



December 15, 2008

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

Re: Update on Current Issues and Activities

Dear Colleagues:

I hope that this newsletter finds you well and that you are able to enjoy the holidays in the company of family and friends. We are gearing up to celebrate our winter commencement ceremonies, followed by winter break and then the beginning of a busy spring semester.

In the fall we welcomed a record number of 23,300 students. Last year, we were thrilled to claim the largest, most academically talented, and most diverse freshman class in our history; once again, we've increased the size and diversity of our freshman class. We also saw record numbers of new transfer students, a 15% increase in international students, and enrolled a total of 4,971 graduate students.

We celebrate our successes mindful of the current financial situation faced by the families who support our students and the state government from which we draw funding. North Carolina operates on a \$21 billion budget, and officials estimate the state budget shortfall could reach \$2 billion by the end of the fiscal year.

The Governor has mandated that state agencies, including the University of North Carolina, "revert" part of their budgets this fiscal year. A "reversion" is a one-time, non-recurring reduction to our General Fund budget, reflective of the fact that the Executive and Legislative branches now project that they will not have sufficient cash to completely fund the budget enacted earlier this year. As I write this newsletter, the formal announced reversion is 5%, but we are planning for a reversion of 7% or more with weakening economic trends being announced almost weekly.

Every UNC campus finds itself in a somewhat different circumstance in dealing with the budget reversions. For UNC Charlotte, historically sound fiscal practices and new funding related to our significant enrollment growth have allowed us thus far to avoid the kinds of dire consequences that are often associated with budget cut-backs (like lay-offs). However, we have not been able entirely to escape having to make painful choices like suspending important faculty and staff recruitments and curtailing expenditures for travel, training, equipment, and

repairs/renovations. Although we cannot know what the future holds, we will continue to investigate ways to improve efficiency and implement solutions that reduce the negative impact of budget reductions upon our students, academic programs, and employees.

Overall, we have been fortunate that UNC Charlotte is experiencing increases in enrollment and that the Legislature has continued thus far to fund that enrollment growth. Current-year budgetary reversions certainly have negative impacts in terms of managing that growth, but they do no permanent damage to the underlying base budget. However, should the current economic environment threaten the continued funding of enrollment growth, UNC Charlotte's budgetary situation could turn dramatically for the worse. In the upcoming 2009 legislative session, UNC Charlotte has requested \$6.5 million for expected enrollment growth; that's nearly 15% of the UNC system's requested enrollment increase funding of \$44.8 million. Even in difficult economic times, it is critical that these funds be provided if we are expected to accept and enroll hundreds of new undergraduate and graduate students each year. It is a little known fact that, at our present rate of growth, UNC Charlotte accepts new students equivalent to the size of Davidson College every other year.

Now, on to the good news of the day. Notwithstanding the gloomy economy, the news at UNC Charlotte is very positive. 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>.

Athletics: On the Field and Off

Because of all of the recent publicity given to the matter of football, I've decided to lead off this fall semester newsletter with that topic. And what could be more appropriate? As of this date, UNC Charlotte remains North Carolina's only undefeated football program!

On September 18, I recommended to the Board of Trustees that UNC Charlotte begin an intercollegiate football program in the fall of 2013 by applying for entry into the Football Championship Subdivision of the NCAA (formerly known as Division I-AA).

On November 13, 2008, a day that will certainly be etched in my memory for awhile, the Board of Trustees voted 8-0-1 in favor of adding football as our 17th intercollegiate sport. Four other Board members who could not attend the meeting to cast a formal vote indicated informally their support for adding football. After nearly two years of research and a feasibility study led by a committee chaired by Mac Everett, I concluded that the addition of football will not only energize the student body and engage alumni, but also will strengthen the bond between the Charlotte region and the university. My September and November remarks to the Board of Trustees about football may be found at: <http://www.administration.uncc.edu/chancellor/outbox.html>.

In January, the 49ers Athletic Department will roll out a comprehensive fundraising plan, complete with Forty-Niner Seat License policies, ticket information, and the introduction of the

fundraising team. Look for more information on the Athletics Department Web site: <http://charlotte49ers.cstv.com>.

Although the decision to implement a football program has dominated the headlines, there are a number of athletics-related developments about which we can be proud.

