



UNCC<sup>®</sup> CHARLOTTE

# INSTALLATION ADDRESS

*Philip L. Dubois*

CHANCELLOR

THE UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE

THE THIRD OF FEBRUARY

TWO THOUSAND AND SIX



OUR PATH HAS BEEN STEADY AND SURE, BLESSED BY THE VISIONARY AND STABLE LEADERSHIP PROVIDED BY OUR FOUNDER, MS. BONNIE CONE, AND BUILT UPON BY THREE EXTRAORDINARY CHANCELLORS -- DEAN COLVARD, E.K. FRETWELL, AND JIM WOODWARD.

GOOD MORNING. PRESIDENT BOWLES, DISTINGUISHED GUESTS, MEMBERS OF THE UNIVERSITY COMMUNITY, AND FRIENDS, I AM HONORED BY YOUR ATTENDANCE AT THIS IMPORTANT EVENT IN THE LIFE OF OUR UNIVERSITY.

Let me begin today with a simple statement: "...we at Charlotte do not claim yet to have become a fully developed university. On the other hand, let me now make very clear that we intend to build here, and are daily striving to build here, not only a fully developed university, but as soon as possible a great university; and that in doing this we believe we reflect the spirit of the Latin motto adopted by the people of this great state in 1893: 'Esse Quam Videri' -- to be rather than to seem."

Those words are not mine. They were spoken by Dean Colvard 39 years ago on the occasion of his installation as the first chancellor of UNC Charlotte. And they reflect a central tenet of our institutional culture that persists to this day. We have never wished to seem to be that which we are not. But we have high aspirations and we expect to become a great university, one that not only brings pride to our region but to all of the people of North Carolina.

Our path has been steady and sure, blessed by the visionary and stable leadership provided by our founder, Ms. Bonnie Cone, and built upon by three extraordinary chancellors -- Dean Colvard, E.K. Fretwell, and Jim Woodward. As E.K. himself noted in his installation address, "I feel that I am standing on the shoulders of giants." Well, as I look out from atop the shoulders of four giants, the view I see is awesome!

My debt of gratitude to those who have preceded me is profound, but it is especially powerful when I speak of Jim Woodward. For all sorts of reasons, personal and professional, he is why I am here. As I said in November when we dedicated the James H. and Martha H. Woodward Hall, I owe a good part of my professional life and what I think about higher education to Jim. When I served as his provost, he prepared me to be a president. My antipathy toward external accreditors I owe to Jim. My understanding of why pizza is a better lunch choice than chicken, I owe to Jim. My appreciation for red brick as the gold standard for new construction comes from Jim.

And I would be remiss if I did not also mention my other professional mentors. Professor Alexander J. Groth at UC Davis



convinced me that an academic life would better match my talents than a career in the courtroom. He broke my mother's heart. David Adamany, my graduate advisor and now the President at Temple University, was the best role model of a professor turned public servant and University president that I could have imagined. And Carol Cartwright, currently the President at Kent State University, made sure that when I wanted to be a provost, I was ready to do so. Like many who learned from Carol at University of California at Davis, I was "Cartwright-certified."

Of course, professional development cannot happen without support from family and friends. My brother, Paul, and my late parents made sure that I took full advantage of what a public higher education had to offer (and my brother made sure I could pass calculus!). And I have been truly blessed with the extraordinary partnership that is my marriage to Lisa Lewis Dubois and the smiles and pride that daily are brought to us by Logan, Taylor, and Ali. To borrow a phrase from my friend Al Simpson, I seriously "overmarried."

#### ADVANCING OUR ACADEMIC MISSION

Let me begin this morning with the centerpiece of our academic mission -- the Campus Academic Plan (2004-2009).

... THE VISION WE HAVE BEEN PURSUING IS THE RIGHT VISION. WE SHOULD BE ONE OF NORTH CAROLINA'S MOST SIGNIFICANT PUBLIC RESEARCH UNIVERSITIES, DRAWING FOCUS AND STRENGTH FROM THE REGION WE SERVE. ... IN WORKING WITHIN OUR REGION, OUR WATCHWORDS WILL BE "ENERGETIC," "RESPONSIVE," AND "COLLABORATIVE." WE SHOULD BE PARTNERS, NOT PREACHERS.

A significant strength of this campus is a well-established academic planning process and an ambitious Academic Plan. Indeed, the fundamentals of the original 1994 Plan -- including the seven interdisciplinary themes to guide our institutional development -- continue to serve us well. And, under the leadership of Provost Joan Lorden and our deans, the planning process is much improved, representing a true five-year plan and more closely linked to the budgetary and staffing needs required for the Plan's effective implementation. The Plan also is now vertically aligned with the plans of our academic colleges and the various functional support areas within Academic Affairs, and is effectively linked to our institutional effectiveness process.

The most important conclusion to be drawn from our current Academic Plan is that the vision we have been pursuing is the right vision. We should be one of North Carolina's most significant public research universities, drawing focus and strength from the region we serve. Yet, as we go about that task and while we seek to emulate traditional research universities in rigor and quality, we want to remain a university of the future. Interdisciplinary approaches and the application of technology should be ubiquitous in how we think about that future. We will focus on problems and solutions, not academic boxes and reporting lines. In working within our region, our watchwords will be "energetic," "responsive," and "collaborative." We should be partners, not preachers.

I believe that a series of minor modifications in our planning process can make the implementation of our Plan more focused. Our statements of mission and vision, now more than a decade old, can be tightened. The specific strategies to accomplish each of the nine university-wide goals need to be made into more specific actionable items. And we ought to have an itemized list of the action items to be completed each year and issue annual report cards to chart our progress. By the fourth year of our current Academic Plan, we ought to have 100% of our action items completed or underway, so that we are clearly able to focus on the development of the next five-year Plan.

My time here today does not permit me to comment on the details of our campus or college plans, but suffice it to say that we have a fascinating array of possibilities in front of us. Indeed, one can simply look at the prominent new buildings on the campus of UNC Charlotte to understand the enhanced academic capacity of this institution to serve this region's higher education needs.



In the James H. and Martha H. Woodward Hall, we have established our regional and national presence in the biological sciences and information technology. The new Engineering Research Building houses our long-established premier program in precision engineering, the increasingly important motorsports engineering program, and the bioengineering systems program. Proposed initiatives in construction management and systems engineering, each with importance for the region, hold promise.

Our new Opto-Electronics building will allow full development of that initiative, and the full flowering of the Carolinas Micro Optics Triangle, our partnership with colleagues at Western Carolina University and Clemson University. And the new Bioinformatics Research Center will bring us increased recognition in a broad range of applications at the intersection of biophysics, molecular genetics, protein chemistry, and computational science.



THERE IS ALSO NO DOUBT THAT THE GROWING RESEARCH CAPACITY OF UNC CHARLOTTE CAN BE MARRIED MORE CLOSELY WITH THE HOSPITALS AND CLINICIANS IN THIS REGION TO MAKE CHARLOTTE A CENTER FOR TRANSLATIONAL RESEARCH IN BIOMEDICAL SCIENCE AND BIOENGINEERING.

