



**The University of North Carolina at Charlotte**

January 2, 2008

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

Re: Update on Current Issues and Activities

Dear Colleagues:

Happy New Year to all. I hope that you were able to enjoy the holiday season in the company of family and friends and, in the case of our employees, have returned from our winter break ready for another busy semester.

I'm a little bit late with my usual fall newsletter, but the last semester was busy up to the very end.

We kicked off the fall by welcoming a record number of nearly 22,400 students, including the largest, most academically talented, and most diverse freshman class in our history. We also saw record numbers of new transfer students and enrolled a record 4,790 graduate students, including an 18% increase in the enrollment of our doctoral programs.

We capped off the semester in equally fine fashion with our winter commencement ceremonies, conferring undergraduate and graduate degrees upon more than 2,100 hardworking students, including 23 doctoral degrees. As has been our practice, the name of each and every graduate was read aloud, and we shook the hand of each and every graduate. As my Wyoming pal, Senator Alan Simpson, likes to say: whether a student has graduated "summa cum laude," "magna cum laude," or "thank the laude!," it's a special day all around.

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

Campus Safety and Security

Although the occurrence of serious crime on college campuses is relatively infrequent when compared to crime rates in the larger communities they occupy, heightened concerns about security have been on the minds of college leaders and political officials since the tragic shootings at Virginia Tech. And, at UNC Charlotte, a couple of recent brazen-armed home invasions in off-campus apartments located near the campus and one on-campus strong-armed

robbery have strengthened our resolve to take yet additional measures to ensure that we have a campus as safe and secure as we can make it.

Over the past semester, I have served as a member of two statewide campus safety task forces—one commissioned by UNC President Erskine Bowles and another by Attorney General Roy Cooper. Associate Vice Chancellor David Spano, who directs our Counseling Center, also served with me on the UNC Campus Safety Task Force. The recommendations of both groups should provide useful templates for re-examining our existing security-related activities, programs, and services.

That work will begin this week with the appointment of a new 17-member Campus Safety and Security Committee, under the chairmanship of Dave Spano. The primary purpose of this Committee is to develop and implement a comprehensive plan to assure the physical safety and security of the main campus of UNC Charlotte and, to the extent that we are able, the surrounding neighborhood. Although we already have committed significant resources to making the campus a safe and secure place, a comprehensive plan will serve to document all of those initiatives in one place. In other cases, the Committee may identify significant gaps in our approach to campus safety and security that require attention.

In addition to developing the plan and annually monitoring our progress in achieving its goals and objectives, the Committee will advise me on any recommended changes in campus policies or procedures that could assist in making the campus a safer and more secure environment for all. The Committee will also identify and place in priority order those financial expenditures it believes are necessary to implement the major provisions of the plan.

Elements of the Campus Safety and Security Plan will be determined by the Committee, but could be expected to include topics such as:

- Analysis of campus and neighborhood crime statistics to determine areas of greatest risk and development of specific response strategies.
- Administration and assessment of surveys conducted periodically to identify perceptions about crime and campus safety so that areas of particular concern can be addressed.
- Crime prevention, including security for residence halls, other campus facilities, parking lots, and other outdoor spaces.
- Safety education, particularly efforts aimed at new students, staff, and faculty.
- Threat assessment, including efforts to screen prospective students, staff, and faculty, and to identify, respond to, treat, and refer members of the campus community who may represent a danger to themselves or others.

- Alcohol and drug abuse education to reduce the frequency and severity of crimes associated with the excessive use of alcohol and the consumption of illegal substances.
- Educational programs to promote mental health and an understanding of mental health issues among members of the campus community.
- Public information and communication strategies to ensure that members of the campus community and other affected constituencies (e.g., parents) receive accurate and timely information relating to crimes occurring on campus or in nearby neighborhoods and the University's response.
- Annual assessment of progress in implementing the goals and objectives of the plan, including actual reductions in campus crime rates and/or adverse perceptions relating to campus safety.

Beyond the appointment of this Committee, I have asked our staff to develop a proposal to expand significantly our existing campus safety escort service which provides free transportation on request to members of the campus community who require a ride to their automobile or residence. It is anticipated that this service will be available for twenty hours per day, seven days per week, and available also for individuals with temporary or permanent disabilities. This service will be transferred out of our Department of Police and Public Safety and assigned to the Office of Parking and Transportation Services, thereby allowing our campus police to concentrate exclusively on preventing and responding to criminal activity that may occur.