Both the men's and women's basketball teams started their seasons with high expectations and, with those expectations, have come some great 49er crowds of students and fans. A talented men's team, led by the 49ers all-time most winning coach, Bobby Lutz, has had a rough start in some tough but competitive games, including several decided in overtime battles. Two recent road wins against Southern Illinois and Mississippi State were very encouraging. The women's team is vying for its school-record seventh straight post-season bid in 2008-09. Second-year head coach Karen Aston hopes to make it the 49ers second-ever NCAA bid, and she will have a home-court advantage working in her team's favor as UNC Charlotte will host the A-10 Conference Championship later in the season. For basketball schedules and ticket information, visit the Athletic Department Web site: <http://charlotte49ers.cstv.com>.

Basketball fans attending home games might wonder what is different about Halton Arena. Some obvious changes have been made, including a new design for the arena floor. Some more subtle changes include installation of LED ProTables and video boards that had previously been used at the NCAA Championships to help enhance the fan experience. The boards, visible along press row and the scorer's table, can be used for still and animated graphics and real-time statistics.

More than \$100,000 was raised to fund 49ers women's athletics programs at the Charlotte 49ers annual "Let Me Play" Luncheon. A brainchild of Director of Athletics Judy Rose, who sought to mobilize the outstanding array of female corporate and community leaders in Charlotte, the event also is intended to illustrate the importance athletics can play in the development of young women. In addition to serving as a fundraiser, the event exposes 49ers female student-athletes to strong role models in the community and includes former 49ers female student-athletes as keynote speakers.

This year's luncheon, co-chaired by Felicia Hall Allen of Felicia Hall Allen & Associates, and Kelly Chopus, Director of Community Relations at Goodrich, attracted more than 600 attendees. Three-time academic all-America women's soccer player Lindsey Beam Ozimek, who starred for the 49ers from 2004-07, was the keynote speaker. This fall, Ozimek joined the nation's top female student-athletes when she was named as one of nine finalists for the coveted NCAA Woman of the Year Award. The award is based on an individual's athletic and academic excellence as well as their commitment to community service.

New Senior Faculty/Staff

We hired more than 100 new faculty and staff members last year, so it is impossible to mention them individually in this space. But several recent hires into key administrative positions are particularly noteworthy.

Dr. Joseph Mazzola, Dean of The Belk College of Business and Belk Distinguished Professor of Business Administration, came to us from Georgetown University where he had served as Executive Dean of Faculty and Senior Associate Dean at the McDonough School of Business. He has held faculty positions at Duke, UNC Chapel Hill, and Wake Forest. He earned his Ph.D. in Industrial Administration (Operations Research) and M.S. in Operations Research from Carnegie Mellon University; M.A. in Mathematics from Wake Forest University; and B.S. in Mathematics from the State University of New York at Stony Brook.

Dr. Akin Ogundiran, Chair of the Africana Studies Department and Professor of Africana Studies, Anthropology and History, served as Director of African-New World Studies at Florida International University, Miami. Ogundiran received his academic training in Nigeria and the United States, earning his Ph.D. in Archaeological Studies from Boston University.

Dr. James (Jay) Dominick, Associate Provost for Information and Technology Services and Chief Information Officer (CIO), previously served Wake Forest University as CIO and Assistant Vice President for Information Systems. He earned his Ph.D. in Information and Library Science at UNC Chapel Hill, M.B.A. at Wake Forest, M.A. in National Security Studies at Georgetown University, and B.S. at UNC Chapel Hill.

Academic News and Highlights

Revised Mission Statement: In response to UNC Tomorrow, we have been reviewing and revising our comprehensive Campus Academic Plan. As part of this process, President Bowles requested that the UNC constituent institutions examine their missions to ensure that they are succinct and reflect the role of each institution within the UNC system. The new statement was approved by the Board of Trustees on September 10 and forwarded to the Board of Governors for approval. The statement directly addresses our status as the state's urban research university and emphasizes our relationship with and responsibility to the Charlotte region.

Enrollment Management: Even before President Bowles was inaugurated in early 2006, UNC Charlotte had initiated a review and reassessment of critical business processes. But there can be no question that the President's Advisory Committee on Efficiency and Effectiveness (PACE) has kicked this aspect of our work into a higher gear.

In response to the PACE initiative, the newly established Residency Determination Office (RDO) has consolidated the review of applications for in-state residency for tuition purposes into one unit. The RDO began to evaluate residency applications, render decisions, and provide information about residency requirements to students, families, and other constituencies this fall. In addition, the RDO provides administrative support to the single University Residence Status Appeals Board. In the Spring semester, the staff also will begin offering residency training and information sessions to students and interested staff and faculty. Information about residency requirements, the application process, and frequently asked questions is available via the office's new Web site at <http://resdetermination.uncc.edu> or by calling (704) 687-2505.