All of these efforts will be facilitated and linked to our community by the Charlotte Research Institute, our portal to the outside world of potential research collaborators and industrial consumers of our work.

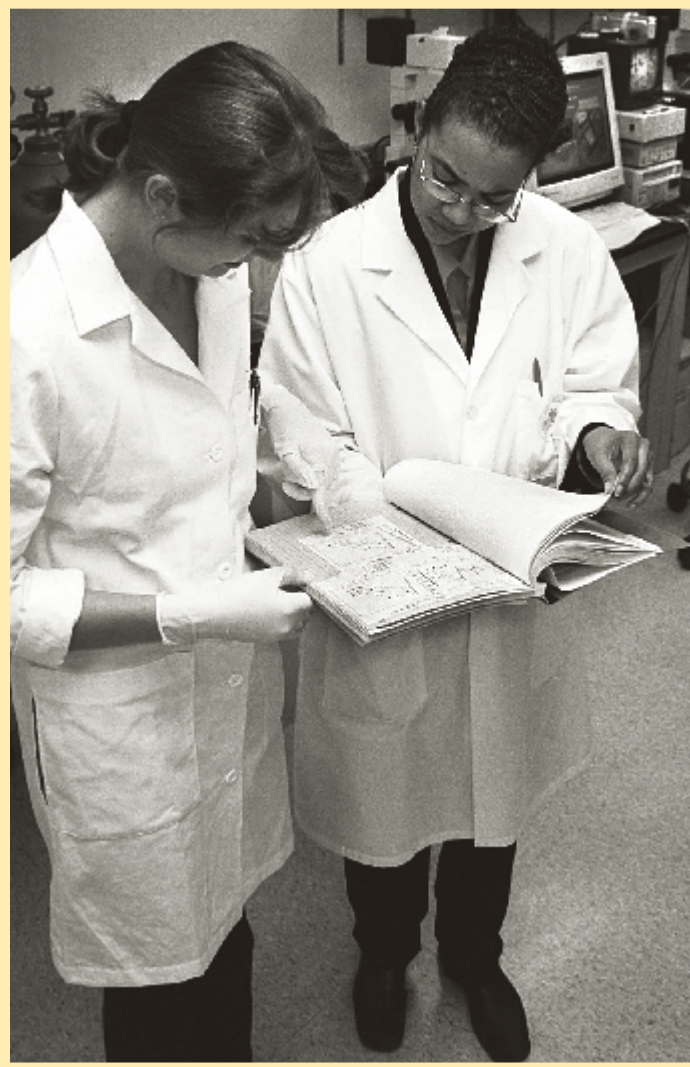
Back on the hill, side by side, sit our new College of Education building and the soon-to-be-completed home of the College of Health and Human Services.

We must continue our leadership in the preparation of teachers, particularly in high need areas, and in the preparation of visionary educational administrators. UNC Charlotte is the state leader in preparing second-career professionals for careers in teaching. We will maintain this distinction and this commitment.

We understand the need of this state for more new teachers to be prepared and we will more than do our part, but we will be vocal defenders of the principle that any new teachers prepared must meet the highest standards of professionalism and educational rigor. We will also remind anyone who cares to listen that the problem of teacher supply is rooted as much in teacher retention and the levels of compensation, professional autonomy, and satisfying working conditions that other successful professions enjoy.

And we will cooperate with our colleagues in the Charlotte-Mecklenburg school system to explore alternative models for the high school years, provided they represent research-based “best practice” alternatives. We will continue our strong partnerships with the 13 school districts of the Southwest Education Alliance to promote excellent P-12 educational opportunities throughout our region.

The opportunities for UNC Charlotte in the health professions are equally exciting. There is often talk of the need for a medical school in Charlotte, but it is doubtful that the state can afford another one. More importantly, we are already a significant center of medical education; Carolinas Medical Center alone hosts more than 200 medical residents. But many of the needs of this community for health professionals in fields other than medicine can be addressed by UNC Charlotte. We should work with local healthcare providers to identify the new programs most needed in the years ahead and strengthen our partnership with the area's Academic Medical Center Teaching Hospital, Carolinas Medical



Center. There is also no doubt that the growing research capacity of UNC Charlotte can be married more closely with the hospitals and clinicians in this region to make Charlotte a center for translational research in biomedical science and bioengineering.

Wrapping around to our front door on Highway 49 sits the handsome new Robinson Hall for the Performing Arts, named after our good friends Russell and Sally Robinson, and nearby a renovated Rowe Arts Building. Those buildings only hint at our potential for leadership in this region, potential we should explore jointly with the arts leaders in this community. And we should look inside our own University as well, to see whether there are creative synergies that might be realized by the creation of a new academic college that would house both architecture and the arts.

WE FORESEE A MAJOR PRESENCE IN A BUILDING AT THE CORNER OF NINTH AND BREVARD ... TO FOCUS OUR GRADUATE PROGRAMS IN THE BELK COLLEGE OF BUSINESS. ... CENTER CITY CHARLOTTE IS ALL ABOUT THE BUSINESS OF FINANCIAL SERVICES, AND IT IS NOT TOO AMBITIOUS TO SUGGEST THAT UNC CHARLOTTE SHOULD BE THE HOME TO ONE OF THE NATION'S STRONGEST PROGRAMS IN FINANCE.

And no new chancellor at UNC Charlotte worth his or her paycheck would deliver an installation address without mentioning the importance of the center of any great University -- the College of Arts and Sciences -- which produces nearly half of our graduates and assumes a disproportionate share of our general education curriculum. Arts and Sciences faculty are critical to a number of our new doctoral programs, including Nanoscale Science, Geography and Urban Regional Analysis, and Organizational Science. As we think long-term about future doctoral programs, we must certainly include doctoral programs in the social sciences and humanities. At the same time, we know that the academic marketplace for graduates in many of these disciplines is oversupplied and our ability to secure approval from the Board of Governors may depend upon demonstrating a clear need within our state or region in non-academic settings.

Looking to the center city of Charlotte, we foresee a major presence in a building at the corner of Ninth and Brevard. Such a place will allow us to focus our graduate programs in the Belk College of Business, including our outstanding MBA program and our recently approved doctoral program in Business Administration with a concentration in Finance. Center City Charlotte is all about the business of financial services, and it is not too ambitious to suggest that UNC Charlotte should be the home to one of the nation's strongest programs in finance. And as one looks at the emergence in Charlotte of not only the business of motorsports, but also the presence now of a full range of important professional and amateur sports franchises, we can distinguish ourselves nationally with a first-rate program in sports marketing and management. I'm hopeful that such a program, if properly implemented by Dean Claude Lilly and his colleagues, should ensure that the Chancellor and his wife enjoy premium seating at some great sporting events. No pressure there, Claude!