There are many questions yet to be answered, including the extent to which such an escort service could serve nearby neighborhood locations. Although we will make a major commitment of resource to fund this expanded service, resources are not unlimited. We will also be looking at whether the routes of our existing campus shuttle system can be expanded to serve adjacent neighborhoods, and we will open discussions with property owners in the neighborhood to determine their willingness to help us fund shuttle service to their apartment complexes.

My hope is to receive a fully developed proposal relating both to the escort service and the shuttle by mid-spring.

### State Budget Outcome

In my last newsletter update issued in May, I reported that the legislative session then underway in Raleigh contained some ominous possibilities for the budget of the University in general and UNC Charlotte in particular. Fortunately, the worst did not come to pass, and the budget actually turned out to be one of the most successful in the University's history. Indeed, overall the UNC budget was increased a stunning 14.0%, including 4% salary raises for faculty and staff, increased funding for need-based student financial aid, support for research (including the North Carolina Research Campus in

Kannapolis), and \$614 million for various capital projects including the planning and site development funding of \$19 million for UNC Charlotte's Energy Production and Infrastructure Center (EPIC) in the William States Lee College of Engineering. UNC Charlotte also received an allocation of \$750,000 in "one time" funding to support our initiative to expand alternative certification routes for second-career individuals who want to enter the teaching profession.

When the 2008 session opens late in the spring, our top priority will be to secure the remaining \$57 million required to construct the EPIC facility. We'll also seek permanent funding for the lateral-entry teacher certification initiative. Our hope also is that the President and the Board of Governors will agree to forward to the General Assembly a request for planning and site development funding for UNC Charlotte's next capital construction priority—a \$100+ million facility for the physical and biological sciences to replace the existing laboratory and classroom facility in the Burson Building. Long term, our goal is to renovate Burson to accommodate additional faculty offices and classrooms; however, it is not cost-effective to attempt to make the Burson Building into a 21<sup>st</sup> century science facility.

### Capital Construction News

What would a newsletter from me be without some commentary on the ongoing capital construction agenda for the University?

As noted just above, the 2007 legislative session brought planning and site development funding for the EPIC building. After a very competitive bid process to choose from among 14 architectural firms, we selected Narmour Wright Creech to work with us on the design of this important building. Design work should begin this month, and we'll soon initiate the process to select a construction manager.

Planning also continues on schedule for the new \$47 million Center City facility. The design team of Gantt Huberman from Charlotte and Kieran-Timberlake from Philadelphia began work in August and have submitted their schematic plans to the University and the State for review. Rodgers Builders of Charlotte will serve as the Construction Manager. Construction is anticipated to start in November of this year, with occupancy scheduled for the summer of 2010.

The fall semester witnessed the completion of several long-awaited projects, including Greek Village for many of our fraternities and sororities. All 13 of the living units were occupied in August, providing welcome new accommodations for 360 students. (Because of our rapid enrollment growth, we are also in the early stages of designing our next student residence hall which is expected to contain approximately 400 additional beds configured in suites of four single rooms each. Clark Nexsen of Charlotte has been chosen as the design team for this structure to be located adjacent to Laurel and Lynch Halls on the site of a current parking lot. We hope to see that building completed in time for the opening of fall semester, 2011.

Early in October, the doors opened for business at the new Student Health Center. This \$7.5 million, 32,000 square feet facility has nineteen medical examination rooms and expanded space for the laboratory, pharmacy, immunization clinic, and wellness education programs. Students are paying for the facility through their student health fee. Students are also paying for the construction of the new \$65 million Student Union, the largest and most expensive building constructed to date on our campus. Construction has progressed steadily since April, with the broad outlines of this massive building beginning to be seen in steel.

October also brought the dedication of the fabulous renovation of the Robert and Mariam Hayes Baseball Stadium, funded by a generous gift from the late Mariam Hayes who passed away in August. Ground was broken on the new \$35 million Bioinformatics Building on the Charlotte Research Institute campus (with completion planned for summer, 2009), and the long-awaited moving of earth to construct the new front entrance for the University on Highway 49 began in earnest in mid-November. We were fortunate to learn that the bids on the front entrance were within budget, allowing us to construct not only the 30' landmark tower structure that will define the entrance itself, but eight additional tower structures along 49. Come next summer, when you arrive at UNC Charlotte, you will have no doubt that you've arrived at a major research university.

