of UNC Charlotte. Already familiar with the region and its philanthropic community, he has hit the ground running.

Two new faculty members occupying senior distinguished professorships joined us this fall: Dr. James Studnicki, Irwin Belk Endowed Chair of Health Research, and

Dr. Jean-Claude Thill, Knight Distinguished Professor of Public Policy. Notably, we will soon add our twenty-fifth authorized professorship under the Board of Governors' Distinguished Professors Endowment Trust Fund as a result of another generous gift from Mr. Irwin Belk. The Carol Grotnes Belk Endowed Chair in Nursing will help us attract a leading educator and researcher to a senior position in the School of Nursing.

And, speaking of the School of Nursing, we are delighted to welcome the new Associate Dean and Director of the School, Dr. Lucille Travis. Prior to assuming this position, Dr. Travis served as Special Assistant to the Provost and Dean of the College of Nursing at University of Missouri-St Louis. Dr. Travis takes the helm of an excellent center of nursing education; the May 2006 graduating class of bachelor's degree recipients in nursing earned a 97% pass rate on the North Carolina registered nurse licensing exam. The graduating class of master's students in Adult and Family Nurse Practitioners earned a 100% pass rate on their American Nurses Certification Center certification exam, while the graduating class of master's students from the Nurse Anesthesia program earned a 98% pass rate on their national certification examination.

Another new member of our staff is Dr. Cynthia Wolf Johnson, who joins us as Associate Provost for Academic Services. Cindy was recruited from UNC Chapel Hill to provide leadership for a broad range of initiatives to promote student success and retention and to enrich the educational experience of all students. Existing programs that report to the new position include transition programs, learning communities, career services, university-wide honors, tutorial programs, initiatives for underrepresented students, and disability services. Cindy will also lead efforts to integrate advising programs across the campus.

Within the Division of University Relations and Community Affairs, Ashley W. Oster accepted the position as the first Director of Community Affairs in the University's history. Ashley will provide yet another level of visibility and presence in the region as she works to engage leaders in the life and growth of the University.

Catherine L. Hicks has joined the Charlotte Research Institute (CRI) as director of life science ventures. Catherine will be responsible for CRI initiatives in applied life science research, marketing, and business development. In this capacity, one of her primary roles will be directing the research partnership that has been established between UNC Charlotte and the Brain Tumor Fund for the Carolinas. Catherine is also helping CRI Director Bob Wilhelm staff the CRI office that we opened this fall at the North Carolina Research Campus in Kannapolis, the first higher-education institution to have an "on the ground" presence as part of this exciting biotechnology initiative.

Finally, in connection with opening a regional office of the North Carolina Biotechnology Center within the CRI complex in Duke Centennial Hall, we welcome back Marjorie T. Benbow as its Director. Marjorie worked for us in the UNC Charlotte Office of Technology Transfer before taking a position with WakeMed Hospital in Raleigh as their Science and Technology Officer. We're very glad to have her back.

Community Outreach and Engagement

Universities are always hubs of intellectual activity, and this fall at UNC Charlotte has been no different. Given our historic and present commitment to engaging community partners with the scholarly work of our faculty, it was gratifying to see the range of opportunities we hosted for collegial dialogue and discourse:

In September, UNC Charlotte welcomed John Hager, assistant secretary of the Office of Special Education and Rehabilitative Services in the U.S. Department of Education, who hosted a public forum on the impact of recent improvements to the Disabilities Education Improvement Act (IDEA) of 2004.

For several weeks this fall, UNC Charlotte's College of Architecture hosted two Japanese artists, Ayako Aramaki and Akira Higashi, as part of the "Force of Nature" exhibition in collaboration with Davidson College, Winthrop University, McColl Center for Visual Art, Clemson Architecture in Charleston, Halsey Institute/College of Charleston and the Sumter (S.C.) Gallery of Art.

In October, the College of Computing and Informatics (formerly the College of Information Technology) hosted the Information Security and Privacy Symposium to bring together the most prominent researchers and practitioners in the field of information security. Other supporting organizations included The Charlotte Research Institute (CRI) at UNC Charlotte, Information Technology Charlotte (ITC), NCTA (North Carolina Technology Association), and InfraGard.