Of course, a Center City facility would not just be important to the financial community. It will also house the offerings of several other colleges that address the needs of professionals who work nearby-- health care providers and administrators, law enforcement and social service professionals, government administrators, urban designers and regional planners, and the leaders of our schools and nonprofit organizations. UNC Charlotte's Center City facility not only will be a physical structure that helps extend educational opportunity, but it also will be a daily reminder that we are North Carolina's only public research university in this region



and, as such, essential to the region's future economic, social, and cultural health.

For all of these reasons, the creation of the Center City classroom is our highest priority for new construction and support from the General Assembly. With the future development of light rail south of the Center City and along the northeast corridor of North Tryon Street and the completion of the I-485 loop, UNC Charlotte can be the public institution of choice serving working professionals in a broad geographic area, just as we now serve traditional undergraduate and graduate students from across the state and nation.

For those of you waiting to see what I might say about a future law school at UNC Charlotte, I am able to tell you today that I simply don't know. North Carolina will soon be home to two public law schools and five private ones. In comparison to states with similar populations, this is a large number of schools. Yet, statistically speaking, North Carolina in general and Charlotte in particular, are not oversupplied with lawyers. Of the 50 largest metropolitan areas in the country, Charlotte ranks 40<sup>th</sup> in terms of the number of lawyers per 1,000 population. To some, this is not a bad thing. It is simply too early in my tenure for me to say much more about the issue. I will spare you a similar set of comments about football.

With or without a law school, our academic plans are ambitious -- but are they ambitious enough? Indeed, perhaps the

most important long-term planning issue we need to confront is how many students we will seek to accommodate and how many programs we will attempt to offer. When I left here in 1997, Jim Woodward stated a goal that I thought we might achieve in time -- 20,000 students. This past fall, we enrolled, 20,772! The long-range master plan for the campus' physical development is based upon a projected student population of 25,000. But the current enrollment target for UNC Charlotte as determined by the Board of Governors is for 28,000 students to be enrolled by 2012.

Yet a question we should ask -- and must answer before we initiate the next revision of the long-range master plan -- is whether 28,000 will be sufficient. The Charlotte metropolitan statistical area (MSA) currently is home to nearly 1.5 million residents. By the year 2020, it is expected that the MSA will be home to almost 2 million people, with a population of nearly 2.9 million projected for the entire surrounding region.

This entire MSA is currently served by two public universities -- UNC Charlotte and Winthrop University -- with total enrollments of just over 26,000 students. But look at the 23 other MSAs across the country that currently house populations of between 1.3 million and 3 million people -- that is, between the current size of our region and the size of the region that we will eventually become -- and you will find anywhere from one to six public universities serving more than 75,000 students. The median MSA enrolls 40,000 students in public four-year higher education. It is too early to say precisely what size we might need to be to properly serve this region but, at 28,000, we might win only the distinction of being the nation's metropolitan region most poorly served by higher education.

We need to answer this question, as best we can estimate, over the course of this coming year if we are to properly plan the future physical development of the campus and new undergraduate, graduate, and professional programs. I will ask Provost Lorden, in cooperation with the Faculty Council, to chair a task force that will look at this question, including not just the matter of total enrollment capacity but academic programs that other large metropolitan universities currently offer that we may want to consider. At this point, it is not unreasonable to state that, based on the demography, we could be -- and should be -- the state's largest public university. The forces that impel our growth also create unusually rich educational opportunities for our students

through linkages with business, government, the arts, and non-profit organizations. These resources draw students to Charlotte and will continue to make our community an attractive place to work and learn.

A necessary part of our enrollment planning must include the development of a balanced philosophy with respect to offering off-campus and distance education. We think the need to be in Center City is obvious, given the large number of adults who work there. But we should examine whether other off-campus sites are needed, particularly given the eventual development of light rail up the northeast corridor along North Tryon Street and the completion of the I-485 "ring" around Charlotte. These advances in transportation mean that many citizens in the region will be no more than 30 minutes from the main campus or the Center City facility. For those who live and work at greater distances, we need to determine which programs can be offered effectively via two-way interactive video and on-line instruction.

We must also determine the optimal mix we wish to achieve in our undergraduate and graduate enrollments, and the extent of the commitment we are prepared to make in attempting to support doctoral education. Our graduate enrollments already have topped 20% of our total enrollment, a mark I once thought unattainable. It is not unreasonable to believe that our graduate enrollments will one day constitute 30% of our total, and that doctoral students could be one-quarter of our graduate student population (up from our current level of just over 10%). A robust Graduate School not only helps the University attract the best faculty, but it is clearly right for the Charlotte region. But we do not want to become overextended, particularly in doctoral education, and we must properly support the graduate students we admit to doctoral study. This will require judicious allocation of our 124 graduate non-resident tuition remissions and careful administration of the Graduate Assistant Support Plan.

As we build our inventory of programs, we also should consider new models for the management of our faculty positions. Although our deans clearly need to be able to manage faculty positions to meet enrollment demands in existing programs, we may need a mechanism for the cluster hiring of faculty to quickly expand institutional capacity in new programs or in interdisciplinary initiatives.

... DIVERSITY IS NOT JUST AN INTERNAL IMPERATIVE; THOSE WHO HIRE OUR STUDENTS CLEARLY SEE “THE DIRECT LINK BETWEEN STUDENTS WHO EXPERIENCE AN EDUCATION ON A DIVERSE CAMPUS AND THEIR ABILITY TO ADD VALUE AS EMPLOYEES.” THE GLOBAL MARKETPLACE DEMANDS PEOPLE WHO UNDERSTAND THE COMPLEXITY OF DIVERSE SOCIETIES.

As we think about our future development, we will need to work closely with President Bowles and the Board of Governors so that they fully understand which programs we need and why we need them. Their obligation, of course, is to be concerned about unnecessary program duplication, particularly in high cost areas. But one of the most significant barriers to educational access is distance. That there may exist programs within the UNC system two to three hours from Charlotte has little relevance to whether this region is properly served by higher education. And while we certainly should try to exploit technology to bring distant programs to our doorstep, often there is no substitute for face-to-face and hands-on instruction. This is particularly true with respect to doctoral and professional education.

These remarks should suggest to you that we are going to continue on the track of building a major research university. We have defined that goal principally in terms of the classification system of the Carnegie Commission for the Advancement of Teaching, but that system is under revision and, under President Bowles, I think we can soon expect a review of institutional missions by the Board of Governors.

That review is both timely and appropriate. However, as I said at the University Convocation this past fall, our ambition is not the result of some abstract academic arms race or some self-interested need on the part of UNC Charlotte to move up the academic pecking order. It is, instead, a recognition that, time and again, public research universities have been central to the development of most of the large metropolitan regions of this country. Indeed, take a look at the 23 metropolitan areas that range between our current population size and the population that the Charlotte region is expected to have in 2020. You will find that every one of them has a research university and more than 60% have major research institutions, even in states that also support traditional flagship and land grant institutions. Our view of higher education in North Carolina must not be frozen in time.

