January 7, 2011

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

Re: Update on Current Issues and Activities

Dear Colleagues:

Welcome to 2011! As we welcome the New Year, I hope that you enjoyed the holiday season in the company of family and friends and are now able to settle in for what I hope is a “good read” on what is happening at UNC Charlotte. At the very least, this is an effective, non-prescription treatment for insomnia.

As always, if you want additional detail on any specific item mentioned in this newsletter, please feel free to contact my assistant, Donna Brady (dcbrady@uncc.edu). You may also find the Chancellor’s Outbox as another useful information source: http://www.administration.uncc.edu/chancellor/outbox.html.

A Productive 2010

I don’t want to look too far ahead into 2011 without noting that 2010 was, in many ways, another historic year for this institution. For the 14th consecutive year, the University has set a record mark for total enrollment—25,063 students. The 2,985 freshmen who joined us in the fall of 2010 posted higher average SAT scores and higher average GPAs than any class in the past five years. We admitted and welcomed our inaugural class of Levine Scholars who joined us in a highly selective admissions process that attracted nearly 1,500 applicants for 15 scholarships. New academic programs approved for offering brought our totals to 93 baccalaureate, 62 master’s, and 18 doctoral programs. Degree production at the doctoral level hit an all-time high of 95 students, with nearly 800 enrolled doctoral-level students. Our 19th doctoral program (in Bioinformatics and Computational Biology) awaits final consideration by the system Board of Governors, while others are in various stages of development. A wide variety of academic programs and members of our academic community earned distinctions and honors, some of which will be detailed later in this newsletter.

This past year also saw the selection of the first alumnus ever to serve as chair of our Board of Trustees. Mr. Eugene Johnson, a 1973 graduate of our outstanding program in Accounting and former chairman and CEO of FairPoint Communications, was selected unanimously by his fellow Board members to help lead the University through what promises to be an exciting and challenging year. Gene accepted the position after Dr. Ruth Shaw, who completed three full years as chair and had served as a trustee for more than a decade in two different tours of duty, graciously accepted our invitation for her to serve as chair of the UNC Charlotte Foundation Board. And, as many of you know, Ruth succeeds Mac Everett as Foundation Board chair, another selfless volunteer servant of the University, with more than a
decade of service as a trustee, three years as chair, and two years as Foundation Board chair. UNC Charlotte would not be the institution it has become without the guidance and support of people like Gene, Ruth, and Mac (and many, many others) who have volunteered their time to build North Carolina’s urban research university and the Charlotte region’s only four-year public higher educational institution.

Change and Challenges for 2011

As we close 2010 and look ahead to 2011, we look forward both to many more positive events and, in these continuing troubled economic times, our fair share of challenges.

First and foremost, we welcome Tom Ross, former president of Davidson College and an individual with a long record of public service in North Carolina, as the incoming president of the UNC system. As he has done over his entire career, Tom will bring thoughtful leadership and enormous personal integrity to what I think could be considered one of the state’s most important (and difficult) jobs. We have had an outstanding partnership with Davidson College in the creation of the Charlotte Teachers Institute, so I’m delighted that he has agreed to focus his considerable intellect and energy on our outstanding university system. I hope you, too, will have the opportunity to get to know Tom as he sets about the task of getting to know our 17 system institutions. His first “official” visit to the campus will be on April 20 when we hope to introduce him to faculty, staff, and students, and to give him a brief overview of the opportunities that exist for the further development of UNC Charlotte. Lisa and I will also host a reception at Bissell House to introduce Tom to key local community leaders.

I can’t leave the subject of the UNC system presidency without offering my personal thanks to President-Emeritus Erskine Bowles who completed his five-year tenure on December 31. Quite apart from his many important contributions to the system, including the development of “UNC Tomorrow” as the blueprint for the University’s future service to the state and work to strengthen and streamline its business operations, Erskine was critical to the achievement of many key UNC Charlotte initiatives, including our continuing enrollment growth, the addition of several new academic programs, construction of the Center City Facility and the Energy Production and Infrastructure Center (EPIC), the acquisition of $5 million in additional state dollars to fund the EPIC program, and development of our intercollegiate football program. Erskine has pledged that, after a brief vacation, he will make himself available in whatever ways we think appropriate for the further development of UNC Charlotte. We plan to take him up on his offer!

We recognize that this will be a year of enormous fiscal difficulties, with the current state budget deficit for Fiscal Year 2012 (beginning July 1, 2011) possibly exceeding $3.7 billion. If that deficit is closed through budget reductions alone and no new revenue-producing measures are enacted, all state agency and institutional budgets would need to be reduced by almost 19.5%. Moreover, some parts of the state budget are not discretionary and could require the shift of reductions to some agencies, including the University, at even higher levels.