The Division of Enrollment Management also has created and is implementing in phases a student services call center to assist in answering incoming calls for support offices which receive the largest volume of calls. Beginning in August, “virtual” call agents were established in key pilot offices using existing staff and new telephone software to manage call volume more effectively. In 2009, a stand-alone call center office will be housed in the Cone University Center. The call center was established to increase caller satisfaction, reduce the need to transfer calls, route calls properly, and capture statistical data for operations management and long-term planning.

Carnegie Outreach Classification: Since our founding, UNC Charlotte has held community engagement and outreach to the Charlotte region as core components of our mission. Beginning in 2006, the Carnegie Foundation for the Advancement of Teaching inaugurated a new classification to identify and publicly recognize “institutions of community engagement.” This Carnegie designation formally recognizes higher education institutions that actively collaborate and sustain reciprocal partnerships with their communities. UNC Charlotte was encouraged by the UNC General Administration to apply for the Carnegie designation. Over the past summer, a team from the Provost’s Office, Office of Student Affairs, and the President of the Faculty led a campus-wide effort to collect and analyze the data required for the Carnegie Community Engagement application. We will learn the decision of the Foundation this month. One finding of note: nearly 16 percent of UNC Charlotte’s budget is directly attributable to instructional and research programs and outreach activities that serve and partner with our community.

UNC Charlotte at the Crossroads: “Crossroads Charlotte” is a multi-faceted project aimed at changing community attitudes and behaviors on a number of dimensions of social capital. Following a community survey conducted in 2001 that identified low levels of inter-racial social trust in Charlotte, “Crossroads Charlotte” was developed by the Community Building Initiative to build bridges between people, groups, and communities of different races, ethnicities, social classes, religious affiliations, and other identities. Currently funded by The Foundation for the Carolinas and the John S. and James L. Knight Foundation, “Crossroads Charlotte” now includes over 40 county-wide organizations and institutions, each implementing one or more Crossroads initiatives custom-designed to fit their constituencies in Mecklenburg County.

Over the next three years, the UNC Charlotte Urban Institute will partner with faculty members Dr. Adriana Medina, College of Education, and Dr. David Swindell, College of Liberal Arts and Sciences, and the ethnographic consulting firm, Open Source, Inc., to conduct a comprehensive program of evaluation of the impact and effectiveness of “Crossroads Charlotte” and its initiatives.

To further enhance our community outreach efforts, we dramatically expanded our involvement with “Crossroads Charlotte” with the hiring in January of Dr. Susan Harden as coordinator of “UNC Charlotte Crossroads.” The “UNC Charlotte Crossroads” program has adopted four major goals: 1) to introduce themes of access, inclusion, and equity into the undergraduate curriculum; 2) to connect UNC Charlotte’s applied researchers to community partners in order to address the “Crossroads Charlotte” goals and activities; 3) to foster more

intensive campus civic engagement through service learning activities; and 4) to support diversity initiatives on campus.

With grant funding from the Foundation for the Carolinas, we are also using the “Crossroads Charlotte” model to create a vision of what the University will look like in 2015. On November 11, students, faculty, staff, and alumni participated in a Visioning Forum to discuss where we want to be and how we are going to get there. A second forum will be held in February. Registration information is available at <http://www.crossroads.uncc.edu/signup> .

Academic Reading Programs: This year we enrolled the most diverse freshman class in the history of our institution. The work of bridging cultural gaps and broadening students’ perspectives begins on the first day of classes. This fall, new students participated in two common reading programs. The Common Reading Experience, a joint initiative between Academic Affairs and Student Affairs, engaged first-year students in intellectual inquiry that encourages students to explore personal, racial, religious, and cultural issues. *Enrique’s Journey*, by Pulitzer Prize reporter Sonia Nazario, was read by several Freshman Seminar classes and some Liberal Studies courses. Students also had the opportunity to meet the author and participate in other enrichment opportunities. The University Honors Summer Reading Program featured the topic of textiles. Students read *Fugitive Denim* by Rachel Snyder and *PieceWork* by Barbara Presnell, a poet and member of the Department of English. The reading experience was enriched by the multimedia musical presentation of “Mill Village: A Piedmont Rhapsody,” which was composed by David Crowe and commissioned by the Charlotte Symphony, and performed in Robinson Hall’s Belk Theatre.

