



**The University of North Carolina at Charlotte**

May 28, 2007

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

Re: Update on Current Issues and Activities

Dear Colleagues:

It is hard to believe that I am approaching my two-year anniversary as the fourth Chancellor at UNC Charlotte. When Lisa and I arrived on July 2, 2005, to move into Bissell House, it was a time of excitement but also some anxiety; we weren't quite sure what awaited us. Well, now we know! New buildings, new academic degree programs, a wide range of community activities, an ever-growing student population, an increasingly impressive record of research accomplishments by our faculty, and on and on. As I've said several times over the past two years, UNC Charlotte is "all about change."

The purpose of this newsletter is to keep the employees and friends of UNC Charlotte apprised about all of that change—a review of major campus initiatives and activities as well as an explanation of some challenges that will affect the development of this institution. As always, if you want additional detail on any specific item, please contact Donna Brady in my office ([dbrady@uncc.edu](mailto:dbrady@uncc.edu)). Another good source for information about current initiatives can be found in the Chancellor's Outbox at <http://www.administration.uncc.edu/chancellor/outbox.html>.

Long Range Enrollment Planning

Saturday, May 12, was our spring Commencement, a time of celebration for our new graduates. Halton Arena was at capacity as we awarded 2,600 diplomas in morning and afternoon ceremonies in the company of our graduates' family members and friends. When combined with degrees completed at mid-year, UNC Charlotte awarded more than 4,900 baccalaureate, masters, and doctoral degrees this year, our largest number ever.

In my newsletter of last December, I reported that Provost Joan Lorden was chairing a campus task force to look at the likely demand for enrollment at UNC Charlotte over the next fifteen years or so. As I indicated in my Installation Address, one of the most important issues that will affect our future is how many students we can expect to need to accommodate as the Charlotte region expands in population and economic significance. The results of the task force analysis suggest that it is not unreasonable to believe that UNC Charlotte will face sufficient demand to enroll 35,000 students by the year 2020.

The report contains a wealth of information about the demographic and economic conditions that support that conclusion, as well as important comparisons with comparator research universities located in large metropolitan regions. It also addresses the implications of regional growth for the offering of undergraduate, graduate, and professional degrees that are not currently offered here. The entire report may be found at:

<http://www.provost.uncc.edu/SpecialProjEvents/LongRangeEnrollmentPlanningReport.pdf>.

UNC Charlotte is not, of course, the only public North Carolina institution that is concerned about how to accommodate the growing demand for public higher education. President Erskine Bowles' office estimates that the UNC system will need to enroll as many as 80,000 additional students within the next decade.

As one might expect, these projections have stimulated conversations on campus and in President Bowles' office about the additional faculty, staff, academic and administrative support, physical infrastructure, and curricular changes (including an expansion of on-line offerings) needed to respond to this growth. With the assistance of Professor Joseph Morreale, the former Provost and Vice President for Academic Affairs of Pace University, we at UNC Charlotte have initiated an analysis of how many additional students UNC Charlotte can accept given the human and physical resources we expect to have available in the immediate future. That analysis will serve as the basis for knowing what our long-term resource needs might be and the revision of our long-range facilities and land use plan sometime next year. Professor Morreale knows this campus well, having served as an American Council on Education Fellow here some years back.

### State Legislative Update

Oh, what a difference a year makes. Last year, the Governor and the General Assembly delivered an outstanding budget for the University of North Carolina system, increasing it by nearly 10%. There was significant new funding throughout the system for faculty and staff salary increases, building repairs and renovations, and enrollment growth. UNC Charlotte also received authorization for the issuance of \$45.8 million in certificates of participation (COPS) to fund construction of UNC Charlotte Center City.

This year's budget is a far more mixed picture. As of this writing, the budget as adopted by the House of Representatives provides significant funding for enrollment growth, need-based student financial aid, and salary raises for faculty and staff. On the other hand, the House budget contains some draconian budget reductions, including an \$18.6 million reduction of "middle management" positions and \$68.3M through the elimination of 1,088 positions that have been vacant for six months or longer; 734 of these positions are designated for faculty.