We stand ready to work with President Ross, Governor Perdue, and the members of the General Assembly to grapple with the largest budget deficit since the Great Depression.
The UNC system has been acknowledged for decades as a great investment in the future of North Carolina, and we are confident that public officials at all levels of government will continue to recognize this.

Indeed, the concerns of state and University leaders about the state’s ability to close the deficit in the next fiscal year have led to recent directives to us to curb current-year spending of our state appropriation by 2.5% in addition to the 1% reduction ordered last fall. (In the case of UNC Charlotte, this total current-year 3.5% “reversion” amounts to over $7 million). As a result of our advance planning, we are able to manage this additional reversion without draconian spending restrictions. However, we have set in place procedures to limit hiring to “critical positions.” These procedures are outlined on the Business Affairs website at http://businessaffairs.uncc.edu/vice-chancellor-for-business-affairs/budget-news.

The size of the deficit has also led the UNC General Administration to set higher planning targets for permanent reduction of the University’s budget for next year, Fiscal Year 2012. Previously, based on consultations with the Governor’s Office and the Office of State Budget and Management, President Bowles had advised campuses to plan for permanent budget cuts that could approach 10% of our state appropriations. In our case, that amounts to almost $20.8 million. In the last week of the semester prior to the holidays, President Bowles and President-Elect Ross advised us to develop plans for 15% reductions (i.e., a reduction of more $31.2 million at UNC Charlotte).

I cannot state with sufficient clarity how very damaging such reductions would be to the University as a whole and to this growing campus in particular. Under our 10% reduction plan, we would permanently lose nearly 120 faculty positions and 85 staff. These budget reductions affect all areas of the university, including admissions, student financial aid, student/faculty ratios, availability of courses to support students’ timely progress toward degree completion, academic and career advising, personal counseling, the provision of classroom/laboratory supplies and equipment, and daily operational support for the work of the faculty and staff. They also seriously hamstring our ability to ensure compliance with the myriad of federal and state laws, rules and regulations that govern the University’s financial, environmental, and research operations, and ensure campus safety and security.

As I have explained to our Trustees and our faculty and staff, we have been able to limit the loss of current jobs by carefully managing our funds received for enrollment growth and trying to absorb the consequences of enlarged class sizes, fewer sections, and overtaxed advisers and administrative staff. But, with cuts at the 10% level, we would experience average class sizes increase from nearly 40 students to more than 57, and a loss of nearly 480 classes and approximately 19,000 classroom seats. Loss of these dollars on a permanent basis would completely eliminate any opportunity to add back positions in key departments that provide essential services for students and would further exacerbate workload problems, including a 39.5% increase in the number of calls being handled by each staff member in Student Financial Aid and a 58.1% increase in our call center volume since 2008-09. These kinds of reductions are not sustainable and would, in all probability, require us to reduce admissions and enrollment over time to an appropriate level. That would be a tragedy for currently enrolled high school and transfer students who aspire to a University-level education and who are essential to meet the future workforce needs of the region as it emerges from the recession.
A possible reduction of 15% to be imposed as early as Fiscal Year 2012 is even more ominous in terms of its consequences. My Cabinet and our Budget Council will be meeting in the next week to review our options.

Of course, increases in the level of tuition charged students would help generate some revenue to mitigate partially the budget reductions we would have to sustain. But a tuition increase of 6.5%—the maximum permitted under the current Board of Governors’ tuition policy unless waived by the Board itself—would generate just under $6 million for UNC Charlotte. As required by the Board of Governors’ policy, allocating 25% of those dollars directly for student financial aid would produce just $4.5 million to help offset any mandated budget reductions.

We will consult closely with our faculty, staff, and student leadership about how best to approach making reductions of this magnitude. As noted above, as we navigate this fluid and uncertain period, my senior leadership team will communicate as consistently and transparently as possible to our University community and other key constituents.

Administrative Consolidation/New Voice Representing Us in Raleigh

Late last spring with the departure of Vice Chancellor David Dunn to take a senior position with Compass Group, I began a review of my Cabinet structure and the Division of University Relations and Community Affairs. That review, led by former Wachovia executive Shannon McFayden, resulted in my decision to consolidate the administrative leadership for URCA and the existing Division of Development and Alumni Affairs. Accordingly, I have asked Vice Chancellor Niles Sorensen to serve as the leader for a single Division of University Advancement. In addition to his duties as Vice Chancellor for Development and Alumni Affairs, Niles has been serving very effectively in an interim capacity with URCA since last spring. Through observation over time, with support from the McFayden analysis and input from the staff, I became convinced that this was a golden opportunity to achieve better results with our limited resources.

Niles will continue to serve on my Cabinet. The new Division of University Advancement is effective as of January 1, 2011.

