



**The University of North Carolina at Charlotte**

December 15, 2005

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

Re: Update on Current Issues and Activities

Dear Colleagues:

Our first semester back at UNC Charlotte has been a wonderful reintroduction for Lisa and me to our campus and the larger Charlotte community. We have been warmly welcomed by old friends and new colleagues.

This is the first of what I hope will become a regular letter to the employees and friends of UNC Charlotte about major campus activities and issues that might be of broad interest. I will plan to issue this letter twice a year—once at the end of the fall semester and then again at the close of the spring term. Space will not permit me to give a full description of each activity or analysis of each issue, but I will try to convey the most important points. If you want additional detail on any specific item, please feel free to contact Donna Brady in my office ([dbrady@email.uncc.edu](mailto:dbrady@email.uncc.edu)). Copies of this letter will also be posted in the Chancellor's Outbox at <http://www.administration.uncc.edu/chancellor/outbox.html>; as you may know, this is another place where interested employees or friends may look for information about current initiatives originating in my office.

Getting Reacquainted

Almost all of my time has been spent in reacquainting myself with the institution and the community, learning as much as I can about the people and programs at UNC Charlotte that have developed since I departed in 1997 to assume the presidency of the University of Wyoming. That has included literally dozens of on-campus meetings with the members of my senior leadership team on the Chancellor's Council and the Chancellor's Cabinet (and members of their staffs), deans and department heads, and elected representatives of the faculty, staff, and student body government.

The off-campus learning agenda has been equally daunting, including meetings with elected state and local government officials and administrators, colleagues at other higher education institutions in the region, business and non-profit leaders, and community groups. With the assistance of the president of the Alumni Association Board of Governors, Dennis Bunker, I have also profited immensely from monthly lunch conversations with alumni who have been willing to share their thoughts with me.

To ensure that I remain able to link the interests of the University with the community we serve, I have accepted invitations to join the boards of the Charlotte Regional Partnership, the Board of Advisors of the Charlotte Chamber, the Center City Partners, and the University City Partners. Meetings of these boards are already proving valuable to me.

Strong relationships form the basis for strong institutions. For that reason, Lisa and I have hosted a large number of receptions and dinners this fall at the Chancellor's residence, Bissell House. These include events to introduce new members of the campus leadership to the community (Dean Nancy Gutierrez of the College of Arts and Sciences and Director Sharon Portwood of the Institute for Social Capital); to thank members of the Chancellor's search committee and the elected representatives serving on the Faculty Council, Staff Organization Executive Committee, and Student Government Association; to greet new members of the faculty and staff joining UNC Charlotte in 2005; to welcome new members of the UNC Board of Governors; to host members of the Charlotte-Mecklenburg delegation to the General Assembly, and to solidify relationships with various community organizations and generous donors. Overall, over 1,300 individuals have been greeted at the door by Wyo the Wonderdog!

#### Administrative and Organizational Changes

In addition to these activities, I have already taken some actions to solidify my senior leadership team. With Vice Chancellor for Business Affairs Olen Smith expected to retire at the end of April, 2006, I have recruited Elizabeth Hardin to rejoin the University of North Carolina at Charlotte to serve in the Business Affairs post. As Vice Chancellor for Business Affairs, Beth will serve as the university's chief financial and administrative officer, overseeing all areas of business management, including fiscal and facilities systems and procedures, preparing division budgets, and monitoring for compliance within State of North Carolina guidelines. Her functional responsibilities will include facilities management, financial services, internal audit, human resources, systems development, police and public safety, purchasing, auxiliary services such as food service, mail and the university bookstore.

For the past two years, Beth has served as Vice President for Administration at my former institution, the University of Wyoming. Prior to that, she served UNC Charlotte as Special Assistant to the Chancellor (2002-2003), Interim Executive Director of the Charlotte Research Institute (2000-2002), and Associate Vice Chancellor for Business Affairs (1995-2002). Her knowledge and experience will be invaluable to our institution once again. Beth will join us around March 1 in the capacity as Special Assistant to the Chancellor, shadowing Olen and his senior administrative team until she assumes the reins as Vice Chancellor on May 1.