In the case of UNC Charlotte, these cuts total a devastating \$20.2 million, a cut of more than 13% to our existing state appropriation. Space here does not permit a detailed response to the House version of the budget, but our goal as the Senate prepares its budget is to correct the misperceptions and misinformation that seemed to accompany the House action. In the case of vacant faculty positions, the vast majority of UNC Charlotte's vacancies are new positions received as part of our enrollment growth and our transition to doctoral/research status. National searches for the recruitment of faculty are typically launched in the early fall and conclude by late spring, a period that is obviously longer than six months. The House action would also send

a very bad message to UNC campuses—fill vacancies even if highly qualified candidates can not be identified or risk losing those positions.

In addition, the House does not appear to recognize that, as a result of legislative budget reductions over the years, we (and all other UNC campuses) depend significantly upon the capacity to use unspent salary dollars (including those that accumulate while a search is being conducted) to meet critical institutional needs. These include the purchase of scientific equipment, upgrades to classrooms and laboratories, improvements in our information technology infrastructure, other repairs and renovations, and even the payment of our utility bill. UNC Charlotte is a well-managed campus and we serve as good stewards of the public dollars entrusted to us; our hope is that the House will come to understand that large institutions are not well-served by ill-informed budget reductions that reduce our management flexibility.

### Capital Construction: Good News and Bad News

In my last newsletter (found in the Chancellor's Outbox as referenced above), I gave a detailed report on several new construction projects. Since the time of that report, we have made good progress on all of these. Most notably, we dedicated the new Health and Human Services Building in a wonderful ceremony on April 13 and launched construction of the new Student Union on April 18 in a formal "pavement breaking" on the site of the parking lot where the Union will be located. Two weeks ago we dedicated the new Harris Alumni Center in the company of the members of the Harris family who made it possible—Sara Harris Bissell (and Smoky), Cammie Harris (and Dee-Dee), and Johnny Harris (and Deborah). We will break ground on the new Bioinformatics Building on the Charlotte Research Institute campus later this summer and begin construction of the new campus entrance on Highway 49. Planning on the new Center City building continues apace with the selection of the architectural team (Kieran Timberlake of Philadelphia and Gantt Huberman of Charlotte) and the construction managers (Rodgers Builders). We now look forward to a June opening of the newly remodeled and expanded Robert and Mariam Hayes Baseball Stadium, with dedication ceremonies to be held in the fall.

The not-so-good news with respect to capital construction is that the state budget process for planning and funding construction of new buildings is in a bit of disarray at the moment. Following the funding of our Center City facility in the last budget session, the Board of Governors' 2007-2009 budget included \$18 million in planning and site development funding for the fourth building to be located on the Charlotte Research Institute campus—the Energy Production Infrastructure Center (EPIC) which would house the departments of Civil Engineering and Electrical Engineering. Proposed to occupy 200,000 gross square feet at a total cost of \$76.2 million, EPIC would provide classroom and laboratory space to support the preparation of the next generation of engineers to construct and operate conventional and nuclear power plants needed to address rising international energy demands and to develop alternative energy technologies.

Unfortunately, the Governor's budget eliminated planning money for all UNC campuses, while the House budget restored only half (\$3.7 million) of the first year of EPIC planning funds requested. Since it is almost impossible to plan a building without knowing that all of the funding will be there to build it, we remain hopeful that the Governor's office and the two

legislative houses will come to some agreement about how to structure a long-term approach for capital planning and construction.

It is also important for the long-term development of UNC Charlotte that a sensible approach for setting capital construction priorities be established within the UNC system. Although UNC Charlotte was able to build seven new academic buildings in the last several years as a result of the 2000 higher education bond measure, space per student has remained relatively flat as we have added thousands of new students during this period. Along with UNC Wilmington, UNC Charlotte remains at the bottom of the UNC system in terms of every measure of academic and instructional space per student and at the top of measures used to assess the efficiency of classroom utilization. In my view, if the UNC system is going to have any realistic chance of accommodating 80,000 additional new students in the years ahead, then the Board of Governors must set capital construction priorities that address existing space deficiencies on those campuses that are predicted to see the greatest enrollment demand in the years ahead. UNC Charlotte is clearly one of those campuses.