One thing that I can say is that, as we contemplate our growth, we also need to be very conscious of the old adage that “big is not necessarily better.” Quality does matter; it must be central to our daily thinking about how to advance the institution. UNC Charlotte’s reputation as an outstanding undergraduate teaching institution was not earned by accident. It came about because of the commitment of the administration and the faculty to ensure

teaching arrangements that provided for healthy student/faculty ratios, personal relationships that result in quality mentoring and advising, opportunities for guided research, and the deep involvement of faculty in the undergraduate experience.

Universities that grow larger, and particularly universities that are broadening their mission to include a significant commitment to research and community engagement, need to be mindful of the subtle and not-so-subtle changes that threaten that experience. For this reason, I am calling for the development of a set of annual indicators that will help us monitor the consequences of growth for our undergraduate mission and track our progress toward the accomplishment of major university goals. A set of “dashboard indicators” that quickly summarize our progress and warn us of circumstances or conditions that might warrant our slowing down or changing directions would be helpful as we move forward. We ought to be able to determine what success looks like and our indicators should tell us whether we’re achieving it.

### THE CHALLENGES OF ACHIEVING TRUE DIVERSITY

Before I leave the broad topic of our academic future, let me address the important topic of how central the achievement of cultural diversity on campus is to that future.

Walking around campus over the past six months, it is evident to me every day that UNC Charlotte is a more racially and culturally diverse place than when I left it in 1997. The goal of creating an inclusive campus community is already embodied in the University’s institutional plan, reflecting this campus’ long-held understanding that diversity isn’t just the right thing to do, it is an educational and business necessity. As recently noted by a national commission, diversity is not just an internal imperative; those who hire our students clearly see “the direct link between students who experience an education on a diverse campus and their ability to add value as employees.” The global marketplace demands people who understand the complexity of diverse societies.

In response to this imperative, UNC Charlotte has not been standing still. More than a decade ago, UNC Charlotte launched important diversity-related initiatives, including the Target of Opportunity Program to increase the representation of minority faculty members and women in disciplines in which they are underrepresented. We began important programs to address





campus climate issues for women and to support childbearing leave for academic families. Our first Academic Plan, in 1994, recognized the importance of diversity and internationalization as integral parts of our curriculum, the student experience, and the daily life of the campus community.

Today, our institutional plan, all of our divisional plans, and all college plans currently include diversity-related initiatives. Our Minority Presence Plan, completed in 2003, details dozens of administrative and programmatic efforts to improve the recruitment, retention, and graduation of minority students. When this report was released, we followed up with two committees to advance the work of diversifying the student body and faculty. Targeted initiatives were undertaken under the guidance of the Provost's Minority Faculty Recruitment and Retention Planning Committee (chaired by Professor Kim Buch) and the Instructional Success in Classrooms with Diversity Planning Committee (chaired by Professor Bill Gay). Campus climate was assessed in focus groups of women and minority faculty members, seminars on faculty recruitment were established for search committees, and workshops and institutes were held to help faculty with curricular development to ensure that our graduates, regardless of major, are prepared for participation in a diverse society.

Notwithstanding our evident commitment, there is frustration with the pace of progress in many areas, most notably in the recruitment and retention of underrepresented minorities to the faculty, staff, and student body; the apparent lack of coordination among our various programs; and that we seem not to have effective mechanisms for tracking and evaluating our progress. We also know that we will not achieve the goal of creating a diverse and inclusive environment until that goal is internalized by the University community in our daily work together.

So, as a first step, we will reconstitute the Council on University Community composed of all of our vice chancellors and other leaders in the campus community. This group will report directly to me to ensure that the entire senior level of our administration has its eyes focused on the target. The charge to the Council will be to accelerate our goal to diversify the campus using the same approach that we use to address the university's other major goals: to set clear measurable objectives, apply the necessary resources, and assess performance on a regular schedule.

To start this process, I will ask the Council to assemble the University's first comprehensive Diversity Plan with a clear University Diversity Statement. Our Plan must guide and integrate the diversity goals and programs we currently have underway and include a process to assess, with brutal reality as our guide, what is working and what isn't.

Because I do not intend for the Council to function as an overload responsibility of our senior administrators, we will staff that body with a full-time administrative assistant to keep our work moving forward. Reinvigorating the Council and creating a comprehensive University Diversity Plan should help bring coherence, visibility, and accountability to our efforts.

I will take under advisement, for the moment, the proposal from the Race Relations Council that we create an Office of Diversity, Inclusion, and Minority Affairs. If the Council on University Community is not able to address the needs identified in that proposal, I shall reconsider it.

I think it is fair to say that we cannot look solely to the administration to create the kind of diverse campus community we seek. And there are many good ideas sitting in the minds of

I DO NOT SUBSCRIBE TO THE VIEW THAT RAISING UNC CHARLOTTE'S PRESENCE EITHER REGIONALLY, IN THE STATE, OR NATIONALLY IS SIMPLY A MATTER OF CHANGING OUR NAME. ... BEING IDENTIFIED AS A MEMBER OF THE UNIVERSITY OF NORTH CAROLINA -- ONE OF THE NATION'S FINEST PUBLIC UNIVERSITIES -- HAS CONSIDERABLE BRAND EQUITY IN THE NATIONAL MARKETPLACE OF HIGHER EDUCATION AND IS WHAT HELPS US TO ATTRACT THE BEST FACULTY, STAFF, AND STUDENTS.

faculty, staff, and students that can promote the daily value of diversity in the intellectual life of the campus. For that purpose, we will create a \$100,000 Chancellor's Fund to support mini-grants that will seed such efforts each year, with a particular emphasis upon the infusion of diversity into the curriculum. These might include additional professional development opportunities for our faculty and staff, initiatives to create welcoming classroom environments, new courses and curricula, creative exhibits and cultural arts programs, and rewards and recognitions for those who distinguish themselves on campus in their commitment to making sure that all who work and learn here are given every opportunity to be successful.

Finally, because so much of our ability to be successful depends upon the presence of minority faculty members and women faculty in disciplines in which they are underrepresented, I will closely examine which approaches embody best practices to ensure diversity in hiring and to support the success of those hired. This could include expansion of the Target of Opportunity Program, but there may be equally valuable alternatives we should consider.

### EXPANDING OUR PRESENCE IN THE REGION

As we build our programs and enrollment at UNC Charlotte, we must expand our presence in the greater Charlotte region and distinguish ourselves in the higher education marketplace with an identity that is recognizable and respected. Such an identity is critical to student recruitment, the development of student internship and job placement opportunities, private fundraising, and the formation of university-private sector research partnerships.