As we negotiate the difficult budgetary environment in Raleigh this year, it will be important to have effective representation in the General Assembly. Complementing the work of President Ross and his staff on behalf of UNC Charlotte will be Betty (Turner) Doster, the new Special Assistant to the Chancellor for Constituent Relations. Betty’s position encompasses strengthening relationships with the full range of the state, regional, and local governmental and non-governmental organizations that interact with the University. She will serve as a member of my Cabinet.

Betty comes to us after nine years at the Bank of America as a senior vice president and the bank’s legislative regional director. Before joining the bank in 2001, she served for several years as senior vice president for public affairs at Springs Industries in Ft. Mill, S.C., and before that as public affairs director with Coca-Cola Bottling Co., Consolidated in
Charlotte. Betty is a true professional and widely respected by public officials regardless of party affiliation and among community leaders.

Although Betty has been working for others over the years, UNC Charlotte is not unfamiliar to her. In the early 1990s she helped advocate to the General Assembly in seeking doctoral programs for the University, and later the bioinformatics program, the Energy Production and Infrastructure Center, the Center City Building, and funding for lateral entry for teachers. She has also served on our Athletic Foundation Board.


Although the current fiscal environment certainly poses a set of challenges for us, we cannot afford to allow the state’s finances to bring our forward movement to a halt. More than ever, it is important for us to have clearly defined campus wide goals that will help us make difficult decisions required to weather the recession and to identify key strategies to achieve those goals over the next five years.

Under normal planning schedules, our five-year “Institutional Plan” would have been revised a couple of years ago. However, the effort to develop a system-wide blueprint for UNC, “UNC Tomorrow,” brought campus-based planning efforts to a temporary halt. With “UNC Tomorrow” now in place, it is appropriate for UNC Charlotte to assess its next immediate steps.

Considerable work has already been accomplished in developing the 2011-2016 plan (which would go into effect on July 1, 2011, and run through June 30, 2016). A draft of our planning assumptions as well as our initial draft of institutional goals and strategies are available for your review in the Chancellor’s Outbox (third section from the top) at http://administration.uncc.edu/chancellor/outbox.html. Comments may be sent directly to me via email or via letter. We expect the final plan to be reviewed and approved by the Board of Trustees by early fall of this year.

Capital Construction and Planning for the Future

Despite the economic downturn, we have been fortunate to continue improvements to our campus with capital construction that was funded by the General Assembly prior to the full weight of the recession being felt or are being funded from non-state funds, including student fees. Although the outlook is not bright for funding new academic buildings with state appropriations until the economy rebounds, we continue to grow our campus and our programs with previously authorized projects and new revenue-supported capital projects.

- **Center City Building**: Drive by 9th and Brevard Streets in Center City Charlotte and you will find this iconic, 11-story building has taken shape quite nicely. (Footnote: The building actually has 13 floors, including a basement service area and catering kitchen and a rooftop location for building equipment. I’m told by the gurus of construction that we should call this an 11-story building. There are rules for everything, I guess!). The building houses 25 classrooms of various sizes, the urban design architecture studio, one public auditorium that will seat 100 persons and a second to seat 300, an art gallery, a bookstore, an Einstein Bros. Bagels café, and
some very dramatic views of the Center City skyline. The 18,000-square-foot outdoor plaza will blend into the First Ward Park that will begin construction next year. Construction is on schedule, the project is within budget, and we will be open for classes beginning with Fall Semester 2011. We have recently completed the hiring for the Director of this new facility. Jerald Coughter, who has been serving as Campus Executive Officer of George Mason University’s campus in Loudoun County, Virginia, since 2007, will assume this role effective February 1.

- **EPIC Building**: The fourth building to enter the construction phase on the Charlotte Research Institute side of campus is the Energy Production and Infrastructure Center (EPIC). EPIC is one of this campus’ most exciting initiatives, undertaken in partnership with industry partners to enlarge the supply of power engineers prepared to meet the energy needs of the future from traditional, nuclear, and alternative energy sources. The building will also house the departments of Civil & Environmental Engineering and Electrical & Computer Engineering in a collaborative, state-of-the-art teaching and research facility. Construction is well along on this 196,000-square-foot facility. Walls are being closed in and brick is starting to go up on the exterior. We anticipate completion of the building in January 2012.

- **New Student Housing**: Construction is coming along on Phase IX of our student housing. Tentatively dubbed Spruce Hall, this 431-bed residence hall is adjacent to Laurel and Lynch Halls on the corner of Cameron Boulevard. The project is on schedule and in budget aiming toward an opening for Fall Semester, 2011. We have started design on the next two residence halls to be built, one adjacent to Phase IX on Parking Lot 22 and one to be built over in the new “South Village” residence area near the existing high rise residence halls. Both of those facilities are scheduled for opening in the Fall Semester of 2013. The “South Village,” envisioned as a living and learning community for lower division students, will eventually enlarge the campus supply of student housing by 1,200 new beds. Of course we may find it necessary to modify or slow this work if economic conditions dictate a reduction in our pace of enrollment growth. All residence halls and related dining services are paid on debt instruments financed through the assessment of rental and dining charges to the students using those facilities.