Filling Olen Smith's shoes will be no easy task. Olen has served the University for 21 years, as Director of Financial Services (1984-1989), Associate Vice Chancellor for Finance and Planning (1989-1994), and as Vice Chancellor for Business Affairs since 1994. We will plan to honor Olen this spring as he makes his formal exit, but it is not too early to say "thank you" to Olen for his many years of dedication to UNC Charlotte.

I have also recently announced the creation of a new administrative division to be called University Relations and Community Affairs. The basic mission of this new division will be to have UNC Charlotte become better connected to and more visible in the region we serve. The Division will play a pivotal role in linking the region's principal governmental, business, and non-profit entities to the research, teaching, and service assets of the university. The Division will also house all of our external and internal communications activities. I expect this Division to take the lead early next year in the development of a strategic integrated institutional marketing plan.

To accomplish this administrative reorganization without creating another costly administrative post, I have decided not to fill the senior-level position of Executive Assistant to the Chancellor, currently vacant. Ms. Donna Brady, who has been serving quite ably in an administrative support role to that position for 15 years and as interim assistant secretary to the Board of Trustees since September of 2004, will serve as Senior Assistant to the Chancellor and will be appointed permanently to the position of assistant secretary of the Board.

To assume the leadership of the new Division as Vice Chancellor for University Relations and Community Affairs, I have appointed David Dunn, effective January 1, 2006. Many of you will know David as the Associate Vice Chancellor for Alumni Affairs and Executive Assistant to the Chancellor for Constituent Relations. I am asking David to relinquish his half-time duties with respect to the Alumni Association to assume full-time responsibility for University Relations and Community Affairs. The post of interim Director of Alumni Affairs will be filled by Nick McEntire, currently Assistant Director of Alumni Affairs and a 2000 alumnus of UNC Charlotte.

The search for a permanent director of Alumni Affairs will not be initiated until we have a new Vice Chancellor for Development and Alumni Affairs in place. As many of you may know, that position is currently vacant as the result of the departure of Tom Martz to take a similar position this fall at the University of Alabama. A national search for that post will be launched in January. At the same time, I will be bringing in an external evaluation team from the Association of Governing Boards to assess the current operations we have in both the Office of Development and Alumni Affairs. A candid independent evaluation of the strengths and weaknesses of our external relations units should serve us well in finding the right person to lead that Division in the future. I hope to have that position filled by fall, 2006.

Our senior administrative team has also been strengthened with important positions in the Division of Academic Affairs.

Dr. Nancy Gutierrez was named Dean of the College of Arts and Sciences, succeeding Dr. Schley Lyons, who retired after 20 years as Dean. Dr. Gutierrez came from Arizona State University where she was Vice Provost for Academic Affairs and Professor of English. In her former administrative roles, she assumed leadership in the areas of faculty recruitment and retention, programmatic innovation, and research excellence. Dr. Gutierrez received her master's and Ph.D. in English from the University of Chicago.

Dr. Sharon Portwood was selected as the first Executive Director of the Institute for Social Capital, a new initiative created to foster University social and human capital research and to increase the community's capacity for data-based planning and evaluation through collaboration with regional nonprofit organizations and governmental agencies. Dr. Portwood came from the University of Missouri-Kansas City. She received a J.D. from the University of Texas School of Law and a Ph.D. in Psychology from the University of Virginia.

Dr. Robert Wilhelm, Professor of Mechanical Engineering, was named Executive Director of the Charlotte Research Institute. On our faculty since 1993, he formally served as associate director of the Center for Precision Metrology. The Charlotte Research Institute was established to help the region's economy by facilitating research partnerships involving the University, regional businesses and industries, and governmental or nonprofit organizations.

### Legislative Session Outcomes

Every session of the North Carolina General Assembly is important for the future development of UNC Charlotte and the 2005 session was no different.