In thinking about our institutional identity in the public mind, it will not be good enough to say simply that we are one of North Carolina's major research universities or one of its largest campuses. We need to find a new way of talking about ourselves and our institutional ambitions while paying appropriate respect to our history and our values. Our goal is not simply to share a Carnegie Foundation category occupied by some of this nation's oldest and most respected research institutions. In fact, we will not be able to claim anytime soon that we rival the more established research universities in the size and scope of our research programs; the traditional metrics for comparison do not capture the spirit or the soul of UNC Charlotte.



For that reason, this spring we will launch a major effort to study and develop our presence in the marketplace of higher education and in the Charlotte metropolitan region. That effort will include a brand identity study, a marketing plan, and due attention to our presence on the worldwide web and in the print and broadcast media, including Channel 22, our cable television channel.

Establishing an institution-wide approach to our branding and marketing will not be without pain and it will certainly offend traditional notions of academic autonomy. Moreover, successful organizations have found that an effective identity is not simply a slogan or a tag line -- it is a reflection of the institution's culture and a statement of its values and demonstrated behaviors. Our constituents -- whether our students, alumni, corporate entities, or community partners -- must actually experience what we say we are.

It is for that reason that I do not subscribe to the view that raising UNC Charlotte's presence either regionally, in the state, or nationally is simply a matter of changing our name so that we can be more readily identified independently of the University of North Carolina system. Being the "Charlotte 49ers" certainly helps build ready recognition among fans of college basketball and other sports. But being identified as a member of the University of North Carolina -- one of the nation's finest public universities -- has considerable brand equity in the national marketplace of higher education and is what helps us to attract the best faculty, staff, and students. In short, we won't be looking for the "quick fix" to the challenge of institutional identity.

WHENEVER THE CHARLOTTE REGION STRUGGLES WITH WHERE IT WANTS TO GO, IT SHOULD LOOK TO THE UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE TO HELP FIGURE IT OUT. AND ON THOSE OCCASIONS WHERE IT SEEMS APPROPRIATE TO DO SO, WE WILL LEAD.

Moreover, whatever we may do in the areas of branding and marketing cannot end with the public relations staff or the web page. Put simply, to properly fulfill our mission in the region and to take advantage of its unique resources, UNC Charlotte must simply become better connected to and thus more visible in the region we serve. We need stronger ties to the various business, nonprofit and governmental entities in this region, particularly in terms of building more substantial bridges to regional economic development initiatives. When combined with the development of a strategic communications and marketing plan, we should be successful in achieving greater awareness of UNC Charlotte programs and resources.

I have already taken important steps to organize our efforts for this approach with the creation of a new Division of University Relations and Community Affairs headed by Vice Chancellor David Dunn. David will be devoting his full attention to new responsibilities that combine governmental and community relations with our public affairs operations under the leadership of Associate Vice Chancellor Tony Hoppa. The existing division (University Relations and Development) has been refocused on the functions of development and alumni relations and will be headed by a vice chancellor to be selected later this year in a nationally competitive search. More closely linking our governmental and community relations activities to our academic and research missions through public relations and marketing should give us not just synergy but, to borrow an aeronautical phrase, “lift.”

I also have asked David to chair a new University Relations Economic Development Council to facilitate regional awareness of our principal enterprises relating to economic development, including the Charlotte Research Institute, the Urban Institute at UNC Charlotte, the Ben Craig Center, the University Research Park, the Technology Transfer Office, and the Small Business and Technology Development Center. Indeed, because of the economic significance of our region to the state of North Carolina, UNC Charlotte’s success in supporting this region’s economic development makes it a key player in ensuring economic health for the entire state.

With this said, we cannot rely solely on economic development as our linchpin to this community. As I suggested earlier, we may have a larger role to play in the cultural advancement of Charlotte through our programs in the fine and performing arts. The Charlotte Community Design Studio, under the leadership

of College of Architecture Dean Ken Lambla and its director, Professor Deborah Ryan, has since 1999 played a leading role in helping the region tackle its urban design and community development challenges. The new Institute for Social Capital, led by Professor Sharon Portwood, promises to put UNC Charlotte at the very center of a dialogue among government agencies, schools, and nonprofit organizations about the social health of our community, particularly the condition of families and children. And an exciting new initiative of UNC Charlotte’s Urban Institute to develop a set of regional indicators might similarly position the University as the region’s primary repository for data that help elected officials and citizens to better understand how the growth of our community is accelerating or impeding regional goals in areas such as economic and cultural development, housing and transportation, environmental quality and land use, public health, public safety, and so forth.

Indeed, it is fair to say that the Charlotte region offers us one of the premier urban laboratories in the country. We’re large enough to have one of almost every kind of present or emerging urban issue, and yet we’re still small enough to address those issues in productive ways. And we certainly have the capacity and expertise to help the region monitor the economic and social consequences of major changes, such as the redevelopment of the northeast corridor.

All of these efforts point to the unique role that an objective and credible public research university can play in a community such as ours as the place where difficult issues are confronted and a public consensus is built around possible alternative solutions. Dena Curris, the President of the American Association of State Colleges and Universities recently put it just right: “Public universities are stewards of place.” Whenever the Charlotte region struggles with where it wants to go, it should look to the University of North Carolina at Charlotte to help figure it out. And on those occasions where it seems appropriate to do so, we will lead. In becoming a major research university, we can also build a university that is as important to the economic, social, and cultural life of its region as any university in the country.

## REVISING THE CAMPUS MASTER PLAN

Our rapid growth to date and the prospects for continued growth demand also that we think creatively about the evolution of





the main campus. Thus, once we have established our long-range enrollment goal and secured approval from the President and the Board of Governors, we will initiate revision of the campus master plan for facilities and land use. That plan necessarily must consider the future placement of academic and administrative buildings and student residence facilities, as well as how we will manage campus circulation, transportation, and parking. Our campus is our classroom, and we waste valuable class time for faculty, staff, and students trying to find parking. We will take the steps necessary to create a pedestrian friendly campus, complimented by an efficient and effective shuttle system.

In particular, I believe that our planning will show that we cannot provide convenient parking that satisfies all demands. We need to adopt an approach that attempts to push as much of our parking to the periphery as possible with a pedestrian-friendly campus core accessible through convenient shuttles. We also need to develop a system that easily moves people from the main campus to the far reaches of our research complex on Highway 29.

As a long-term goal, we should commit to a serious look at the role that light rail might play in linking UNC Charlotte to Center City and south Charlotte, and consider other ideas that will more closely integrate the main campus to University Place and neighborhood greenbelts.

Finally, if we are ever to create a college experience that our students will find memorable, we need to look at the creation of a mixed use retail and residential district -- a UNC Charlotte Village -- on campus property and within easy reach on foot or by shuttle. Such a village, if created, might tie in nicely with light rail service and nearby greenbelts. I don't know whether it is possible

to recreate a development like Birkdale on or near our campus, but let's dream in that direction.