The new entrance will be located approximately one-quarter mile to the south of the existing entrance on Highway 49; the "old" entrance will be closed to vehicle traffic when the new entry opens, but we will preserve pedestrian traffic at that point. We have made no plans for the disposition of the sign that has marked the campus entrance for many years. Keep your eyes posted on eBay for a great bargain.

Since my last newsletter, we have also made some additional decisions relating to space and capital planning. Under the leadership of Vice Chancellor Niles Sorensen, we have begun planning on a new \$3 million structure that will house the UNC Charlotte Foundation and the Office of Development. Niles and his staff, currently located on the third floor of the Cato Building, will eventually move into this new building to be located on the corner of Toby Creek Road and Cameron Boulevard, just across the street from the Harris Alumni Center. This move will support the further integration of the units of Development and Alumni Affairs in Niles' division, and release space for administrative purposes in Cato. Plans at the present moment call for the Chancellor's Office to move into the Cato space, thereby releasing space in an already jam-packed Reese Building for essential administrative services that are best located near the center of our growing campus. The location in Cato will also be a much more modern and hospitable receiving point for visitors to the Chancellor's office.

We have also initiated a planning process to build the fourth major building to be located at the Charlotte Research Institute (CRI) campus on Highway 29. In addition to the two existing buildings (Grigg Hall and Duke Centennial Hall) which house CRI and various research programs and the Bioinformatics Building under construction, our goal is to build another facility there that will support our various research, technology transfer, and economic development initiatives. Although it is too soon to predict the

eventual size of this structure, I have committed to moving the Ben Craig Center, the University's business incubator, from its current location in the University Research Park, to this new facility. We believe that the physical move of the Ben Craig Center, along with some changes in its business model made possible by the relocation, will serve to strengthen the integration of the personnel and services of Ben Craig with the research and technology transfer capacity of the University.

Finally, this month will mark the formal launch of the revision of the Campus Master Plan. This planning exercise, which we expect will run until the summer of 2009, will determine the feasibility of the campus growing to its projected enrollment of 35,000 students by the year 2020. Dean Ken Lambla (Architecture) and I will co-chair the planning team, which includes representatives from the campus and the community. The planning work will include an examination of issues related to land use and green space, facilities and other infrastructure, and our interface with the surrounding neighborhood.

### New People

Since the time of my last newsletter, there have been significant changes on the Board of Trustees for UNC Charlotte. The chair's position is now occupied by Dr. Ruth Shaw. Ruth recently retired from Duke Energy, where she had served in a variety of leadership positions, including President and Chief Executive Officer of Duke Power Company from 2003 through 2006. "Retirement" does not come even close to describing Ruth's schedule these days, however, as she has continued service on several corporate boards and her involvement with a host of charitable causes. I am grateful that Ruth agreed to continue her service on our Board and to assume the many additional duties involved with being named chair by her colleagues.

Selected for a second term of trustee service by the UNC Board of Governors, Mr. Norm Cohen has agreed to continue to serve as Vice Chair of the Board and also as chair of the all-important Finance and Physical Properties Committee. Norm has dedicated dozens if not hundreds of hours participating in the selection of the architectural and construction teams for our major building projects. Mr. Gene Johnson, an alumnus and Chairman & CEO of FairPoint Communications, serves in the position of Board Secretary.

I was also delighted when Governor Easley decided to reappoint Mrs. Dale Halton for a second four-year term as a trustee, and tapped Mr. Jeff Kane as a new trustee. Dale, of course, is one of this institution's most generous financial supporters and certainly its greatest basketball cheerleader. Dale recently even topped herself, agreeing to contribute \$2.5 million toward the construction of a new outdoor tennis complex. (Way to go, Dale!) As Senior Vice President, Jeff directs the Federal Reserve Bank in Charlotte and the Fifth District of the Federal Reserve; he will bring a wealth of experience to the Board table, including previous service on the Business Advisory Council of the Belk College of Business.

Three other outstanding individuals were appointed as new members of the Board of Trustees. UNC Charlotte's first female student body president, Karen Popp, graduated in 1980, received her law degree from Chapel Hill, and then launched a very successful career as an attorney, both in public and private institutions, including several years as an adviser to Attorney General Janet Reno and then as Associate Counsel to President Clinton. Karen is currently a partner in the law firm of Sidley Austin LLP in Washington, D.C. Joe Price, a 1983 graduate in Accounting, joins Karen as another distinguished alumnus on our Board. Joe serves as the chief financial officer of the Bank of America. Prior to accepting his appointment as a trustee, Joe served on the Business Advisory Council of the Belk College of Business. Ranjana Clark, who holds an undergraduate degree from Delhi University, a master's degree from the Indian Institute of Management, and an MBA from Duke University, currently serves as the Senior Executive Vice President and Chief Marketing Officer of Wachovia Corporation, continuing the strong representation that the bank has enjoyed on the Board of Trustees for decades.