Perhaps the most important news coming out of the budget session was that the long overdue increase in our base funding to support the expansion of the university's status as a doctoral/research campus was successfully negotiated. As a result, an additional \$5 million in base funding for this academic year was provided on July 1, 2005, with an incremental \$5 million to be added on July 1, 2006. Although this overall \$10 million increase in our budget does not come close to addressing the financial issues facing our campus or the per-student funding inequities that remain in the UNC system, it is obviously very welcome! It will certainly help us in our efforts to recruit and retain strong faculty and staff, and to address long-deferred operational needs in our colleges, departments, and administrative units.

In addition to the base funding increase, UNC Charlotte received \$3.98 million for the academic and student support needed to manage our increasing enrollment of students; \$1.5 million for continuing operations and maintenance of newly constructed buildings and increased utilities costs; slightly more than \$3.0 million for an employee salary increase of 2%; and \$2.98 million for repair and renovation (R & R) projects. The R & R funds are especially welcome as they will permit us to replace roofs on three campus buildings, relocate the electrical substation, improve fire protection in McEniry Hall, and accomplish various smaller infrastructure improvement projects.

Of course, it is rare that all of the budget news is positive and this year was no different. Some of the gains noted above were offset by a general reduction of 1.72% in the UNC system budget by the General Assembly and elimination of a small appropriation that had been available for summer school programs; UNC Charlotte's share of these reductions was nearly \$2.4 million.

## Buildings, Buildings, and More Buildings

Certainly one of the most visible signs of change at UNC Charlotte has been the large number of new buildings constructed during the tenure of my mentor and friend, Chancellor Jim Woodward. It was, therefore, a particular source of personal privilege for me to participate in the dedication of James H. and Martha H. Woodward Hall in mid-November. This \$33.2 million building, the largest on campus, houses the College of Information Technology, the Department of Electrical and Computer Engineering, and the Department of Biology. The naming of Woodward Hall is most fitting as it serves as a physical manifestation of the work done by Jim and Martha during the 16 years of his chancellorship to raise awareness of the University's vital role as an economic engine and to build partnerships and friendships for UNC Charlotte.

Woodward Hall is only the most recent of six new buildings put into service within the last year, adding 585,000 square feet of space to UNC Charlotte's facilities inventory. In addition to Woodward Hall, the new academic buildings include the College of Education Building occupied in November 2004 and the Engineering Research Building (which includes the adjacent North Carolina Motor Sports and Automotive Research Center) occupied in May 2005. The College of Engineering Building is the first academic building on the Charlotte Research Institute campus. Two regional utility plants and the Facilities Management and Public Safety Building were also added to the facilities inventory within the last year.

The Applied Optics and Physics Building, the second building on the Charlotte Research Institute campus, will be occupied in spring 2006. The final academic building authorized in the 2000 Higher Education Bond Bill, the College of Health and Human Services Building, is scheduled for completion in November 2006.

The third building to be built on the CRI campus will be the Bioinformatics Research Building, currently in design. This will be the first "green building" at UNC Charlotte with a goal of Leadership in Energy and Environmental Design (LEED) certification. Funded by a legislative appropriation in 2004, the Bioinformatics Building is expected to be ready for use early in 2009. This building will provide office, administrative, and laboratory space for approximately 50 research scientists and their staffs.

Of course, as new buildings are constructed and units are relocated on campus, we are presented with opportunities to renovate older structures for new occupants. After the opening of Robinson Hall allowed the relocation of the departments of Music and Dance & Theatre, a major renovation of the Rowe Arts Building for the Department of Art's benefit was completed on a very aggressive schedule in only one semester. A second major renovation project is now underway. A significant renovation in McEniry will be completed in December 2005 for the Department of Geography and Earth Science.