### Campus Safety and Emergency Preparedness

The horrible and tragic shootings at Virginia Tech remind us once again that no campus is completely immune from threats to the safety and security of its faculty, staff, and students. Like most campuses across the country, we have initiated our own review of campus security and emergency response procedures. We will do so in concert with a system-wide campus security review commissioned by President Bowles and a statewide study group to be appointed by Attorney General Roy Cooper. Undoubtedly, the incident at Virginia Tech will reveal yet additional improvements that can be made in campus security and in how students, staff, and faculty can be more readily notified in the event of an emergency. Ironically, last year we installed an outdoor emergency siren and voice message distribution system on the top of the Atkins Library tower and were criticized by the student newspaper for spending \$25,000 to do so!

In the near term, we continue to make progress in addressing physical characteristics of the campus that relate to campus safety and security. Each year, the Student Government Association assembles a group of students and University administrators to walk the campus to identify safety-related concerns, such as poor lighting or the need for additional emergency telephones. Last year, I allocated \$313,500 to address issues identified in the 2006 Campus “Safe Walk.” This year, in response to the items identified from the 2007 walk, we have reserved \$250,000 for this purpose. Finally, the Department of Police and Public Safety, with cooperation from the Department of Criminal Justice, will launch a pilot project using student security patrols to step-up our level of vigilance on campus in the evening hours.

### Campus Budget Re-examination Review

In my December newsletter, I detailed the work of a Cabinet-level review of our budget that took place last fall in collaboration with the leaders of the Faculty Council, the Staff Organization, and the Student Government Association. To facilitate the process of possible budget reallocations that might result from this review, I withheld about half of the new funds we had received for the budget year starting July 1, 2006—some \$13.8 million. With those withheld funds, we were able to address a large number of one-time projects on campus during the current

year, including the purchase of furnishings and equipment for the new College of Health and Human Services Building, significant building renovations, improvements in information technology infrastructure, and consulting assistance to help us develop long-term strategies for on-campus housing and off-campus development close to the University.

After receiving requests for permanent budget allocations from the vice chancellors and the Athletic Director for each of the administrative units that they oversee, I made permanent allocations of the withheld funds that will go into effect on July 1, 2007. These allocations included more than \$1 million to improve our competitive position for hiring and retaining staff talent by adjusting the salaries of members of our classified staff who were being paid below market levels. The allocations also attempted to address deficiencies in key areas of administrative support in our academic colleges and business support units that were hit hard by past budget reductions.

#### PACE Progress (President's Advisory Committee on Efficiency and Effectiveness)

Even before Erskine Bowles was inaugurated as the University's president 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 PACE initiative has kicked this aspect of our work into a higher gear.

UNC Charlotte has more than a dozen institutional reviews underway as part of the PACE initiative. Three of those projects are particularly noteworthy.

Professors Steven Rogelberg and Brian Cutler of the Organizational Science doctoral program are leading a team of their graduate students to help us reassess the process we use to determine North Carolina residency for the purpose of setting students' tuition. Although one might think that determining residency is easy, in fact it is often quite complicated and burdened by extensive requirements for documentation. Probably no single administrative process generates as much unhappiness (or emails to the chancellor!) as this one. Although we can't change the state law that governs the determination of residency, it does appear that there are many things we can do to make the process more transparent and less burdensome for our students and their parents. Stay tuned.

A separate team of consultants from Hewlett Packard Co. has been helping us examine potential cost savings, improved operations, and efficiencies that might be realized from consolidation of our many computing servers on campus. Before this study began, I don't think many of us would have guessed that we currently support 624 servers in 40 different physical locations on campus. The consultants believe that we can reduce the number of physical locations to 8, thereby freeing up facility space for faculty, administration, or students and saving on the energy costs required to power and cool these facilities. Moreover, combined with other recommendations, we can make significant strides in reducing redundant activities by different employees, improving network service and security, and more adequately protecting ourselves from potential catastrophic failure in our information technology infrastructure.