### BUDGETING FOR OUR FUTURE

Ambitious plans like this, of course, will require additional resources -- human, financial, and physical. Yet, as has been the case from the beginning of UNC Charlotte, we know that we will be forced to stretch every person and every dollar as we build our future. Unfortunately, the funding formulas used in our system only address incremental changes in enrollment and do not deal with the large variation in per student funding that reflects historical allocations and a static view about institutional missions. When combined with the General Assembly's tendency on occasion to reduce UNC's budget in amounts that significantly offset enrollment increase dollars available to the campuses, there are days when it seems that Sisyphus might be a more fitting mascot than Norm the Niner!

Indeed, from FY 2000 to FY 2005, the appropriation for UNC Charlotte increased by nearly \$24.5 million, largely as a function of enrollment growth. At the same time, however, permanent reductions in our base budget exceeded \$10.3 million and cumulative annual reversions amounted to \$22.7 million. Even in this current fiscal year, when we were the beneficiary of both enrollment growth funding and the special state appropriation of \$5 million recognizing our new status as a doctoral-research intensive institution, we lost 25% of that funding even before it arrived. Indeed, had we not received the \$5 million boost, legislative reductions would have effectively eliminated 97% of our regular term enrollment growth funding or 54% of our total new funding for regular term and distance instruction enrollment increases.

It will surprise no member of the faculty and staff that UNC Charlotte ranks second in the system in new students added in the last ten years and is expected to rank first in new students to be added through 2012, growing more than 50% compared to just over 30% for the rest of the system. If the budgetary practices of the past portend the future, it is unlikely that we will be able to absorb these students without some programmatic and enrollment restrictions in high cost disciplines.

Certainly this year and next we can be grateful that some of the funding needs of UNC Charlotte were recognized with a



special state appropriation of \$5 million in 2005 and an additional \$5 million in 2006. And I know that all of us can heartily endorse the intention of President Bowles and the Board of Governors to see whether harmful budget reductions can be avoided by placing the University's enrollment growth funding in the state's "continuation budget."

I also know that President Bowles is keenly aware that probably the greatest budgetary challenge facing our institutions is to increase the competitiveness of our salaries and benefits. Great universities are built by hiring and keeping talented people. If you will pardon a football analogy that I have borrowed from Frank H.T. Rhodes, the former President of Cornell University, we cannot build a great team by recruiting "grateful second stringers." Currently, our overall faculty salaries are just slightly over 95% of the average paid by other public doctoral-granting institutions for faculty in comparable disciplines. For those of you paying close statistical attention, one needs to be at 100% of the average to be, well, at the average. Being average means we're as close to the bottom as the top. And our health benefits package is bordering on being completely noncompetitive.

Our academic leaders, the Provost and the deans, have done an excellent job of moving salary dollars to ensure that we are assembling competitive packages as we shop in the national marketplace for new faculty. The consequence of that, of course, is that the salaries of our associate and full professors in many disciplines are highly compressed. Long term, that is not a calculus for sustaining productive and loyal faculty members.

So I want to wish President Bowles all the best as he takes on these formidable challenges. And I want him to know that he has my support and that, while I am an advocate for UNC Charlotte, I am first and foremost an advocate of the University of North Carolina system. That system was formed for a reason -- to serve the people of the State -- and not the parochial interests of the campuses.

I also want the President to know that, if he is successful, we will welcome him when he drives the armored car full of new money for UNC Charlotte. But, Mr. President, when you arrive with your armored car, we want to make sure that you can find a place to park it! So, if you will join me here at the podium for a moment, I would like to present you with something that our faculty, staff,

and students could easily agree is the most precious and valuable item that one must possess to be successful at UNC Charlotte -- a permit for a reserved parking space. Congratulations!

Until President Bowles arrives with that armored car, we must do what we can with what we have. We certainly expect to realize additional revenues through modest tuition increases, externally funded research contracts and research partnerships with industry, continued outstanding support from our Congressional delegation in the federal budget process, and private giving. But these sources provide little additional funding for our core mission of delivering undergraduate and graduate programs or for administrative and student support. For the foreseeable future, our funding base is what it is -- so we need to make sure we are as efficient and effective in the use of our resources as we can be.

This is especially important as we look to receive the second installment of \$5 million into our budget. Before we make decisions on how we use those new dollars, this is a good time to take a good hard look at our budget and our resource allocation practices so that we can meet the highest priority needs for program development and administrative support.

Thus, in collaboration with the Faculty Council and Staff Organization, we will initiate a budget re-examination to determine where our dollars are invested and why; what options we might have for how those dollars are deployed and the functions they support are performed; and whether it is possible to create a prudent campus reserve and greater budget flexibility. We will benchmark our academic and administrative staffing levels against comparable institutions. We will look for cost savings, strategic reallocations, and cost avoidance strategies where possible. We'll also look at the model of Warren Wilson College. Are there parts of the University where more students may be gainfully employed to help support their education while providing valuable service to the University?

We have many budget needs throughout the institution, of course, but two stand out to me as a result just of my first six months here -- departmental support budgets and information technology.

Departmental support budgets are not particularly sexy, of course, but they are the kinds of things that allow our faculty

to work productively day in and day out, to continue their professional development, and to build the national reputation of this institution with their professional activities.

During the past four years, under the leadership of Associate Vice Chancellor and Chief Information Officer Karin Steinbrenner, our staff in Information Technology Services has made enormous progress in upgrading and replacing outdated systems and developing a wide range of web-based services for on-campus and off-campus users. But for UNC Charlotte to use information technology strategically and competitively, we need to find a way to sustain support for it and not depend upon recurring “one-time” funding, and we must address important facility needs to ensure uninterrupted service. And we can realize some important budget efficiencies by undertaking the difficult job of assessing the optimal balance we can achieve between centralized and decentralized services, and in eliminating redundancies we have in everything from server rooms and administration to PC management and support.

Our budget re-examination must eventually also include an examination of how we use our instructional resources. How many credit hours are our students consuming on the way to their degrees? Intellectual exploration is important, but extended academic programs cost our students and their families, and it costs the university and the state as we expend resources to teach and re-teach these students.

Similarly, how many resources are wasted when students fail to complete their degrees? A huge challenge for us, with both academic and financial implications, comes from looking at our retention and graduation statistics. Today, only about 25% of our freshman students secure their degrees within four years and well under 50% complete their degree programs within six years. Those percentages have not fundamentally changed in the past decade despite our best efforts at enhancing retention and graduation. Indeed, in spring of 2004, 1,269 students walked away from this institution in good academic standing and another 896 left in some academic difficulty.