- **New Recreation Fields**: Construction is moving rapidly on the new artificial turf recreation fields sited across John Kirk Boulevard from the Greek Village. This 24-acre site is being developed into a multi-use, multi-field complex including lights, a 1,600-square-foot restroom/storage facility, and parking. Plans call for the recreation fields to be ready for use in the spring of 2011. These facilities are paid from an existing student fee that pays for the support of intramural sports and campus recreation services.

- **PORTAL Building**: The design development is complete and under review by the State Construction Office for the 90,000-square-foot Partnership, Outreach, and Research for Accelerated Learning (PORTAL) Building. It will support a myriad of research, technology transfer, and economic development initiatives and will move functions housed in the existing Ben Craig Center located in the University Research Park on to the main campus. We envision PORTAL as an industry incubator that will
facilitate private partnerships throughout the region. Construction is anticipated to begin in 2011 with completion scheduled for 2013.

- **Motorsports Building II:** Bids on this 13,500-square-foot hands-on teaching facility were received in September, and we anticipate breaking ground before the end of the year. This building will sit across the street from the existing Kulwicki Motorsports Laboratory adjacent to Duke Centennial Hall. The space will include offices, computer labs, meeting rooms, and an extensive shop area where students feel as if they are working in a true-to-life NASCAR shop.

- **Football Complex:** Design is proceeding nicely on the $45.3 million football stadium and associated support facilities. Relocation of recreation fields 8 & 9 is the first phase of the project. These fields will be moved to an expanded Field 6 above Wachovia Field House, which will include artificial turf to increase field availability. Work on this phase should begin this month. We plan to break ground on the 15,000-seat stadium, the field house, and the practice fields in April. As widely discussed in the publicity surrounding the addition of football at UNC Charlotte, construction funding for football is being paid for through a student debt service fee approved by the Board of Trustees and Board of Governors last year.

- **New Tennis Facility:** This project will provide a top-of-the-line intercollegiate tennis facility which also will be used for recreation and physical education. The old courts are currently being replaced, and 12 state-of-the-art competition courts will open early this year. Construction of a building that will include seating for 246 spectators will take place shortly. Funding has been supplied through a generous gift from Trustee Dale Halton, supplemented with some campus funds. Once completed, it will be known as the Halton-Wagner Tennis Complex, named after Dale and her husband, Fred Wagner.

- **Greenway:** The portion of the County Greenway that runs through campus is nearing completion. This path connects to the existing portion of the Greenway near Mallard Creek Church Road and follows Toby Creek through campus to a road crossing at University City Boulevard and Harris Boulevard. Constructed by Mecklenburg County Park and Recreation, the Greenway provides a wonderful connection to the natural environment which is such an important and unique part of our campus. Lisa and I regularly walk the Greenway on the weekends; it’s a stunning way to get some exercise.

- **Prospector Renovation:** Renovation of the old bookstore is well under way at this writing, as those of you who dine in the Gold Room are well aware. The jack hammers and construction dust have been almost constant in that area of campus for the last month. The plan is to turn the old book store area into a beautiful food service and dining area which will include a large Chic-fil-a. The renovation also includes an expanded mail service area, as well as replacement of the “concrete bunker” look on the exterior with a brick façade and outdoor seating areas. Look for a grand opening in the late spring. Dining revenues reserved for repairs and renovations are paying for this project.
New Parking Capacity: Any growing campus requires additional parking and we’re no different. What may be different from past attempts to address parking needs is that we have committed to a strategy that focuses on using parking structures located more on the periphery of the campus and that will complement the shuttle service developed a few years ago to move people from their cars to the interior of the campus. The downside of this approach is that parking decks are much more expensive to construct than surface parking lots and we are required to charge users (permit holders and daily visitors) to offset the costs of construction and operations. (Contrary to a widespread campus myth, we do not benefit directly from the issuance of parking citations; 80% of those revenues go to the public schools while we keep 20% to offset a small portion but not all costs of enforcement.)

In any event, two new decks are in development. One on the campus of the Charlotte Research Institute on the west side of campus will create 1,347 spaces near the EPIC building, and a short walk from other buildings on the CRI campus. The deck’s location will allow for easy access to North Tryon via a new campus entrance at J.W. Clay Boulevard. This new entrance will open with completion of the deck. A second parking deck with 1,173 spaces is under construction on the north side of Cameron Boulevard near the Facilities Management/Police building. This deck will primarily serve students who will live in the new residence halls IX and X as well as Laurel, Lynch, and Witherspoon Halls. The intent is to open this deck with 1,000 parking spaces at the same time we occupy Phase IX next fall. The CRI deck will also serve as a parking area for the football stadium.