Other facilities projects are also moving along. Construction of the Harris Alumni Center and a student health center are underway. Construction of a 950-vehicle parking deck to service the new academic buildings on the north side of campus will begin this month. The Athletic Foundation and the Athletic Department will soon begin a two phase major renovation to the baseball facility. Phase I will include the construction of sunken dugouts and on-site concessions and restrooms. Construction should begin in late May 2006, with completion expected in time for the first home baseball game in 2007.

One more sign of growth will soon be noticeable on the campus. The long awaited ground breaking for the Greek Village has finally begun. After many years of planning, on-campus fraternity and sorority houses will soon start springing up on the hillside behind Hawthorn Hall. Thirteen houses will accommodate 350 students and serve a Greek community of almost 900 students. Designed to provide common meeting and lounge space for the organization members, each unit will serve as a home and a center for the group's activities. The 11 acre site itself will provide a large outdoor commons which will serve as a focal point for both fraternity and sorority social activities and campus wide events. We are pleased as a university to provide our fraternities and sororities with this opportunity to thrive and to bring the fraternity and sorority experience at UNC Charlotte a greater degree of visibility and support.

Along with the Greek Village, the Dean of Students Office will be expanding the current Greek Life Programs into an Office of Greek Life with two professional staff members who will work together in designing and implementing additional leadership and training, advisement, and organizational support to the individual fraternities and sororities and to their governing councils. The mission of the Office of Greek Life is to build on the university's current support of our fraternities and sororities as we construct a more vibrant, involved, and growing Greek community.

Another key addition to student life will be a new Student Union. The Cone University Center, constructed in 3 phases beginning in 1962 and completed in 1976, has served us well. However, we long ago outgrew it. Design for a new Union is currently about 80% complete. This new building, estimated to cost \$60 million, will be located just north of Craver Road and across the street from the College of Education Building and the College of Health and Human Services Building. The Student Union will be home to student organizations, student government, student media, and the Multi-Cultural and Leadership Centers. In addition to a variety of dining experiences including retail outlets, residential/board dining and a coffee shop, the Student Union will include a new University Bookstore, convenience store, and several retail outlets. A 210-seat movie theater and the game room/venue will provide locations for entertainment on campus.

It is difficult to imagine a building more important than the Student Union in terms of our ability in the future to recruit and properly support our students. As a result, one of our top priorities in the 2006 legislative session is to secure approval from the UNC Board of Governors and the General Assembly for the authority to issue the bonds required to build the structure. The debt service on this building will be paid from fees assessed students over the next twenty years; no state appropriation will be required.

Unfortunately, uncertainty in the construction market has raised the estimated cost of this structure several times and we require a higher level of legislative authority than we have currently. Since this building must be sized to anticipate our future growth to 28,000 students and perhaps beyond, I believe that we must make every effort to secure the approvals to build the Union we need.

Our top legislative priority for the 2006 session will be to secure a \$39 million appropriation to construct a 150,000 square foot classroom facility in center city Charlotte near the corner of Ninth and Brevard Streets. The UNC Charlotte Foundation has already acquired the required property which is just blocks from the heart of the business district and just half a block from the proposed north-south, light rail line which will serve the UNC Charlotte campus. This new building will truly give UNC Charlotte a “major presence” in the center city. Of course, we must get over all of the hurdles that exist in the approval process, including the support of our new University President, Erskine Bowles. So, when you see Erskine around the state, give him a small bit of friendly encouragement.

#### Academic Affairs

Sometimes chancellors can get too focused on things like money and buildings (and how well our various athletic teams are doing) and fail to emphasize what should be our first concern—the academic mission. I am pleased to report that, under the leadership of our Provost and Vice Chancellor for Academic Affairs, Dr. Joan Lorden, the academic enterprise of teaching, research, and service at UNC Charlotte is healthy and growing.

It begins with robust enrollment growth. This fall, enrollment at UNC Charlotte grew by 4.7%, including a 9.9% increase in new freshmen. The largest increases among new freshmen were in African American (23.3%) and Hispanic (30.6%) students. Graduate enrollments grew by 6.2%, with the strongest growth in doctoral programs. UNC Charlotte students’ diverse backgrounds contribute to the overall educational environment and experience. Students come from 99 North Carolina counties, 48 states, 2 U.S. territories, and 78 foreign countries.