Also in October, the fourth annual Conference on Charlotte's Emerging Role in Biotechnology, sponsored by the Charlotte Research Institute, attracted more than 250 people to hear from scientists, discuss investments, learn about legislative and political trends, network with individuals from the scientific and investment community, and address other hot topics.

In November, Professor Mark Clemens of the Department of Biology and his colleagues hosted medical practitioners from the region to discuss collaborative opportunities in translational medicine to improve clinical medicine and human health.

These are just a few of the events that annually bring thousands of visitors to our campus to attend conferences, athletic events, concerts, cultural exhibitions, and lectures. Indeed, this year's 31st annual International Festival, held on September 30, drew an estimated 8,500 people to tour exhibits and sample foods from more than 50 different countries.

News from Academic Affairs

The Division of Academic Affairs, which encompasses all seven of our academic colleges and the Graduate School, typically has too many initiatives, activities, and honors to be covered here. But there are a few highlights we can hit:

Fall enrollment once again established an all-time high at 21,519 students. Among the new arrivals were 2,798 freshmen, 1,906 transfers, and 1,617 new graduate students. Enrollment in our doctoral programs has grown to 535 students. And this fall we launched new Ph.D. programs in geography and urban regional analysis, business administration, and organizational science; a new master's program in ethics and applied philosophy; and new baccalaureate programs in art history, mathematics for business, and construction management. We also announced a new MBA in Sports Marketing and Management in the Belk College of Business to begin in the fall of 2007.

Faculty in all disciplines continued their active research programs. Faculty members who are able to take advantage of extramural funding sources had a particularly good year, again setting a campus record of over \$33.4 million (up from \$26.8 million in the prior year).

Three of those grants are particularly noteworthy because they represent large investments by the National Science Foundation to help address diversity concerns in higher education and at UNC Charlotte:

- The Department of Engineering Technology received a \$500,000 NSF grant for COMETS (Career Opportunities for Meritorious Engineering Technology Scholars). The project seeks to introduce engineering technology (ET) disciplines to a diverse group of high school students using hands-on activities involving robotics, bridge building, math/science tests, and research, writing, and public speaking. This project addresses a major issue facing this country: increasing diversity in science, technology, engineering and mathematics (STEM) disciplines.
- STARS (Students & Technology in Academia, Research & Service) Alliance was awarded \$2 million to increase the participation of women, under-represented minorities, and persons with disabilities in computing disciplines through multi-faceted interventions focused on the influx and progression of students from middle school through graduate school in programs that lead to computing careers. The project is led by Teresa Dahlberg, an associate professor of computer science, one of this year's winners of the Charlotte Business Journal's Diversity in Business Award.
- Provost Joan Lorden and colleagues received a five-year NSF grant of \$2.67 million for ADVANCE, an Institutional Transformation Award. Project goals are focused on the recruitment, retention, and advancement of women in STEM faculty positions and women in university-wide leadership positions. Strategies for change focus on structural reform, broad faculty awareness and engagement, and decision-maker accountability.

Research activity also continues apace in UNC Charlotte's many research centers and institutes. One of its newest, the Institute for Social Capital (ISC), recently named its

first Faculty Research Fellows and Faculty Research Scientist. They include Paul Friday, Criminal Justice; Larissa Huber, Health Behavior and Administration; Richard Lambert, Educational Leadership; Erik Porfeli, Educational Leadership; and Michael G. Turner, Criminal Justice. Suzanne Boyd, Social Work, was selected as the first Faculty Research Scientist.

As an example of their projects, Drs. Porfeli and Turner will examine the characteristics of incarcerated youth in the Mecklenburg County Juvenile Correctional facility, with an emphasis on education and career development. They will employ the database management capabilities of ISC and the access to incarcerated youth offered by the Sheriff's Department to conduct survey-based research. Such collaboration holds the potential to strengthen efforts to reduce criminal activity, to rehabilitate youthful offenders, and to reduce the rate of recidivism.

In a wide range of UNC Charlotte programs, our faculty and students continue to distinguish themselves. And while I again risk offending some because I cannot mention all of the noteworthy accomplishments, a few of our students' more recent honors make the point quite well:

Erich Moffitt (Painting and Drawing), and Shelley Sloan Lineberger (Ceramics) were two of the five finalists selected in the first state-wide juried student art exhibition held in August at the McColl Center for Visual Arts and sponsored by TIAA-CREF. More than 650 people attended the opening reception.