Capital Renewal

The economic downturn and resulting state budget crisis have brought renewed understanding in state government that we have to do a better job of maintaining and modernizing our existing infrastructure. While we hope that this understanding will result in increased repair and renovation funding from the state, we recognize that state support is never enough to keep our existing facilities from degrading. With that in mind, we have been applying resources to attack this problem.

Over the past couple of years, we began the modernization of the Kennedy Building, and plans are in place to modernize the Colvard Building and Atkins Library. These modernizations are “slow going” because we can only apply limited resources to this effort annually. We recently revitalized and repurposed spaces in the Cone Center to house the Honors Program, the Levine Scholars Program, and the Center for Graduate Life, and have created modern office spaces for several administrative units. The first floor of Fretwell Building has been revitalized with fresh paint, new carpet, and new furniture in the classrooms and lobby area. Plans are under way to make similar improvements in Rowe and Storrs. In addition, we have an energy performance contract in process, which will reduce energy consumption by replacing old, inefficient lighting, heating, and air conditioning equipment in a number of older campus buildings.

Unfortunately, two very important projects are “on hold” as a result of limited state appropriations for capital construction and renovation. Two years ago, we were approved to receive a modest amount of funding ($2.4 million) from the General Assembly to plan a new
modern Science Building. The planned $120M facility will incorporate state-of-the-art laboratory and offices for several of our science departments, including Chemistry and Physics, and will be located on the parking lot next to the Student Union.

Completion and occupancy of the new Science Building will allow for the renovation of and an addition to the existing Burson Building. Our analysis is that Burson cannot be cost-effectively renovated to support modern science instruction and research. However, the structure of the building is sound and it can be renovated to serve other campus needs. The project, with an estimated cost of $67.6M, will provide general instructional space.

None of this can happen, however, until the state’s finances improve or alternative financing approaches are proposed. Our initial allocation of planning funds was never funded by the state as a result of the state’s budget problems. Looking ahead, the University of North Carolina system budget contains no new capital construction funding for the next biennium and only planning funds are being requested for the second year of the FY 2011-2013 budget. We are hopeful that some planning funds in the upcoming session of the General Assembly can be obtained so that our capital expansion can be continued.

As you can see, the face of the campus continues to change at a rapid pace. Our new Campus Master Plan, which was approved by the Board of Trustees last year, provides the map for our future growth. If you are interested in learning more about the Master Plan, the final version is available at [http://masterplan.uncc.edu/](http://masterplan.uncc.edu/).

Academic Programs and Collaborations

Several exciting new academic initiatives, including programs and partnerships, have been developed or approved since my last newsletter.

UNC Charlotte has enrolled our first Foreign Fulbright Students. Three international students chose to attend the University through the Fulbright Foreign Student Program sponsored by the U. S. Department of State and the Bureau of Educational and Cultural Affairs. The Fulbright Program brings citizens from around the world to the United States for graduate study and research. Yudo Anggoro (Indonesia), Maram Al Bastaki (Bahrain), and Dirk Feldrappe (Germany) are among more than 1,800 new Foreign Fulbright Fellows enrolled in U.S. academic programs each year.

UNC Charlotte will join a select group of colleges and universities as a participant in *General Education for a Global Century*, a curriculum and faculty development project that is part of the Association of American Colleges & Universities “Shared Futures” initiative. The University will revise our general education curriculum to better equip our students with the skills and knowledge essential for socially responsible citizenship. More than 140 institutions applied to the initiative; 32 were chosen. The initiative is funded by the Henry Luce Foundation.

The University is partnering with the Foundation For The Carolinas (FFTC), Charlotte-Mecklenburg Schools, Central Piedmont Community College, and Communities In Schools in a project funded by The Bill & Melinda Gates Foundation and MDC, a nonprofit organization dedicated to expanding opportunity and reducing poverty. Gates selected
Charlotte as one of four cities to participate in the *Partners for Postsecondary Success* initiative as part of a national effort to improve postsecondary completion rates among low-income young adults. The Gates Foundation awarded the $77,625 grant to FTTC to lead a community partnership of local organizations. The partnership will examine historical barriers to postsecondary degree and professional certification completion within the community, and work to identify solutions to connect more young people to gainful employment.

In a separate but related initiative, UNC Charlotte has been selected as one of just five institutions nationally to receive a grant from the American Association of State Colleges and Universities (AASCU) to develop a program that will lead to the award of an academic minor in Urban Education. Through coursework and in-school experiences, the minor will equip future urban teachers to understand the complex context of urban schools; the strengths and capabilities of urban children; community factors that affect school performance; and the implications of public policy on our K-12 public schools. The minor will offer students an opportunity to explore service learning as a pedagogy, resulting in service learning experiences in urban settings. The minor will be developed collaboratively by our College of Education, College of Liberal Arts & Sciences, and CMS.