Beyond the Trustees, of course, we add hundreds of new faculty and staff every year who really make UNC Charlotte work. In this space, it's only possible to mention just a few individuals who have been appointed to key administrative posts.

One such appointee is Carl Mahler, who has taken over the reins at the Office of Technology Transfer (OTT). This office has primary responsibility for the University's intellectual property and helps faculty and students create new businesses from research inventions. In a survey by the Association of University Technology Managers last year, UNC Charlotte ranked first nationally among universities in the number of start-up companies formed for every \$10 million in research dollars. Carl comes to us from Carnegie Mellon University where he has been Director of Intellectual Property at the Center for Technology Transfer and Free Enterprise Creation since 2002.

Valorie McAlpin has joined us from the University of Maryland to serve as the new Director of the Faculty Center for Teaching and eLearning. Valorie previously served as Maryland's Assistant Dean for Distance and Continuing Education, the Associate Dean for Communications and Information Technology, and the Executive Director of Online Learning. She holds an Ed.D. in Adult Education from N.C. State University.

Katherine Hall-Hertel has been named the new Assistant Dean of the Graduate School. She comes to UNC Charlotte from Georgetown University where she was an Assistant Dean in the Law Center where she created a comprehensive student affairs program that increased satisfaction of students at graduation. At UNC Charlotte she will be responsible for the Graduate School's Professional Development Program.

By the time of my spring newsletter, I hope I'll be in a position to confirm the appointment of a permanent dean for the Belk College of Business. The search committee is expected to conduct off-campus interviews in January with eleven candidates who emerged from a national pool of applicants. On-campus interviews for

finalists should follow in February. In the meantime, the duties of dean are being very capably handled by Dr. Steve Ott, who is also continuing to meet his responsibilities as Director of the Center for Real Estate. With all of the business receptions he must attend in Center City and elsewhere around the Charlotte region, Steve has learned that business deans eat a lot of meals standing up!

### Academic News and Highlights

For the past year or so, we have been debating the question of whether our potential for arts leadership in this community would be strengthened through the creation of a new College of Arts and Architecture. After an extensive review by a task force containing campus and community representatives, a proposal was brought forward to create a new College that would merge our existing College of Architecture with our three fine arts departments (Art and Art History, Dance and Theatre, and Music) from the College of Arts and Sciences. With unanimous endorsement from the academic units concerned and the campuswide Faculty Council, a proposal for final consideration by the Board of Trustees is in development. Review by the Board of Trustees is expected sometime later this spring.

We have had many initiatives underway to improve student retention and graduation rates, focusing heavily upon their academic and social experience here during the critical first two years of a student's undergraduate career. To give particular attention to the large number of new students who have not yet chosen an academic major, a new University Advising Center opened at the end of the spring semester to advise students who are undeclared or, as we say, "in transition" between majors. The Advising Center is part of a new "University College" organized to take responsibility for the oversight of our General Education program. Initiatives include an expansion of the freshman seminar program using linked courses and special sections of general education courses for transfer students.

UNC Charlotte also continued its work this past fall to address critical needs in the state of North Carolina for new teachers. We were gratified to learn that, at the end of the 2006-07 academic year, we had produced 512 new teachers, third highest in number among the 47 public and private four-year institutions in the state. We also ranked first in the production of teachers in the high-need areas of mathematics and special education, and second in the production of science and middle grades teachers.

"Move over Stanford and MIT. Some lesser-known colleges are overcoming small budgets and rural settings to punch above their weight in tech development." That statement launched an article in the October 17 issues of BusinessWeek.com entitled "The Most Innovative Colleges," and featured UNC Charlotte and nine other "lesser-known schools making their mark in tech development." The article was based on a new report supported by the National Science Foundation describing ways in which several universities are advancing economic growth at levels disproportionate to their size. The report highlighted UNC Charlotte's modest but rapidly growing research expenditures, its

strategic approach to creating new research centers, its success in launching start-up businesses, and the role of the Charlotte Research Institute.