A third major business efficiency project involves re-engineering the processes by which we pay our bills. Carol Lee of Financial Services leads a committee and six-subcommittees involving more than 50 staff members looking at how we pay vendors and suppliers, domestic

and international student workers and financial aid recipients, project architects and contractors, and our employees. We've learned a lot, including that it is no small matter to issue 150,000 checks annually, pay 90,000 invoices, and process \$71 million in student loans. We expect to begin implementation of the committee recommendations in September, including the collection of performance data to monitor improved operating efficiencies and cost savings.

### New People

When I created the new Division of University Relations and Community Affairs in early 2006 and asked David Dunn to take the vice chancellor position, David reluctantly gave up his position as Director of Alumni Affairs. Recently, Vice Chancellor for Development and Alumni Affairs Niles Sorensen announced the appointment of Gilbert A. "Chip" Rossi as the university's new Director of Alumni Affairs. Chip comes to us with more than ten years of experience as an alumni association director, serving most recently at Virginia Commonwealth University in Richmond, Va. and previously at Rider University in New Jersey. He will provide staff leadership for cultivating the interests and support of UNC Charlotte's 80,000 alumni. Nick McEntire, who had served as interim director of alumni affairs at UNC Charlotte while the search was being conducted, has accepted the new permanent position of Associate Director of Alumni Affairs. Of course, we're delighted to have a passionate, committed, and talented alumnus of UNC Charlotte like Nick remain as part of our team.

Some time later this summer we will say good-bye to Chuck Lynch, our Vice Chancellor for Student Affairs. With 34 years of service at UNC Charlotte, Chuck has held nearly every major position in the Division of Student Affairs, including Director of Residence Life, Associate Dean and Dean of Students, Associate Vice Chancellor, and Vice Chancellor (since 1987). Chuck's leadership has resulted in a wide variety of new programs and services, many of them now considered "best practices" on a national level, including new student orientation, student leadership programs, longitudinal assessment of student development, and student learning communities. During Chuck's tenure, enrollment grew from just over 6,000 students to our present level of nearly 21,500. With that growth, Chuck was responsible for dramatic expansion of on-campus residence halls and other student-oriented facilities, including the Barnhardt Student Activity Center and the \$65 million Student Union currently under construction. In recognition of his many contributions, which are too numerous to be fully described here, the Board of Trustees has approved the naming of one of our newest residence halls (Cypress) in Chuck's honor. We look forward to officially dedicating Charles F. Lynch Hall sometime next year. We haven't changed the building signage yet; Chuck didn't want to confuse all of the new students coming to UNC Charlotte this fall looking for Cypress.

Joining us August 7 as Chuck's successor is Dr. Arthur Jackson. Art has served for a decade in vice presidential positions at Westfield State College in the Massachusetts state university system and Norfolk State University in Virginia. Earlier in his career, he served for seven years as Associate Dean of Student Affairs at Eastern Connecticut University and for eight years as Director of Financial Aid Services at the University of Massachusetts at Amherst. Art also brings with him a history of professional involvement and community leadership, an essential attribute for any senior-level administrator at UNC Charlotte.

We have a number of changes in Trustees taking place over the next several weeks, but I will wait until the fall newsletter to introduce our new members to you. As of June 30, however,

we will see the departure of current Trustees Cindy Gantt and Chairman Mac Everett. Both of these excellent Trustees will be missed.

Cindy leaves after a very productive four-year term, including service on the chancellorial search committee that returned Lisa Lewis Dubois to Charlotte. Her current assignments include the Board's standing committees on Personnel and Academic & Student Affairs, and as member of the nominating committee that helps select board officers.