After the minor is implemented, AASCU will provide information about UNC Charlotte’s model to its 400+ member institutions, which collectively prepare almost 60% of America’s teachers.

We will be meeting with CMS Superintendent Peter Gorman and his staff early in February to discuss potential joint collaborative efforts to strengthen the induction of new teachers. Research clearly demonstrates that these teachers are most at risk for attrition from the profession and most in need of early-career mentoring and support. These new initiatives complement a long list of existing programs to support CMS teachers, including the professional development schools staffed by our College of Education and the Charlotte Teachers Institute, a partnership with Davidson College and CMS. UNC Charlotte now produces the second largest number of teachers among all institutions—public or private—in North Carolina. We want to do what we can to ensure that they are successful after they leave our doors.

UNC Charlotte proudly hosted its first Children’s Defense Fund Freedom School during the summer of 2010 in collaboration with Freedom School Partners, Inc. and Charlotte-Mecklenburg Schools. The Freedom Schools program provides summer and after-school enrichment that helps children fall in love with reading, increases their self-esteem, and generates more positive attitudes toward learning. At UNC Charlotte, the Freedom School program brought together the resources and talents of the University with the energy and enthusiasm of 52 Freedom School Scholars — all students in grades K-8 from CMS schools.

The Center for Graduate Life (CGL), a new initiative funded by Academic Affairs and the Graduate School, will give the growing graduate student population a place to call their own. Two years in the making, the CGL opened in August in a renovated part of the Cone Center. As UNC Charlotte’s graduate student population grows, the CGL will be there to support students with professional development programs, teaching assistance, writing support, and opportunities for interdisciplinary interaction and learning.
Extended Academic Programs, in collaboration with the Fire Safety Engineering Technology Program, held the fourth annual Fire and Rescue Management Institute. Each year, the Institute attracts 35-40 current administrators, directors, training officers, and future leaders in the field of fire and rescue, who meet over a seven-month period to develop their skills in leadership, management, strategic planning, and communication. This continuing education program attracts participants from city, county, and volunteer fire departments throughout the state of North Carolina and surrounding states, including South Carolina, Tennessee, and Virginia.

UNC Charlotte and Bank of America have launched an innovative new program for the next generation of knowledge workers. The Bank of America Applied Technology Program (ATP) is designed to give students the opportunity to work for the bank while pursuing their undergraduate degrees. The 17-month program provides students studying technology and business the means to gain real world experience in the financial services industry. The ATP is offered to high achieving students of technology and business in their junior and senior years and includes education and work experience. The program was developed jointly by the College of Computing and Informatics and Bank of America and expanded to include the Belk College of Business. I was pleased to learn recently that the ATP program has posted strong results thus far. Of the nine students initially admitted to the pilot program, the Bank has extended offers of permanent employment to six students who will be graduating in spring 2011 (while two other students decided to attend graduate school). In the full launch of the ATP program in January 2011, 18 additional students have accepted offers to join the program.

The College of Education is celebrating its 40th anniversary with a fundraising campaign and a number of special events. The year-long celebration will include events that will take place throughout 2011 with invitations being extended to alumni groups from Boston to Atlanta and throughout North Carolina. Presentations by college leaders and local alumni will provide updates on activities at the college. To learn more about Looking Forward: the Campaign for the College of Education, visit http://lookingforward.uncc.edu/.

Development and Alumni Affairs

I mentioned earlier that Ruth Shaw has continued her valued service to the University in a new capacity. In September, Ruth transitioned from her three-year tenure as chair of our Board of Trustees to chair of the UNC Charlotte Foundation Board. Ruth offered leadership throughout the Trustees’ decision-making process on the football question. Ruth’s collaborative and deliberate approach ensured that our Trustees heard every voice on the question. As Board Chair, Ruth has also offered wise and considerate counsel during the past two years of state-wide fiscal crisis. While we will certainly miss Ruth’s leadership as a Trustee, she leaves us in the excellent hands of Gene Johnson.

Ruth is stepping into the role of Foundation Board chair at an important juncture in the Foundation’s history. She will preside over the implementation of the Foundation’s first five-year strategic plan. Led by a Board Committee chaired by Marc Horgan, ’93, and consisting of Mark Doughton, ’80, John McArthur, ’67, and Rebecca Whitener, ‘74, the Foundation Board spent nearly a year in intensive conversation about its goals and how it can best support
UNC Charlotte’s mission. The plan calls for the Foundation to raise $100,000,000 over the next five years to support four major goals:

- To increase the availability of need-based aid to qualified undergraduate and graduate students;
- To increase the number of merit-based scholarships and programs at the undergraduate and graduate levels;
- To provide the necessary financial support to recruit and retain prominent faculty and to develop academic programs of regional and national distinction; and
- To increase the connection and engagement of students, faculty, staff, and alumni with community needs and opportunities.