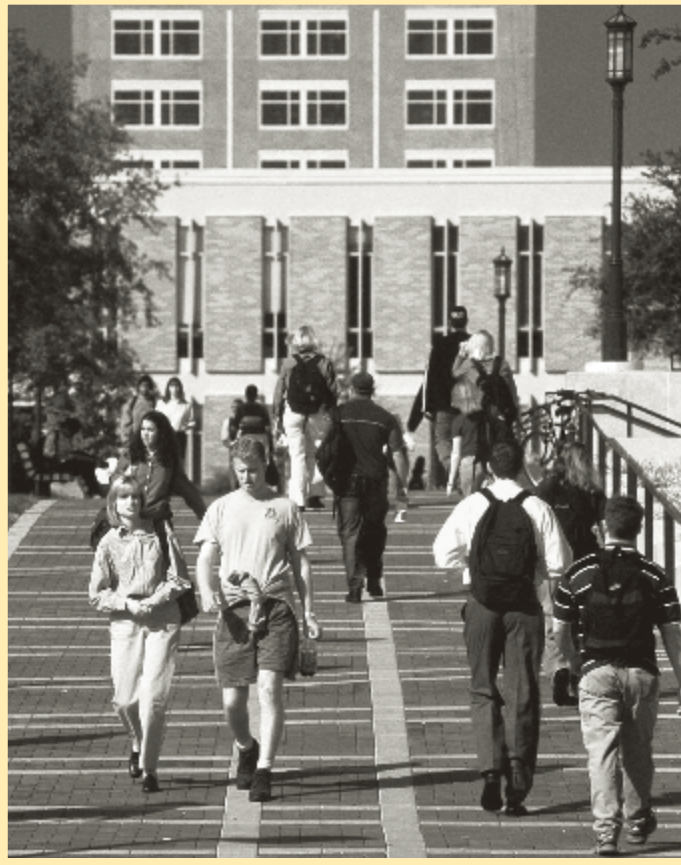
Although it safely can be said that higher education may not have been the right choice for some of these students or that a higher education institution other than UNC Charlotte might have been a better fit for their interests and abilities, each student who

drops out of UNC Charlotte and does not finish his or her degree represents a loss to the stockpile of intellectual and social capital needed by our region and our state. But if you are a member of our faculty and staff and you don't find that persuasive, let me put a cold, self-interested economic spin on it. Just a 5% improvement in the retention of even one class of freshmen and transfer students would produce approximately \$2.6 million in the first four years in additional tuition and fee income alone.

There is no mystery to student success. In substantial measure, it is a reflection of students' academic preparation; thus, our continuing work with the schools and our colleagues in the community colleges takes on another level of importance for us. And we know that UNC Charlotte students, in particular, face tremendous financial pressures which require them to work more hours than they should. Additional efforts to secure more need-based financial aid for our students will help with our retention.

But beyond these factors, national research and research about our own students confirms that persistence to graduation is a result of the extent to which students become engaged with their university, both academically and socially. The vitality of the classroom experience is the single most influential variable in explaining academic engagement, followed by the social integration of students through student activities and student organizations.

We have a strong tradition of collaboration between the divisions of Student Affairs and Academic Affairs resulting in programs that promote both the academic and social integration of students. We must continue to build on these programs, while discarding those that don't show results. We may need to dedicate resources for faculty and staff development and continue investments in building the physical infrastructure critical to a vibrant student life program. We have completed the design and will begin construction of a true student union next spring, and we will continue to expand on-campus housing. We also need to expand indoor and outdoor recreational spaces to meet the needs and expectations of our increasingly traditional undergraduate student population. So, clearly, while some investment is required, the returns expected can be substantial.



### DOING OUR BUSINESS MORE EFFECTIVELY

One of the benefits of a thorough budget re-examination at this time will be that it will generate a higher level of transparency in how we allocate resources. It is not uncommon at universities for everyone to think that someone else has all the money stashed away somewhere. Making our resource allocations more transparent to faculty and staff will, I hope, not only make all of us more aware of how our dollars are used and the multiple important things that funds are required to support, but stimulate many new ideas about how cost efficiencies or savings can be realized.

At the same time that we open up our budget to internal re-examination, we also need to focus very sharply on how we do our business.

We start from a very strong position. Under Chancellor Woodward and our Vice Chancellor for Business Affairs, Olen Smith, UNC Charlotte owns an earned reputation as one of the

best managed campuses in the UNC system. In fact, I surveyed my Cabinet just the other day, and UNC Charlotte was voted the best managed in the system; no other campus came close!

With that said, we need to be careful that our growth as a research university does not outpace the capacity of our administrative procedures and business operations. Some of the challenges we face are the natural outcome of underfunding for critical human infrastructure and the desire to protect faculty positions from budget reductions. So, as dollars come our way, I believe that we need to make sure we provide administrative support for our increased enrollment, larger numbers of faculty and staff, and increased levels of research activity. And, as soon as we are comfortable that our new Banner software system is reasonably operational, we need to evaluate systematically our business processes and how we can resolve documentation problems without the endless shuttling of paper across campus. Our goal is straightforward: minimize redundant or repeated operations and replace paperwork with digital recordkeeping and electronic transactions.

Perhaps more than anything, we need a cultural shift that moves toward embracing some level of risk-taking as part of the calculus of how we do our business so that we properly serve our customers both inside and outside of the University and are optimally competitive with other major research universities. As the Commission on Public University Renewal recently observed about state-level regulations and processes, many “policies and procedures designed to keep bad things from happening are increasingly keeping good things from happening....”

I will certainly be your strongest advocate in working with President Bowles to help the University function more flexibly within a framework of accountability to the state’s taxpayers, but we also can strengthen the framework of our own house. Many of our bureaucratic wounds are self-inflicted. Every one of our business processes must be customer-driven and must positively leverage the productivity of our faculty, staff, and students.

### FUNDRAISING AND FRIEND-RAISING

Let me shift gears briefly to talk about another important set of challenges ahead to help us broaden and deepen the base of resources we need to advance our institution.

UNC CHARLOTTE HAS BEEN ESPECIALLY FORTUNATE TO HAVE BENEFITED FROM THE GENEROSITY OF MEMBERS OF THIS COMMUNITY WHO ARE NOT ALUMNI BUT WHO HAVE UNDERSTOOD THE IMPORTANCE OF THE GREATER CHARLOTTE REGION BEING SERVED BY AN OUTSTANDING PUBLIC RESEARCH UNIVERSITY. ... THEY'VE DONE THEIR PART. THEY PUSHED US OFF THE STARTING LINE. TO RUN THE LONG RACE, HOWEVER, WE MUST GROW BOTH A STRUCTURE AND AN APPROACH THAT WILL ALLOW US TO ACTIVATE OUR CLOSEST FRIENDS -- OUR ALUMNI -- FOR THEIR PRIVATE SUPPORT.

Although we are, first and foremost, the public's university, we also depend upon the generosity of friends and alumni. And, as anyone who knows me will know, friend-raising and fundraising go hand in hand. After all, what are friends for?