Strengthening Teacher Education: To continue the important work of improving K-12 education in North Carolina, UNC Charlotte, in partnership with Davidson College and the Charlotte-Mecklenburg School system, has begun formal planning for the Charlotte Teachers Institute (CTI). A unique initiative focused on cultivating content-knowledge, creativity, leadership skills, and collaboration within and among Charlotte’s public school teachers, CTI will connect CMS elementary, middle, and high school teachers with expert faculty from UNC Charlotte and Davidson through semester-length content-rich seminars. CTI has begun planning in accordance with guidelines set forth by a national League of Teachers Institutes led by Yale University and expects to offer its first set of seminars in the 2009-10 academic year. The UNC Charlotte community has eagerly embraced the initiative, with 30 faculty members already committed to help plan the Institute and lead future seminars.

Classroom Technology Advances: To teach the 21st Century skills that will be necessary for the future success of all our students, UNC Charlotte has to remain ahead of the technological curve – a daunting task when you consider the speed at which technology evolves. Over the past three years, the Office of Classroom Support has developed and implemented a campus-wide classroom technology standard. The resulting standard package has been installed in more than 350 rooms and includes a suite of tools that allows instructors to bring virtually any media or resource into their classrooms to complement various teaching and learning styles. Each room includes a remote help system that enables users to speak with one of a small group of dedicated student technicians whenever a problem or question comes up. Importantly, these intercoms are also integrated into the campus emergency system. The rooms are centrally managed and

controlled so that most problems are resolved immediately via the network, and a 10-minute response time is guaranteed when a visit to the room is required.

Research Computing Advances: Now in its second year, the Renaissance Computing Institute (RENCI) harnesses the power of advanced computing resources state-wide and brings together experts from multiple disciplines to conduct research and examine complex public policy issues. With engagement centers located across North Carolina, RENCI has focused its research on biological and health science, environmental topics, and emergency management planning. When RENCI decided to expand the scope of its work to include urbanization – one of the biggest challenges facing the state – it turned to UNC Charlotte. RENCI@UNC Charlotte is a partnership of the Center for Applied Geographic Information Science, the Charlotte Visualization Center, and the UNC Charlotte Urban Institute. The team at RENCI@UNC Charlotte develops models to explain the forces of urban growth and change, as well as tools to make these models more useful and accessible to planners, elected officials, and the general public.

Continuing Education: The power of new technology also is being harnessed by higher education institutions across the country to make education more accessible. As part of a larger strategic initiative to develop a variety of online classes and certificate programs, the Office of Continuing Education launched the Web-Delivered Certified Financial Planner™ certificate program in September. The program is the first 100-percent-online non-academic credit educational program offered by UNC Charlotte. The program also holds the distinction of being the only online Certified Financial Planner™ program in the Carolinas. The certificate consists of 255 hours of instruction conducted in an accelerated nine-month format designed to meet the needs of busy working professionals. The program is approved by the Certified Financial Planner Board of Standards to meet the educational requirements necessary for a student to be eligible to sit for the national CFP® Certification Exam.

New Academic Programs and Highlights: Since my last newsletter in June of this year, new academic programs have been established, many academic departments have celebrated milestones, and faculty from diverse disciplines have embarked upon exciting research endeavors. These are some of the highlights from the previous six months:

- A year-long celebration of Forty Years of Black Studies/Four Years of Africana Studies at UNC Charlotte began in September with a program honoring the founding chair of the Black Studies Department, Dr. Bertha Maxwell Roddey, who delivered the first of the Distinguished Africana Lecture Series inaugurated in her honor.
- A new Department of Bioinformatics and Genomics has been established in the College of Computing and Informatics. The program offers a Professional Science Master's Degree in Bioinformatics and a concentration in the Information Technology Ph.D. program. A request to plan a new Ph.D. in Bioinformatics and Computational Biology has been forwarded to the Board of Governors for approval. A request for approval to plan also has been submitted for a Ph.D. in Criminal Justice and Criminology.