In the context of the State’s fiscal situation, the Foundation’s focus on access and academic excellence will make an enormous difference for the future of UNC Charlotte.

Our alumni will be important to the success of the Foundation efforts. We continue to strengthen our efforts to engage them in the life of the University. The Alumni Association has completed a busy fall calendar of events and programming. Highlights include:

- **New Alumni Association Leadership:** The Alumni Association welcomed a new generation of leaders in the summer of 2010. The Association’s new officers are: Gregory S. Ross, ’88, President; F. David Causey, ’83, President-Elect; Brett Keeter, ’99, Vice-President; Tina McEntire, ’91, ’95, Secretary; and Terrence A. Hawkins, ’04, Treasurer.

- **New Alumni Chapters:** The Alumni Association added two new chapters in the fall of 2010. The School of Nursing Alumni Chapter has already held a well-attended reunion to celebrate its founding, while the new Teaching Fellows Chapter plans an initial event in February during Homecoming 2011. A total of six alumni chapters have been established since the Association identified chapter development as a key strategic initiative in 2008.

- **Black Alumni Chapter Event:** The BAC sponsored an exceptionally successful event at the Harvey B. Gantt Center for African-American Arts & Culture in Center City Charlotte. The reception was attended by more than 130 alumni and friends, and former Charlotte Mayor Harvey Gantt. The BAC also co-sponsored the 2nd Annual Bertha Maxwell Roddey Distinguished Africana Studies lecture.

- **Triad Chapter Reception:** Nearly 200 alumni and prospective students/parents attended the annual Triad Chapter Reception at Childress Vineyards in Lexington. UNC Charlotte basketball coaches Alan Major and Karen Aston spoke to the enthusiastic audience about each team’s respective outlook for the 2010-11 season. I was there as well and spoke to the gathering about some of the recent successes of the University; I was also wine-taster-in-chief.
• **TIAA-CREF Golf Classic:** Seventy golfers played in the 12th Annual Alumni Association Golf Classic, sponsored by TIAA-CREF at the Pine Island Country Club. The annual golf outing raises funds for the Dr. Greg Davis Need-based Scholarship Program. The Association also administers a merit-based scholarship program, and the two combined programs are expected to award more than $30,000 in scholarships this fiscal year.

• **All Greek Reunion:** The Association held its first-ever All Greek Reunion in October following the annual 4.NINER K Run/Walk. The reunion was held on the site of the soon-to-be-constructed football stadium. We plan to designate an October weekend for similar alumni reunions each year, in anticipation of football in the fall of 2013.

**Intercollegiate Athletics**

An exciting and extremely successful fall sports season is now in the record books, and we look forward to great things from our track and field, softball, baseball, and golf programs during the spring.

**Football Program Update:** UNC Charlotte cleared the final hurdle in its quest to add our football program this past summer when the General Assembly approved the University’s non-appropriated capital budget, which included the approval of the issuance of debt for construction of the football complex as well as other construction projects on campus. Groundbreaking is now scheduled for April 28, 2011; the hiring process for a head coach began this week and we hope to have that individual identified in time for the groundbreaking. Right now, it’s full speed ahead with our efforts to sell Forty Niner seat-licenses (FSLs), a critical component of our overall fundraising strategy to support football. For more information on how to purchase your FSL, please visit [http://www.charlotte49erfootball.com/monthly-payment.html](http://www.charlotte49erfootball.com/monthly-payment.html). Our first home game is slated for August 31, 2013, against Campbell University in our campus stadium, and we’ve added a second home contest to the schedule — Gardner-Webb, October 5. Efforts to secure a conference affiliation for football are continuing.

**Coach Major’s Inaugural Season:** Head basketball coach Alan Major took over the helm of the men’s team as the 49ers celebrate 15 years of play in Halton Arena. Women’s head coach Karen Aston looks to lead the women to their school-record ninth straight post-season appearance. For full schedules, including TV listings, go to [www.charlotte49ers.com](http://www.charlotte49ers.com).

**Dig Pink:** With the help of the community, the UNC Charlotte women’s volleyball program raised $10,000 for the Dig Pink campaign for breast cancer research. Since the 2002 season, the team has been raising money for breast cancer research via an October home match coinciding with National Breast Cancer Awareness Month.

**Soccer Resurgence:** With victories over Clemson and Wake Forest preceding an eight-game winning streak, the men’s soccer team returned to the national rankings, peaking at No. 16 in the National Soccer Coaches Association of America poll. In addition, the team found themselves atop the Atlantic 10 Conference standings heading into the final week of the season. Since head coach Jeremy Gunn and senior standout Andres Cuero arrived at UNC Charlotte four years ago, the men’s soccer team has resurged onto the national scene.
**Women Conference Champs:** The 49ers women’s soccer team reeled off six straight conference wins to close the regular season and claim a share of the Atlantic 10 Conference Championship. During the six wins, they outscored opponents 18-1.