Our fall enrollment also included 18 undergraduates and 9 graduate students enrolled from institutions forced to close as a result of Hurricane Katrina. The Niner Nation reached out to these students with food, supplies, and a disaster relief scholarship fund. The Dean of Students Office provided a special orientation for the undergraduates and hosted meals and special events to help the students with their adjustment to Charlotte. Although some of these students will be with us for the 2006 spring semester, most will return to their home institutions to resume their education. We wish them well.

#### Faculty Honors

Our students are taught by outstanding UNC Charlotte faculty members who, year in and year out, are recognized for their excellence. Some recent honors are worthy of special mention here.

The Carnegie Foundation for the Advancement of Teaching and the Council for Advancement and Support of Education (CASE) recently named Dr. Cindy Combs as the 2005 North Carolina Professor of the Year. Dr. Combs was selected from among nearly 400 top professors in the United States as one of the most outstanding undergraduate instructors in the country. Dr. Combs is a professor in the Department of Political Science and a Bonnie E. Cone Distinguished Professor for Teaching. She has also done outstanding work as the advisor for our Model United Nations program. The CASE award was no surprise to Dr. Combs' colleagues on campus; previously, she has won the Bank of America Award for Teaching Excellence, the International Faculty Award, and the Board of Governors' Award for Excellence in Teaching.

Three other faculty members were awarded prestigious fellowships through the Fulbright Scholar Program. Sponsored by the United States Department of State, Bureau of Educational and Cultural Affairs, this program permits faculty members to deliver lectures and conduct research abroad. Judy Aulette, Associate Professor of Sociology, is at the University of the Western Cape, South Africa; Jerry Dávila, Assistant Professor of History, is at the Pontifical Catholic University of Rio de Janeiro, Brazil; and Beth Whitaker, Assistant Professor of Political Science, is at the United States International University, Nairobi, Kenya.

Finally, another kind of national recognition was bestowed upon Associate Professor Jamie Franki of the Department of Art when his design of the new Thomas Jefferson nickel was chosen by the U.S. Mint from among 147 submitted designs. This was Franki's second successful coin design; a Franki design was selected earlier this year for the 2005 American Bison nickel. Professor Franki's artwork has been exhibited in numerous national group exhibitions, including the Society of Illustrators Museum of American Illustration in Manhattan, the Norman Rockwell Museum, and the Cooperstown Baseball Hall of Fame.

These are just a few of the more notable examples of the accomplishments of our faculty; our staff and students are also recognized regularly for their great work. I wish space permitted me to brag some more.

### New Doctoral Programs

For the past several years, a major goal of this institution has been to achieve the status of "Doctoral—Research Extensive" as determined by the Carnegie Foundation for the Advancement of Teaching. This is the category shared by the nation's leading research universities, including UNC-Chapel Hill and NC State in the University of North Carolina system. UNC Charlotte is currently categorized in the next highest category, "Doctoral—Research Intensive." To join our colleagues at Chapel Hill and NC State, we must regularly produce 50 doctoral degrees in 15 or more Ph.D. programs.

The good news is that we are very close to reaching this milestone. We currently have 14 authorized doctoral programs and last year produced 41 doctorates. We recently received unanimous votes of approval from the systemwide Graduate Council for our next two doctorates—in Business Administration and Organizational Science. We expect

the UNC Board of Governors to act upon these programs at their next meeting in January. In addition, two additional Ph.D. programs are in the early stages of the approval process—Nanoscale Science and Geography & Urban Regional Analysis. Given this rapid programmatic development and total doctoral enrollment that now exceeds 450 students, we hope to soon achieve the “Research Extensive” status and, as a consequence, a higher level of funding support through the Board of Governors.

Two of our newest doctoral programs will begin admitting new students in the fall of 2006.