- In September, the Board of Governors approved our 27th Distinguished Professorship, the Anne Reynolds Belk Distinguished Professorship in Music. This is the first professorship in the new College of Arts and Architecture and was made possible by the generosity of Mr. Irwin Belk in memory of his daughter-in-law. The million dollar endowment is a combination of Mr. Belk's gift, a Spangler Foundation Challenge Grant, and State matching funds.
- Faculty members in the College of Health and Human Services have had a number of recent funding successes. That gorgeous new building must be inspiring! A team led by Dr. James Studnicki, Irwin Belk Distinguished Chair of Health Research, has received funding from the North Carolina Division of Public Health and the Kate B. Reynolds Charitable Trust to implement a public health data system for county health departments across the state called North Carolina Comprehensive Assessment for Tracking Community Health, or NC-CATCH.
- In the School of Nursing, Drs. Lienne Edwards and Tama Morris received more than \$700,000 from the Health Resources and Services Administration to increase nursing education opportunities for educationally disadvantaged and minority students. A team led by Dr. Donna Kazemi has received \$1.2M from the Substance Abuse and Mental Health Services Administration to intervene with UNC Charlotte freshmen at risk for alcohol abuse. And the National Institute of Nursing Research of the NIH has awarded nearly \$400,000 to Dr. Judith Cornelius for an HIV prevention program with teens. And as an additional feather in the cap, if you will, of our nursing program, 100 percent of the May bachelor of science in nursing cohort passed the NCLEX, National Council Licensure Exam.

Capital Construction and Planning for the Future

I am proud to report that our new front entrance, Dickson Gate, opened in July as planned. Guests to campus will no longer question whether they've arrived at an institution of higher learning. The new entrance is truly befitting our status as a major research university. This important project was made possible in part by a generous donation from The Dickson Foundation and Harris Teeter.

The final form and appearance of the new Student Union can now be clearly seen as the exterior brickwork nears completion. Construction is 60% complete, and we remain on track for a summer 2009 opening. Having recently toured this building, I can tell you that many of the interior spaces of this building will be dramatic. With a beautiful atrium, new bookstore, 600-seat ballroom, meeting rooms, movie theater, restaurants, and other amenities, the new Union will truly become the "living room" of the University – a place where students, faculty, and staff can socialize, collaborate, and learn.

Design is well under way on a new 400-bed residence hall to be built adjacent to Laurel and Lynch Halls on the corner of Cameron Boulevard. We anticipate ground-breaking in Summer 2009 and occupancy in time for Fall Semester 2011. All three of these residence halls will have easy connection to the new Student Union via a pedestrian bridge that will be

completed at the same time as the Student Union. We also have started design on the next parking deck to serve students who live in the new residence hall as well as Laurel, Lynch, and Witherspoon Halls. The intent is to open this deck with 1,000 spaces on the north side of Cameron Boulevard at the same time we occupy the new residence hall.

We continue working with the Charlotte Area Transportation System (CATS) as they develop the engineering study for the Northeast Corridor of Light Rail. Current plans call for the light rail train to run in the median of North Tryon Street from Center City where the train will stop only 100 steps from the entrance of our new Center City facility at Ninth and Brevard streets. As the train proceeds north on North Tryon, the line will bridge over Harris Boulevard, pass the University Hospital, and then stop at a station to be located at the J.W. Clay Boulevard intersection. The train will then pass the Charlotte Research Institute and dip below grade to cross under North Tryon to enter campus where it will stop on the north side of Cameron Boulevard across the street from Laurel Hall. It will be a short walk for students, faculty, staff, and visitors from the train station through the Laurel/Lynch courtyard, across the Student Union bridge, and into the Student Union. If all goes as planned (and there are many “ifs” associated with federal funding of the light rail project), UNC Charlotte could see light rail arrive on campus in 2015. All aboard!

By the way, we have proposed to CATS officials that they rename the Northeast light rail corridor the “Green Line” in recognition that UNC Charlotte will be the terminal stop. They have agreed to think about it, so please talk up the idea with family and friends. With all the roads in Charlotte that change names without notice (e.g., Tyvola becomes Fairview, Wendover becomes Eastway), then certainly we can make Blue turn to Green.

Several academic facilities are in various stages of completion.

Brick is going up on the \$35 million Bioinformatics Building on the Charlotte Research Institute (CRI) campus. Completion of this important research facility is planned for Summer 2009.

The next building to enter the construction phase on the CRI side of campus will be the Energy Production and Infrastructure Center (EPIC). This building will house the departments of Civil & Environmental Engineering and Electrical Engineering in a collaborative, state-of-the-art teaching and research facility of approximately 200,000 square feet. Design is well along and ground-breaking is targeted for the Summer of 2009. The General Assembly appropriated an additional \$57 million for construction of this building in the 2008 legislative session in addition to the \$19 million in site development funding that was appropriated in the previous session. Due to the economic situation, funding for all state projects was placed on hold earlier this fall. However, the Council of State is expected to review this decision in January to determine whether it is possible to move forward. We will have to wait to see if the State’s financial situation causes a delay in completion of EPIC. Current plans project completion of the building in 2011.