**2011 NCAA Tournament:** UNC Charlotte will host the first and second rounds of the 2011 Division I Men’s Basketball Championship. The event will take place at Time Warner Cable Arena in uptown Charlotte. The dates for the first and second rounds are currently slated for March 18 and 20, 2011.

**UNC Charlotte: In the Community**

As UNC Charlotte has grown, we have fully embraced our role as a community partner. In fact, we give back to the community in many ways, whether through service initiatives or programming that entertains and engages the community. The items described below will give you a sense of recent University partnerships with community organizations for the benefit of the greater public.

UNC Charlotte’s Department of Community Affairs recently wrapped up a very successful two-year dialogue series in partnership with the Levine Museum of the New South. The “Community Conversations” series examined in-depth the issues surrounding the influx of newcomers to the Charlotte region and served as an effective way to bring our UNC Charlotte’s intellectual capital to the community. Hundreds of individuals attended the free, monthly conversations, which were led by faculty members and community leaders on topics relevant to Charlotte’s tremendous diversity and shifting demographics.

This fall, the second annual 4.NINER K run/walk for need-based scholarships drew more than 600 runners and walkers. It was a beautiful day, and the atmosphere was festive as Lisa and I strolled the 4.9k course with students, faculty, staff, and community members. All proceeds from the event go toward scholarships for students whose financial aid awards don’t cover their spring semester costs. Last year, 52 students received scholarships.

Metropolitan Studies and Extended Academic Programs added to its extensive research and community engagement initiatives with the integration this year of the Charlotte-Mecklenburg Women’s Summit. The Women’s Summit provides research and analysis on issues that impact women, ensuring that women’s perspectives are represented in research, public policy, leadership development, and education. The Chancellor’s Office is funding the Summit on a pilot basis for two years to see whether the Summit has long-term value as a research resource and community engagement strategy.

A large contingent of UNC Charlotte faculty, staff, and students joined 600 colleagues from across the nation at the 11th Annual National Outreach Scholarship Conference hosted by North Carolina State University. The theme of the meeting was “Sustaining Authentic Engagement” and included workshops, paper sessions, networking venues, and poster sessions. Community engagement at UNC Charlotte was well represented on the program with four faculty and staff leading or presenting in paper sessions and 12 faculty and staff and two students offering poster presentations.
As UNC Charlotte’s longest-running cultural event, the International Festival (IFest) attracts thousands to the campus for a full sensory experience — the sights, sounds and tastes of more than 50 countries and cultures. This year, a welcome new partnership with Family Weekend bridged the two popular UNC Charlotte programs and introduced more members of the Niner family to the festival, now in its 35th year.

In November, UNC Charlotte highlighted how far our global reach extends with the celebration of International Education Week. Several units, departments, and student organizations coordinated lectures, cultural displays, food tastings, information sessions, and much more for a full week of internationally focused programming for faculty, staff, students, and the Charlotte community.

The College of Liberal Arts & Sciences and the J. Murrey Atkins Library have partnered to engage the community through the “Personally Speaking” speaker series, which highlights authors who are UNC Charlotte faculty members. It is designed to celebrate campus authors and offer the community a chance to learn more about the authors and their work. The four-event series will conclude with the following presentations: February 1, Tony Jackson, “The Technology of the Novel: Writing and Narrative in British Fiction,” Location TBD, 6 p.m.; March 22, Sean McCloud, “Divine Hierarchies: Class in American Religion and Religious Studies,” Location TBD, 6 p.m.

The authors of the best-selling “Freakonomics” books provided the inaugural lecturer for a new speaker series sponsored by the Belk College of Business. The series, deemed “NEXT,” focuses on presenting tomorrow’s ideas, today and helps mark the 40th anniversary celebration of the Belk College. The series will consist of two events per year and bring in top experts or notable figures in the world of business and leadership.

I always like to close this newsletter with a nice piece of news so I point this edition back to the series of stories run in the Charlotte Observer in the last week of 2010. “Seven to Watch” identified seven individuals expected to make significant impacts in the year 2011 in the greater Charlotte region. Those identified included our Dean of Computing and Informatics, Yi Deng; the Director of the Charlotte Teachers Institute (our partnership with Davidson College), Molly Shaw; and Susan DeVore, the chief executive officer of Premier and a 1980 alumna of the UNC Charlotte in Business. Three of the “Seven to Watch” have direct connections to UNC Charlotte. Not too shabby.

Thank you for allowing me to share the news from UNC Charlotte, and look for the next installment sometime in May. Go Niners!

Cordially,

Philip L. Dubois
Chancellor

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