The Health Services Research doctoral program is an interdisciplinary, collaborative program in the College of Health and Human Services. This program prepares graduates in the development and dissemination of new knowledge through outcomes research to improve both the practice and delivery of health and human services in individuals and populations. Research focuses on access to care, effectiveness, and the quality and organization of healthcare delivery systems.

Health Psychology is a rapidly emerging field of basic and applied research which utilizes principles of psychology to impact health and illness across the life span. The Health Psychology Ph.D. is an interdisciplinary program involving the Department of Psychology and the Gerontology program in the College of Arts and Sciences, and the Department of Counseling and the Department of Special Education and Child Development in the College of Education. In addition, it is expected that the program will develop collaborations with the College of Health and Human Services and the Public Policy Ph.D. program.

### Research Developments

Another important goal of UNC Charlotte has been to strengthen our capacity and reputation as a university known for conducting outstanding research. This semester UNC Charlotte became an important destination for top researchers in some of contemporary science’s most dynamic fields, as the University hosted conferences in biotechnology, computer security, nanotechnology and optics—areas where we are gaining national prominence. All of these conferences offer opportunities for productive exchanges among UNC Charlotte, other regional universities, government officials, economic development agencies, research organizations, private companies, and venture capitalists.

The Fourth Annual “Charlotte's Emerging Role in Biotechnology” Conference was attended by several hundred university faculty and students, as well as community, government, and business leaders. The conference focused on Charlotte’s rapidly expanding biotechnology infrastructure and included presentations of cutting-edge research by faculty.

The 2005 Computer Security Symposium, sponsored by the College of Information Technology, highlighted the University’s research strength in information security, a problem of growing national and international concern.

The first annual Nanoscale Science and Engineering Conference brought together more than 250 participants from the Carolinas, Virginia, Tennessee and Georgia who have an interest in this leading edge discipline. The conference was aimed at fostering the sort of creative collaboration between pure science and practical application that has long been the approach on our campus.

The MicroOptics Triangle Symposium focused on another research field where we believe the University can have a large economic impact on the local community. UNC Charlotte's Center for Optoelectronics and Optical Communications hosted this special symposium to celebrate our participation in a unique tri-university collaboration. Over the last three years, the University of North Carolina at Charlotte, Clemson University, and Western Carolina University have invested in buildings and equipment worth \$86 million to bring the Carolinas MicroOptics Triangle to fruition. We will work together to serve as a powerful resource for a host of industries that can use enabling technological advances coming out of research in optics and photonics science.

Another important forum that brings together University expertise with community needs is the Charlotte Community Design Studio, directed by Professor Deborah Ryan of the College of Architecture. November's "Urban Open Space Leadership Institute" (OSL) provided a two-and-a-half day forum for locally elected officials and development professionals to exchange ideas relative to large-scale, mixed-use development projects. The forum also targeted leaders who represent high-growth areas outside of Charlotte, including the North Carolina counties of Anson, Cabarrus, Gaston, Iredell, Stanly, and Rowan, and York County, South Carolina.

#### New Centers and Institutes.

Centers and institutes are established within the University to strengthen and enrich multidisciplinary programs of research, public service, or instruction conducted by the faculty and staff. They also may provide undergraduate and graduate students and postdoctoral fellows with added research opportunities. Centers and institutes have a strong positive impact on the economic development of the state by providing job opportunities, supplying technical assistance and training, fostering community development, and enhancing the transfer of new technologies.

Our entrepreneurial faculty members have aggressively organized their work in a number of new institutional centers.

The Information Security and Assurance Center is a multi-disciplinary center of excellence that performs both fundamental and applied research into technical, legal, ethical, and policy issues in information security, assurance, and privacy. It also participates in the education and training of information security and assurance professionals.

The mission of the Bioinformatics Research Center (BRC) is to develop, use, and commercialize novel computational approaches to help solve important biological problems, and to provide training in the science and technology that underlies them.