Cameron Young, Student Government Association Secretary for Academic Affairs, presented on the Noble Niner honor pledge, at the October annual meeting of the Center for Academic Integrity International Conference in Boulder, Colorado. The Noble Niner honor code has been developed by our student body leadership as a statement of expected personal commitments from all UNC Charlotte students.

Charles Howell, a master's student in the College of Architecture, was recognized for his dedication to improve the lives of others when he received the Nish Jamgotch Jr. Humanitarian Student Award during a campus ceremony this spring. Howell has worked diligently to create a better community through architectural design. As a volunteer for the Latin American Coalition, Howell directed a campaign to create Charlotte's first community-based Latin American Cultural and Service Center. The Nish Jamgotch Jr. Humanitarian Student Award was established and is primarily funded by Professor Emeritus Nish Jamgotch, who taught political science at the University from 1966-1993. The award carries a \$10,000 cash prize.

Finally, let me make note of some important initiatives in just one of our colleges that has implications not only for UNC Charlotte, but for all of K-12 education, particularly in Charlotte-Mecklenburg.

UNC Charlotte has responded to the intense teacher shortage in North Carolina by developing highly effective, highly responsive graduate-level licensure programs for

college graduates who wish to enter the teaching profession. College graduates from the liberal arts or second-career professionals moving from business careers or other professions offer great promise as prospective teachers—and UNC Charlotte welcomes these candidates to our programs of study. Current data from the NC Department of Public Instruction indicate that 1,248 people are now taking teacher licensure coursework at the graduate level, part of the reason that UNC Charlotte produces the second largest number of new teachers among all 47 of the higher education institutions in the state, public or private.

A new partnership between UNC Charlotte, Charlotte-Mecklenburg Schools, and *Teach for America* illustrates the power of this alternative pathway to teaching careers. *Teach for America* is a national program that recruits talented college graduates from all academic majors to a two-year commitment to teach in public schools. Recently you may have read that *Teach for America* is the charitable organization primarily benefited by the proceeds from the Wachovia Championship. The 108 *Teach for America* corps members who are currently teaching in CMS are required to complete coursework for their teaching license during their two-year assignment. The College of Education is providing that needed coursework in a program that can lead to the Master of Arts in Teaching; additionally, the College is provided targeted orientation, advising, and professional development support for corps members. CMS, through a contract with UNC Charlotte, is offering tuition support. The rigorous and relevant professional preparation at UNC Charlotte is contributing to the success of *Teach for America* corps members in CMS classrooms.

It was delightful news, then, when we heard that the College of Education received this year's Urban Impact Award from the Council of the Great City Schools, an association of the nation's largest urban school districts. This annual award recognizes a college of education which has had a positive impact on an urban school district. UNC Charlotte was recognized this year for the positive impact of our U.S. Department of Education project, *Behavior and Reading Improvement Center*, directed by Professors Bob Algozzine, Nancy Cooke, and Richard White. CMS Superintendent Peter Gorman, Dean Mary Lynne Calhoun, and Dr. White accepted the award in San Diego on October 27.

Development and Alumni Activities

As noted above, with Niles Sorensen having joined us as Vice Chancellor for Development and Alumni Affairs, we are moving ahead with a comprehensive agenda to strengthen our private fundraising and alumni relationships over the next several years.

We established a solid base for that future with the conclusion of the first year of fundraising after the conclusion of the \$116 million "It Takes A Gift" Campaign that ended last year under the leadership of Chancellor Jim Woodward and Campaign Chair Smoky Bissell. A fear among fundraisers is that the conclusion of a major campaign will be followed by a large dip in fundraising in the first year thereafter. Not so with UNC Charlotte. Private gifts and pledges as of June 30, 2006, amounted to \$18.2 million, the

most successful year outside of a campaign year. Kudos are due to Associate Vice Chancellor Laura Simic, the members of her staff in the Office of Development, and to our hardworking deans and college development officers for maintaining the momentum of private giving established during the campaign. In the upcoming year, we will expand our workforce in college development by adding a development director to serve the College of Computing and Informatics, and another to support fundraising by Atkins Library and the Graduate School. We anticipate having these two new colleagues on board early in the new year.