The same funding issues confront our next major academic facility to be built after EPIC, the Science Building. This building is planned to house teaching and research facilities for the

chemistry, physics, and biology departments. Unfortunately, although the General Assembly appropriated planning money for this building in the 2008 legislative session, these funds have been temporarily frozen as a result of the current economic circumstances. We await word from state officials on when we can launch the planning effort for the Science Building which will be our largest and most expensive (\$120 million) campus facility ever.

Planning continues on the fifth major building to be located at the CRI. The Partnership, Outreach, and Research for Accelerated Learning (PORTAL) Building will support a myriad of research, technology transfer, and economic development initiatives and will move functions housed in the existing Ben Craig Center onto campus. Planning also continues on a second motorsports building to be located across the road from the existing motorsports building that sits adjacent to Duke Centennial Hall.

I am excited to report that we are on track to break ground on the Center City Classroom Building at 9th and Brevard Street in Spring, 2009. All the pieces are coming together to insure this facility will provide UNC Charlotte with a significant presence in Center City Charlotte. The City and the County recently reached agreement on the concept of developing a 1st Ward Park adjacent to our building. This park will span the area between our building and ImaginOn, and will be built partially over an underground parking structure. The park will help further our vision of becoming a catalyst for development in the 1st Ward. Major developments are being planned for this part of the city as a result of UNC Charlotte's presence in the 1st Ward.

Back on campus, upgrade of the quadrangle between the Library, SAC, and Cone Center is nearing completion. We expect the disruption in that part of campus to end early next year as we open an exceptional new outdoor space for meeting, learning, and holding outdoor events.

In planning our future growth, we need not be deterred by the short-term economic outlook. In February 2008, we launched the revision of the Campus Master Plan. This planning effort is half way to completion. The plan projects an enrollment of 35,000 students by the year 2020. Our goal is to develop a plan which uses our land wisely, creates a sustainable, pedestrian-friendly campus, and provides the space needed to accomplish our teaching and research missions. This is no easy task, but I am encouraged by the process and product so far. I encourage everyone's participation in this process through the various public forums and focus groups that are being scheduled. Look for announcements of these in the Campus News and on the University Web site.

Safety and Security

The safety and security of our students and employees is of paramount importance to the University. After spending several months studying ways to make the UNC Charlotte campus a safer and more secure environment, the University's Campus Safety and Security Committee submitted its findings. The report is available at http://www.publicrelations.uncc.edu/resources/pdfs/CSSC_report.pdf.

The 17-member committee, led by Associate Vice Chancellor David Spano, presented the 44-page report. I have reviewed the findings with top members of the University

administration and, with the assistance of funding from the General Assembly and President Bowles, have allocated more than \$1.6 million on a one-time basis and more than \$425,000 on a continuing basis to implement the initial set of recommendations.

In the report, the Committee presents a comprehensive safety and security plan for the campus community, identifies current programs and procedures in place relative to the plan, and offers recommendations that will enhance safety and security.

Some of the key elements of the committee's action plan include:

- Development of a comprehensive campus safety education program for students, staff, and faculty. In addition, the report called for the development of safety information for parents, which will include a description of safety initiatives presently on or near campus and an emergency/safety plan for parents in response to a campus event. The report also called for similar safety education materials for camp and conference guests.
- Continued development of a substance abuse education program delivered by the Wellness Promotion Department and marketing of wellness-related programs more widely to students.
- The completion and maintenance of an involuntary protective withdrawal policy, which would allow the University to have an assessment performed of those students who may pose a significant and immediate threat to themselves or others.
- The addition of a case manager to the University's Counseling Center staff to maintain and establish a streamlined process for follow-up of students who have been referred to on- or off-campus mental health services.
- Plans for colleges, departments, and administrative units to practice and evaluate emergency plans on an annual basis. Also, continuation of quarterly emergency exercises for the University's Crisis Management Team.
- Increased levels of visible police or security personnel presence based on campus schedules, specifically after evening classes, as well as increased foot and bicycle patrols.
- Enhanced training by including local law-enforcement agencies in the training and exercise of Rapid Deployment Tactics.
- Expansion of the interoperable radio system to include University departments and units other than the Campus Police, such as Facilities Management, Housing and Residence Life, and Recreational Facilities.
- Modification of the University Emergency Response Plan to include communication with victims and victims' families.