A good part of our ability to pull more than our weight in research development has to do with the many partnerships we have established with industry. Data from the National Science Foundation show that, over the last three years, UNC Charlotte has ranked among the very highest in the nation in the percentage of research expenditures from industry funding sources: 17.7% in fiscal year 2005, 18.1% in 2006, and 24.6% in 2007. The average for all U.S. universities is only around five percent. In 2006, institutions having the highest percentage of industry funding included Duke at 20.2%, Central Florida at 16.4%, Ohio State at 16.3%, and N.C. State at 12.7%. UNC Charlotte is obviously in good company.

We hired approximately one hundred new faculty members last year, so it is impossible to mention them individually in this space. But two recent hires are particularly noteworthy.

Dr. Ann Lorraine will serve as the first UNC Charlotte faculty member whose primary location will be on the North Carolina Research Campus (NCRC) at Kannapolis where she will collaborate with scientists of the David H. Murdoch Research Institute. Dr. Lorraine earned her Ph.D. in Molecular and Cell Biology from U.C. Berkeley, and comes to us from her faculty position at the University of Alabama at Birmingham. Her research is focused on the development and application of bioinformatics tools to understand plant genomics. Her research and proven funding record make her an excellent choice to anchor our research presence at NCRC.

Dr. David P. Bour, Chief Scientist at BridgeLux, in Sunnyvale, California, will join researchers in the Department of Electrical Engineering and the Center for Optoelectronics and Optical Communication as the first holder of the new Howard C. and Sara H. Bissell Distinguished Professorship in Engineering. Made possible through an outright grant from the C. D. Spangler Foundation, the Bissell Professorship honors two great friends of this campus. It is part of a transformational \$27.9 million gift that will be used in the future to stimulate private gifts that qualify for matching dollars under the state's distinguished professorship matching grant program, leading potentially to the creation of several additional professorships at UNC Charlotte (and a total of up to 96 in the entire UNC system). We couldn't have asked for a more appropriate way to honor Smoky and Sara, while recruiting an outstanding new faculty member at the same time. When you see any member of the Spangler family around town, please let them know how much you appreciate what they have done. We certainly do.

The good work of our faculty takes place in many venues, but central to faculty research productivity and the extension of that work for the benefit of the larger community are several important research centers and institutes.

The Institute for Social Capital completed its first year of an exciting new research initiative, sponsored by The Duke Endowment with a three-year grant of over

\$800,000. Researchers at UNC Charlotte are collaborating with the Children and Family Services Association-North Carolina and the South Carolina Association of Children's Homes and Family Services and their member agencies. The goal of this project is to implement a successful outcomes research strategy across residential treatment agencies to strengthen the current system of care and to enhance the quality of programs and services for children and youth (ages 8-17). A total of 20 agencies are currently participating in the project. Other North Carolina and South Carolina agencies, up to a total not to exceed 55 agencies, will be added during the second year of the project in 2008.

The UNC Charlotte Urban Institute, which provided staff and research support, released the full report of the new Charlotte Regional Indicators Project on December 21. The report provides critical benchmarks for the 14-county Charlotte region, measured over time and compared to state and/or national data. Although the indicators can be used to identify or analyze problems or measure regional progress, responses to challenges before the region must be created through the active dialogue and collaboration of stakeholders throughout the 14 counties. The Urban Institute will continue to serve the vital function of stimulating that regional conversation.

Finally, in partnership with the Renaissance Computing Institute (RENCI) of UNC Chapel Hill, UNC Charlotte has created a new RENCI engagement center on the Charlotte campus focused on forecasting urban growth and its impacts. Developed as a partnership among the Urban Institute, the Center for Applied Geographic Information Systems, and the Charlotte Visualization Center, this new center collaborates on interdisciplinary research that addresses trends in land use and development in the Charlotte area, and the effects of urbanization on natural resources, traffic patterns, urban infrastructure, quality of life, and disaster response.

Many of our academic programs continue to establish new high water marks for themselves.

Three of our programs—Special Education, Architecture, and Information Technology—have been ranked in the top ten nationally in the Faculty Scholarly Productivity Index, Academic Analytics' ranking of graduate programs at research universities. The Index, published in the November 16 issue of the *Chronicle of Higher Education*, measures the annual productivity of faculty on several dimensions, including publications, citations in journal publications, federal research funding, and awards and honors.