Bioinformatics is inherently interdisciplinary, requiring elements of computer science, biology, chemistry, mathematics, statistics, physics, engineering, and the health sciences.

The Center for Applied Geographic Information Science (CAGIS) focuses on research and the application of GIS concepts and technologies to social and environmental problems. CAGIS is currently involved in a variety of funded research projects, such as modeling the spread of infectious disease, environmental planning for management of invasive species, analysis of air quality patterns related to urban growth, GIS support for regional vulnerability assessments, spatial data exploration, and spatial database design and metadata analyses.

The North Carolina Motorsports and Automotive Research Center (NCMARC) was established to support the motorsports and automotive industries through education emphasizing experiential learning, research and community involvement. Its mission is to be the pre-eminent resource for training the workforce and providing the research infrastructure to service the local and national motorsports industry.

Efforts by NCMARC, teamed with the UNC Charlotte Urban Institute, the Belk College of Business, and the N.C. Motorsports Association, resulted in an economic impact and strategic planning study for the motorsports industry. The study documented that motorsports provides 24,000 jobs in the state, generating \$5.1 billion in revenue. Given these facts, the N.C. General Assembly commissioned the University to oversee a feasibility study for a motorsports testing complex in the state. The study will assess various test and research needs and make recommendations to strengthen the motorsports industry in North Carolina.

The Center for Biomedical Engineering Systems (CBES) provides infrastructure for the faculty, staff, and students to collaborate across disciplines on critical biomedical issues. The complexity of current issues in biomedicine requires collaborative and multi-disciplinary efforts that draw together scholars from fields such as mechanical engineering, biology, chemistry, physics, computer science, electrical and computer engineering, and kinesiology.

The Charlotte Visualization Center (VisCenter) is just a year old, but already has an active research and outreach program involving 33 faculty members from four colleges. The VisCenter's research program of regional and national impact includes risk management in banks, intelligence analysis for homeland security, urban planning, emergency planning and response, visual analysis of environmental impacts caused by new industry, and 3D medical visualization and training. The VisCenter has just been awarded a contract by the Department of Homeland Security to support the Southeastern Regional Visualization and Analytics Center (RVAC), one of four new regional visual analytics centers. The Southeastern RVAC will work on visual analytical reasoning applied to the immense amounts of information that need to be monitored and analyzed by intelligence analysts and anti-terrorism experts. Combined with the established program in information security and assurance, this will give UNC Charlotte one of the strongest programs in security in the country.

## Private Fundraising

Over the last twenty-five years, public universities have increasingly looked to raise funds from alumni and friends to supplement the support provided by the state. UNC Charlotte has been no different. The seven-year *It Takes A Gift* Campaign completed on June 30 was the most ambitious and successful fund-raising initiative in university history. More than 20,000 donors made gifts and commitments exceeding \$116.4 million, far surpassing the campaign's ambitious goal of \$100 million. Donors established 130 new endowed funds, with each of the university's colleges, major programs, and initiatives receiving vital support. We celebrated the campaign's historic accomplishments this past fall when we also rolled out a new online giving site for the university. I invite you to check out [www.giving.uncc.edu](http://www.giving.uncc.edu).

Another fundraising initiative occurred on November 15 when the Charlotte 49ers and the Athletic Foundation held the 2nd Annual "Let Me Play" fundraiser for women's athletics. The event, chaired by Betty Chafin Rash, netted \$78,500. Attendance increased by 34% with 375 attendees inspired by prominent Washington D.C. attorney Karen Popp (herself a former UNC Charlotte basketball player and student body president) and current student-athlete, Cassie Ficken. Plans are already underway for the 2006 luncheon.

## Best wishes for the Holidays

Well, I guess that's enough for now! I'm sure you can tell from the length of this first newsletter that it has been a busy fall at UNC Charlotte. All of us are looking forward to the holiday break before we assemble again in January for the spring semester. Lisa and I hope that you and yours enjoy a wonderful holiday season in the company of family and friends.

Cordially,



Philip L. Dubois  
Chancellor