The report also describes several areas that committee members expressed a need for additional time to study. Those recommendations are expected to be presented by January, 2009.

Our latest efforts to improve campus safety and security includes a new SafeRide program. As of late November, SafeRide service became fully operational. SafeRide offers scheduled and on-demand disability transportation services within the campus core from 7:30 a.m. until 6 p.m., Monday through Friday, and safety escort service Sunday through Thursday from 6 p.m. until 12:30 a.m. SafeRide evening safety escort features convenient pick-up and drop-off at the Atkins Library on the hour and half-hour. On-demand service is also available for those needing assistance. For more information visit <http://www.saferide.uncc.edu> or call PaTS SafeRide and Transportation Manager Starr Wimberly at 704-687-3431.

I am pleased to tell you that UNC Charlotte won the First Annual National Campus Safety Awareness Month (NCSAM) Award sponsored by Security on Campus, Inc. (SOC), a non-profit organization to prevent campus violence and crime across the nation. NCSAM encourages campus community members to spread safety awareness proactively through education and programs during the full month of September, when new students are more vulnerable to crime. UNC Charlotte's teamwork among Student Patrol volunteers, numerous campus departments, and campus and city police resulted in at least fourteen awareness and training programs. In addition to national recognition, SOC plans to feature UNC Charlotte and its programs in their winter newsletter, which has subscribers across the US.

Development and Alumni Affairs

The Center for Real Estate has wrapped up a successful campaign raising over \$4.3 million. The campaign was supported by 46 companies, organizations, and individuals with lead gifts from: American Asset Corporation, Bank of America, Bissell, Childress Klein Properties, Crosland, Wachovia Foundation, Batson-Cook Company, K&L Gates, Parker Poe Adams & Bernstein LLP, and Shelco, Inc. The campaign was co-chaired by Fred Klein, managing partner of Childress Klein Properties, and Todd Mansfield, Chairman and CEO of Crosland, LLC, with a leadership team comprised of Bob Bertges, Wachovia; Amy Clement, Real Estate Strategic Solutions, LLC; Ron Curtis, Bank of America; Rip Farris, Tuscan Development; Lindsey McAlpine, The McAlpine Group, LLC; and Don Williams, Medalist Capital, Inc.

In response to the growing economic issues in Charlotte and around the globe, the Alumni Association, the Belk College of Business, and the University Career Center sponsored the Alumni Career Transition Conference on November 15 at the Harris Alumni Center at Johnson Glen. The conference included workshops on job searching, improving job skills, entrepreneurship, networking, and taking care of personal finances. The event was open to all UNC Charlotte alumni as well as their guests. We had an amazing response, with in excess of 100 people registering. Another 50 people put their names on a waiting list so the conference will be offered again in January, 2009. Details about the upcoming conference will be available on the Alumni Association's Web site and the Belk College of Business's Web site.

In addition to giving money to UNC Charlotte, alumni also have been investing in the University with their time. In October, the Alumni Association hosted the 10th annual TIAA-CREF Alumni Golf Classic at Pine Island Country Club. More than 50 people participated in the annual event to raise money for scholarships.

Our regional alumni receptions, which are continuing this academic year, are off to a very good start. In October, over 100 alumni in the Lexington area of North Carolina gathered at Childress Vineyards. The North Carolina Museum of Art was the site of our November reception in Raleigh. In both cases, we invited prospective new students and their parents from each area to meet with the alumni in attendance. No one can speak more positively and authoritatively to a prospective new student about the UNC Charlotte experience than a satisfied and successful alumnus or alumna.

I am also excited to announce that a Young Alumni Chapter has been formally chartered by the Alumni Association. This chapter has already taken an active role in the community by hosting a very successful networking event at Ri-Ra Irish Pub and an etiquette dinner at the Harris Alumni Center. We expect great things from this group.

University Relations and Community Affairs

Branding and Marketing: I think everyone knows that we have spent the last year and a half working on a major exercise to strengthen our brand communications and marketing within the greater Charlotte region and beyond. That work has involved market research, web audits, concepts for a creative campaign, and an examination of our crown logo. We have concluded that our existing crown logo is fundamentally sound and enjoys broad internal and external support. However, the logo has been tweaked a bit, and the “new” logo is currently in use. If you haven’t noticed the difference, here’s the “old” on the left and the “new” on the right.