Mac completes a full ten years on the Board, the last two as chair. Mac has done just about everything one can ask of a volunteer, including service as vice chair on the chancellor's search committee and as vice chair of the successful \$116 million "It Takes A Gift" Campaign. Mac has also represented the University on a variety of other boards and committees, including the UNC Charlotte Foundation, the UNC Charlotte Investment Fund, the University Endowment, the Facilities Development Corporation (which developed Greek Village), and the UNC Higher Education Bond Oversight Committee. Mac will continue to be actively engaged with the campus in various assignments, including vice chair of the Foundation and chair of the Football Feasibility Committee.

### Community Outreach and Engagement

Although there is always too much going on at UNC Charlotte in any given week to report on everything, I do like to use this newsletter to highlight some of our more important outreach activities on a local, regional, or national level.

For instance, UNC Charlotte has joined with 32 other public and private organizations across Charlotte and Mecklenburg County in a civic engagement process called *Crossroads Charlotte*. Our *Crossroads* initiative began in the fall semester of 2006 with two freshmen seminars that examined the future growth of Charlotte and the role that individuals can play in shaping positive outcomes in an increasingly complex and diverse community. This spring, the *Crossroads* initiative has been centered around two community engagement classes offered at David Cox and University Meadows Elementary Schools. Students enrolled in these courses are working with the schools' faculty, staff, and students to address individual student and school needs.

The sixth annual Five Ventures Competition was hosted by the Charlotte Research Institute on March 21 for ten entrepreneurs to present their business plans to more than 25 local judges. The top five scorers were named Five Ventures finalists and competed at a live Five Ventures Summit on April 12 at the Barnhart Student Activity Center for more than \$100,000 in cash and in-kind services.

The brightest minds in the world of virtual reality development visited Charlotte March 10-14 for the IEEE Virtual Reality 2007, hosted by our Department of Computer Science and sponsored by the IEEE Computer Society. The conference provided an incredible opportunity to increase the visibility of our academic programs and the great facilities that we have in Woodward Hall, as the department hosted an event for 300 people.

"Setting the Community Standard for Best Practices for Children & Youth in Charlotte-Mecklenburg" was held on campus February 2. This invitational, one-day working conference

was the result of the collaborative efforts of our Institute for Social Capital, the Council for Children's Rights, and the Charlotte-Mecklenburg Children's Alliance. The conference engaged key stakeholders and other experts across child welfare, juvenile justice, children's mental health, and education in developing a shared community standard to be applied in identifying, evaluating, and establishing "best practices" across systems serving youth in the Charlotte/Mecklenburg community.

On March 23, the Center for Biomedical Engineering Systems and the Charlotte Research Institute co-sponsored a BioImaging Symposium in Charlotte. The Center was established to synergize the biomedical related activities of traditional academic departments at UNC Charlotte in order to conduct interdisciplinary research and provide technical support to local, state, and federal agencies on biomedical engineering issues.

In association with the development of the North Carolina Research Campus in Kannapolis, UNC Charlotte and five other North Carolina universities hosted a major symposium from April 15-17 featuring the top national researchers in nutritional biotechnology. Entitled "Who We Are and What We Eat: The Role of Metabolomics and Nutrigenomics in Creating Healthier Foods and Healthier Lives," the symposium was the first national conference organized around the exciting developments associated with the Kannapolis biotechnology initiative spearheaded by David Murdock. Mr. Murdock attended the conference and spoke to the attendees.

### Academic Happenings

Space here does not permit me to canvass the accomplishments of all of our divisions, but I do want to share some of the more important academic developments that will greet students upon their entry or re-entry in the fall.

A new joint initiative between the divisions of Academic Affairs and Student Affairs is the development of a common reading program for freshmen students. The program will be piloted this fall in the Freshman Seminar classes. It is anticipated that the common reading program will be expanded to a campus-wide program for all new students beginning in Fall 2008. A committee comprised of faculty and Student Affairs staff selected the book, *The Color of Water*. The author, James McBride, will visit the campus in October.