It should be noted also that the Charlotte Chapter of the Association of Fundraising Professionals recently named Laura as their Outstanding Fundraising Executive of the Year for her work with UNC Charlotte and United Family Services. Congratulations, Laura!

Parallel to the excellent work of our professional staff, we have been working to strengthen the base of volunteer support that we have always enjoyed on the UNC Charlotte Foundation Board. Our goal over the last several months has been to recruit new members of the Board who could play meaningful volunteer roles in the new committee structure of the Foundation, approved last spring through major amendments to the Foundation's by-laws. We have placed particular emphasis upon finding individuals with a clear commitment to UNC Charlotte and a willingness to dedicate their time (and maybe even a bit of their treasure) to one or more of the many critical functions that a volunteer fundraising organization must perform, whether it might be donor identification, stewardship and solicitation; governance and board development; financial oversight; or the promotion of ethical decision-making and public responsibility.

With some excellent work by Michael Marsicano, President of the Foundation for the Carolinas and chairman of the UNC Charlotte Foundation Governance Committee, thirteen new members were elected to the Foundation Board at its October meeting. The new members include: Henry Atkins, Manager, Atkins Properties, LLC; Smoky Bissell, Chairman, the Bissell Companies; Dennis Bunker, Bunker Land Group, LLC; Mark Doughton, President, Carolina Logistics Services, Inc.; Carol Douglas, financial consultant, Merrill Lynch & Co.; Suzanne Freeman, president, Carolinas Medical Center; Steve Hall, President/owner, Signature Sports Group; Demond Martin, Consultant, Arthur Andersen & Co. LLP; Ted Rast, Attorney, Moore & Van Allen, PLLC; Patricia Rodgers, President, Rodgers Builders, Inc.; Mary Ann Rouse, Vice President of Financial Services, Carolinas HealthCare System; Lynne Safrit, President, Atlantic American Properties, Inc.; and Dr. Jeffrey West, a dentist in private practice.. Notably, for the first time in its history, the Foundation Board now includes among its members a significant number of graduates of UNC Charlotte. In fact, 16 of the 39 members of the Board claim UNC Charlotte as their alma mater.

In addition to working with the reconstituted Foundation Board, one of Niles' most important tasks is to lead a national search for the permanent Director of the UNC Charlotte Alumni Affairs Office. The search committee includes: Joe Hanel, Robyn Massey and Karen Simpson, all from the Alumni Board and Association; Brian Cutler

and Joel Gallegos, representing Academic Affairs; Sharon Harrington and Stacie Young, from the Office of University Development; Michael Hummer, Director of the Athletic Foundation; and Jacob Owen, Chief of Staff for the Student Body President. The committee expects to begin reviewing nominations and applications in January, prior to conducting campus interviews of finalists. Niles hopes to name a permanent Director by mid-February.

We have continued this fall with the alumni outreach activities begun last year. In-state alumni receptions have already been held or scheduled in Lexington and Raleigh. Atlantic 10 basketball games in Philadelphia and Washington, D.C. will give us an opportunity to meet alumni in those cities. A spring trip to Atlanta is also being planned.

Finally, we had a wonderful evening in the new Harris Alumni Center on November 11 to honor the 2006 Distinguished Alumnus, David Taylor, Sr.; three inductees into the Alumni Hall of Fame: Ted Alexander, Greg Davis and Steve Hall; and Distinguished Young Alumnus, Clay Aiken. Interim Alumni Affairs Director Nick McEntire and his staff did a spectacular job of arranging a fantastic celebration in the new surroundings. Our honorees, along with their family and friends, really seemed to enjoy themselves amidst more than 190 other guests who toured the facility and sampled from the food, beverage, and dessert stations located in the major rooms. Although specific guidelines and policies for the use of the building are still under development by a committee of Alumni Association Board members and University staff, it is expected that the Center will soon be available for a variety of University and alumni-related functions.

In Conclusion...

Well, that's about it. Lisa and I wish all of you a wonderful holiday season in the company of family, friends, and colleagues. We hope to catch a little "down time" ourselves, but first things first. On Saturday, December 16, I expect to shake the hands of more than 2,400 students who will receive their degrees at our winter commencement ceremonies.

Until then, *Go Niners!*

Cordially,



Philip L. Dubois
Chancellor

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