Moving on beyond the logo, we now get to the really important work of developing our approach for the active branding and marketing campaign with the help of our professional partners at Tattoo Projects. Tattoo Projects met with the UNC Charlotte Brand Committee and the Campus Communicators group in November to kick-off development of the UNC Charlotte Brand Campaign. The meetings involved a preliminary strategic planning exercise to identify target audiences, as well as key environmental, competitive, and internal factors affecting UNC Charlotte’s marketing opportunities. Tattoo will now develop marketing and creative strategies for presentation to the Executive Group and others this month. The strategy will be finalized the week of December 22.

You may have also noticed that the *UNC Charlotte* magazine, published quarterly by the Office of Public Relations, has recently undergone a facelift. While the look of the magazine has been updated, the redesign extends beyond cosmetic improvements. In order to bring readers more stories, news, and artwork, the page count has nearly doubled from 28 to 44. The magazine offers something for everyone – in-depth feature stories, news briefs, quick profiles, and a quarterly “Perspectives” feature written by a faculty member on a timely topic. We will continue to make adjustments to the content and look of the magazine and would welcome your feedback. Contact John Bland, Editor and Director of Public Relations, at jdbland@uncc.edu.

Community Relations: The fall months present ample opportunities for celebration with awards and dedication ceremonies and, of course, the fall commencement for graduating seniors and other degree recipients. One noteworthy dedication took place in November in Robinson Hall. The dedication of the Dickson Gate was celebrated among friends on a prematurely cold day, but the events team had the foresight to keep guests indoors for the occasion. Event highlights included remarks by Ruth Shaw, chair of the Board of Trustees, Smoky Bissell, former chair of the Board of Trustees, and Alan Dickson on behalf of the Dickson family and Dickson Foundation. The ceremony closed with a video of a non-traditional ribbon cutting – Tim Ernst, President of the Student Government Association and I were filmed by Broadcast Services holding a ribbon across the entrance while cars crafted by our motorsports students were driven at high speeds through the entrance. The video was completed after two traffic-stopping takes (to the chagrin of drivers on Highway 49). I do believe this marks the end of my acting career.

Another noteworthy event took place on November 3 (election eve) on the intramural fields opposite Duke Centennial Hall. Twenty-five thousand people gathered to see then-candidate, now president-elect, Barack Obama make his penultimate appearance on the last day of his presidential campaign. The University was proud to host members of the faculty, staff, students and local community for the event.

“Giving Green” is UNC Charlotte’s community engagement plan to celebrate the efforts of our staff, faculty, and students to give back to the Charlotte region through our time, work, and financial contributions. It also gives us a vital opportunity to coordinate, collaborate, and develop how we contribute to the community, then measure the results of those contributions. One noteworthy “Giving Green” community engagement project was the Komen Race for the Cure. More than 140 members of the University community participated in this event on October 4 to help raise awareness about breast cancer as part of the “Niners for the Cure” team.

Political Relations: The long session of the North Carolina General Assembly begins in January, and the biennium budget will be constructed under difficult economic conditions. UNC Charlotte has submitted several requests in the Board of Governors’ budget. I’d like to bring your attention to 4 items; UNC Charlotte will receive a significant amount from each of these system-wide requests if they are funded:

1. The safety of UNC faculty and staff is of primary importance, and that is reflected in a system-wide request of \$5.7 million in recurring funding and \$8.5 million in non-recurring dollars to prevent crime and shore up emergency response capabilities.

2. Need-based financial aid has never been more important than it is today. The Board of Governors requests recurring funding of \$23.4 million for the need-based financial aid program in 2009-10 and an additional \$22.5 million in 2010-11.
3. As noted earlier, a system-wide request for nearly \$45 million for enrollment growth money will allow the UNC system to accommodate projected growth in the coming years. UNC Charlotte's share of this request is a healthy and important \$6.5 million.
4. Finally, a \$5 million request has been submitted in the biennium budget to hire senior faculty and additional technical staff who would form the leadership of the Energy Production and Infrastructure Center (EPIC) program. We have received \$76 million in funding for planning and construction for the facility, and it is critical we secure the operational funding.

Before I've penned a novella, I'll bring this newsletter to a close. Look for the next installment sometime in May. I anticipate having a great deal of good news to report on the heels of another successful semester at UNC Charlotte. In the meantime, I wish all of you a very happy holiday season and New Year.

Go Niners!

Cordially,



Philip L. Dubois
Chancellor

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