With a renewed emphasis in the University system and on campus in increasing our rates for retention and graduation, we have decided to create one consolidated University Advising Center to serve undeclared entering students, transfers, and students in transition to a major. The Center will be directed by Henrietta Thomas and is conveniently located across from the Library in Colvard North. As renovations continue in this area, other academic support units will be co-located with the Advising Center to create a "one-stop shop" for students seeking advice and guidance.

UNC Charlotte's listing of doctoral programs for the fall has grown to 18 with the addition of a new degree in Nanoscale Science. Nanoscale science is a field of scientific investigation that addresses the development, manipulation and use of materials and devices on the scale of roughly 1-100 nanometers in length, as well as the study of phenomena that occur at

this size scale. In case you don't remember, one nanometer equals one billionth of a meter (or, in my terms, "teeny weeny").

Other new programs available in the fall will be the baccalaureate programs in Respiratory Therapy (B.S.R.T.) and Public Health (B.S.P.H.) and the master's programs in Sports Marketing and Management, Bioinformatics, and Latin American Studies. New programs being planned include a Master's in Urban Design, a Master's in Anthropology, and bachelor's degree programs in Japanese Studies and Systems Engineering.

Two College of Education curriculum changes facilitate the placement of more highly qualified educational professionals in the schools in a timely manner. The Department of Educational Leadership has a new streamlined 39-hour MSA program that meets the challenge of President Bowles last spring to "rationalize" programs to make sure they are current, rigorous, relevant, effective, and as streamlined as possible. The graduate-level routes to initial licensure (called "fast track" programs) have been approved as a Graduate Certificate in Teaching. Students can now qualify for graduate-level financial aid packages. Last year UNC Charlotte recommended 512 new teachers for the North Carolina teaching license, with strong numbers in the teaching areas of highest needs: mathematics (42), science (36), middle grades education (68), and special education (83.)

Under the leadership of Dr. Lucille Travis, completing her first year as Associate Dean and Director of the School of Nursing, UNC Charlotte and Central Piedmont Community College (CPCC) recently signed an articulation agreement for nursing students. The agreement will ensure a smooth transition for graduates of CPCC's Associate's degree in Nursing into UNC Charlotte's Bachelor of Science in Nursing degree completion program. I'm also proud to report that the pass rate for the RN - NCLEX licensing exam for the 2006 calendar year was 97 percent for the UNC Charlotte School of Nursing, compared to the national pass rate of 86.2% for baccalaureate nursing programs and the North Carolina pass rate of 92%. Of the 13 baccalaureate programs in the state, the UNC Charlotte School of Nursing pass rate was in the top four.

New students in the fall will also see some new signage and may need to re-check their campus maps. To reflect the strong environmental program that it has, the Department of Civil Engineering is now the Department of Civil and Environmental Engineering. The Department of Art has been renamed "Art and Art History" to reflect the new baccalaureate program in Art History. Finally, effective July 1, the Department of Sociology and Anthropology will become separate departments--the Department of Sociology and the Department of Anthropology.

It has been a busy and fulfilling year. Perhaps no single event summed up the ongoing growth and development of UNC Charlotte more than the celebration we held on April 20 to mark the acquisition of the millionth volume for the J. Murrey Atkins Library. This is a major milestone in the growth of the research collections as it signifies the growing scholarly and research activities of our institution. The Library took nearly 30 years to reach its first milestone of 500,000 volumes in 1991 with a first edition of *Moby Dick*. As the University has grown and research has continued to increase, the Library has reached one million volumes in less than half the time it took to reach the 500,000<sup>th</sup> mark. The library's millionth volume is a first edition of T. S. Eliot's *The Waste Land*, a donation by professor emeritus Julian D. and Elsie Mason.

We wish you an enjoyable summer and will check back in with you in the fall. At that time, I'll be able to report on some fantastic accomplishments unfolding today as our student-athletes compete in Atlantic 10 and NCAA competitions. I'll be able to introduce our new Trustees to you, and summarize the results of the current legislative session. And, of course, by then we'll know the answer to the question of whether UNC Charlotte will enroll over 22,000 students this fall.

Cordially,

A handwritten signature in cursive script that reads "Phil".

Philip L. Dubois  
Chancellor