The Master of Health Administration (MHA) degree program in the Department of Public Health Sciences has received initial three-year accreditation by the Commission on Accreditation of Healthcare Management Education. UNC Charlotte joins only Duke University and UNC Chapel Hill in the state of North Carolina and about 80 programs in the country that have been identified as meeting the "benchmark by which students and employers determine the integrity of healthcare management education." The MHA program was established in 1995, and has graduated over 175 students since 1998.

Our 18<sup>th</sup> and most recently approved doctoral program—in Nanoscale Science—([www.nanoscalescience.uncc.edu](http://www.nanoscalescience.uncc.edu)) got off to a great start with an inaugural class of 10 students. This exciting new program embraces the idea that “the disciplines meet at the nanoscale” by teaching students how to engage in collaborative research in nanoscale science from the perspectives of chemists, engineers, physicists, and biologists. Nanoscale science will be critical to the economic development of the North Carolina, national, and global economies as it offers great potential applications in medicine, materials, environment, energy, optics, electronics, advanced manufacturing, and other fields.

A prominent new community engagement initiative this year with important academic implications was the creation of RuBiRu, UNC Charlotte’s first 20k “run-bike-run” event. Created in partnership with the Brain Tumor Fund of the Carolinas and with the support of corporate sponsors and community volunteers, RuBiRu was launched as part of an effort to build a nationally competitive brain cancer research program that will partner with cancer physicians in the region’s major healthcare systems. More than 210 participants gave it their all in the inaugural RuBiRu.

### Athletics

Perhaps the biggest “buzz” created on campus this fall—at least for a struggling hacker like me—was the rise to Number 1 in the national college golf rankings by the UNC Charlotte 49ers golf team. After having finished third in the NCAA National Championship last spring, Charlotte got off to a hot start this fall and has stayed atop the Golfweek/Sagarin rankings since.

Also impressive was the women’s soccer team, which won both the Atlantic 10 regular-season and tournament championships. The team was led by senior Lindsey Beam Ozimek, who was named the A-10 Midfielder of the Year, A-10 Scholar-Athlete of the Year, and an Academic All-American for the third time. And, just to show that strong soccer genes run in the family, Lindsey’s sister, Hailey Beam, was named most valuable player of the A-10 tournament. Head Coach Jon Lipsitz topped off a sterling season by being named A-10 Coach of the Year.

The men’s and women’s basketball teams also started their seasons this fall and promise some excitement this year. The women’s team, led by first-year head coach Karen Aston, proudly represented the United States in the World University Games in Bangkok, Thailand, this past summer, finishing sixth. Returning to compete in one of the most challenging schedules ever facing a 49er team, including seven of the first ten games in a row on the road against top-ranked competition, the ladies are on a roll back up. The men’s team, led by our ten-year Head Coach Bobby Lutz, delivered some early season excitement with consecutive wins over Wake Forest, Davidson, and Southern Illinois and will be taking on the University of Maryland in the Charlotte Bobcats Arena as this newsletter hits the post office. So, fans, make the short trip up to Halton Arena and “own” your UNC Charlotte 49ers.

The work of the Football Feasibility Committee, chaired by Mac Everett, is winding down. I expect to receive the formal report and recommendations of this group sometime in February, but it has already been widely reported that the Committee will recommend that UNC Charlotte initiate a football program. After reviewing the report with my staff, I intend to take my own recommendations to the Board of Trustees sometime in the spring or summer.

I know there is intense interest among some alumni and members of the public in answer to the question of whether UNC Charlotte will be starting a football program. However, because of the very significant implications of such a decision for Athletics and, indeed, the entire institution, I'm going to be more concerned about making a good decision than a quick one.

Another factor that affects the initiation of a football program is a recent decision by the NCAA Division Board of Directors to impose a four-year moratorium upon the addition of any new institutions into either the Football Bowl Subdivision (what most of us still call Division I-A) or the NCAA Football Championship Subdivision (what most of us still call Division I-AA). The precise explanation for why this moratorium was needed can be debated, but ostensibly it was motivated by a vast set of concerns about the NCAA's divisional governance structure and evolving definitions concerning what it means to be a Division I football institution. So, whether we like it or not, it will not be possible to initiate a football program until the moratorium is lifted. In the meantime, several NCAA study groups are at work.

Well, as much as I know that you want me to keep writing, I'll bring this fall newsletter to a close. I'll be back sometime in May to report upon what I hope will turn out to be another busy and successful semester at UNC Charlotte.

Go Niners!

Cordially,



Philip L. Dubois  
Chancellor

*If you do not wish to continue receiving this newsletter, please call 704-687-2205.*