UNC Charlotte has been especially fortunate to have benefited from the generosity of members of this community who are not alumni but who have understood the importance of the greater Charlotte region being served by an outstanding public research university. Say the names of individuals like Irwin Belk, Smoky Bissell, Cliff Cameron, Mariam Hayes, and Russell Robinson, and corporations like Duke Energy, Bank of America, Wachovia, TIAA-CREF and others too numerous to mention and you say the names of folks who have given their time, their treasure and, most of all, their wisdom to endow the future of this institution. The recent completion of the "It Takes A Gift" Campaign, which raised more than \$116 million, speaks volumes to the leadership and commitment of this community of non-alumni friends. Truly, next to their own alma maters, we have been their "second favorite" university.

They've done their part. They pushed us off the starting line. To run the long race, however, we must grow both a structure and an approach that will allow us to activate our closest friends -- our alumni -- for their private support. Private gifts are most likely when the donors feel passionate about where their money will be invested, and our alumni realize that their UNC Charlotte education has helped bring them success. Our alumni also are the ones who know us best -- the ones who were helped along by the encouraging words of a faculty mentor, inspired by involvement in an exciting research opportunity or internship, or able to fulfill their dream of receiving a college degree because of the generosity of a previous donor's scholarship fund.

We have already taken steps in the right direction, with the recent hiring of development officers in most of our academic colleges to support the fundraising efforts of our deans. We need to complete the process of staffing our colleges and our library for this important function, and support our deans and their staffs with appropriate professional development training.

Where they do not already exist and even where they do, we can make better and more effective use of college advisory



committees. Their advice is critical as we design and implement our academic plans, raise private dollars, and cultivate critical political and community relationships. But to use advisory committees effectively, we must truly listen to them and take their best advice.

At a campus-wide level, we have taken important steps to restructure the board of the UNC Charlotte Foundation so that we can enlist more effectively the next generation of Foundation leaders who have reached a station in life where giving back to their University is possible. A new committee structure will, I hope, more effectively engage the talents of the volunteers recruited to serve on our Foundation Board. And I am grateful that Mr. Smoky Bissell has graciously agreed to assume the chairmanship for a three-year term, taking over the reins from Mr. Russell Robinson who never realized, when he agreed to become a Trustee in 1989 and then chair of the Foundation Board in 1997, that he was serving a life sentence in the service of UNC Charlotte.

Our fundraising approach for the future also will be informed by a report we soon expect to receive from external consultants commissioned through the Association of Governing Boards who visited UNC Charlotte in early January to help us assess the structure and staffing of both the Development Office and



the Alumni Association. As we mature as an institution, our Alumni Association becomes even more important. From my monthly luncheon meetings with alumni, organized by our Alumni Association President Dennis Bunker, I know that there is untapped energy and excitement waiting to be called upon. We must reach out to our graduates in this region, in other parts of the state, and in major cities outside of North Carolina where our alumni now live and work. We should also explore whether it makes sense to develop a true membership and service organization, and exploit opportunities to engage our current students and their parents in the beneficial work of our Alumni Association. Satisfied students and satisfied parents create satisfied alumni.

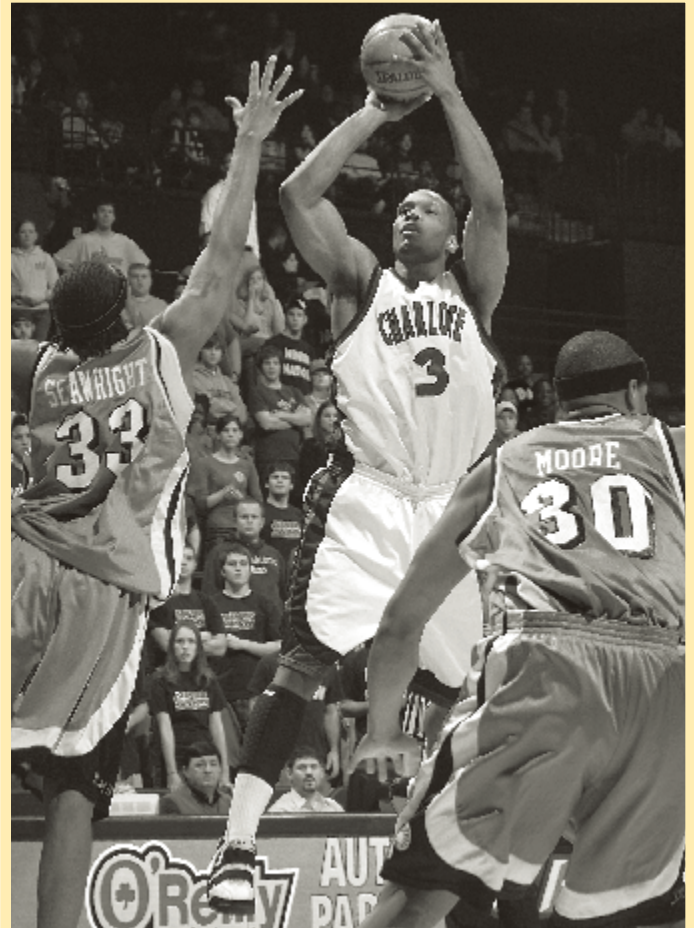
### A BRIDGE TO ALUMNI AND COMMUNITY RELATIONS: STRONG ATHLETIC PROGRAMS

Certainly one important way to strengthen UNC Charlotte's ties to its alumni and friends is through our intercollegiate athletic programs. As my basketball coach at the University of Wyoming, Steve McClain, used to say: "Basketball isn't more important than physics or philosophy, but it is more likely to be covered on ESPN!"

Our wonderful Athletic Director, Judy Rose, and thousands of 49er fans deserve for me to say just a word about those programs and how they fit our view of the future.

It is no secret that I am a big fan of men's and women's college basketball and thus I have had no trouble moving from brown and gold to green and white. But we have 14 other programs which need and deserve our moral and financial support. With almost 150 contests held on campus each year, athletics can be an important part of the experience of college life at UNC Charlotte. Working with our 49er Athletic Foundation, I want to continue the fundraising success they have had to make all of this possible. And, where we can afford to do so, we'll use campus funds to provide the help we can.

In many ways, UNC Charlotte's athletic programs are a model for higher education institutions. And thus our Niner Pride should not come solely from looking at the wins and the losses. We play by the rules, with close attention both to the letter and the spirit of compliance with NCAA regulations. We stay in the black financially. We're gender equitable and monitor the experience of



our minority students. Our Faculty Athletic Committee, chaired by our Faculty Athletic Representative to the NCAA, Professor David Goldfield, is active, informed, and involved. Our student-athletes distinguish themselves in their sports and in the classroom, with higher GPAs and graduation rates 25 percentage points better than our student body as a whole; indeed, nearly 90% of the student-athletes who have exhausted their athletic eligibility go on to earn their degrees. Our student-athletes annually contribute hundreds of hours of community service, from blood drives to holiday toy collections.

Yet even with this record of success, we can always improve. A top priority is to get all of our men's and women's programs fully funded up to the NCAA scholarship limits in each sport. We can strengthen campus oversight and involvement in ensuring the integrity of our programs by broadening the membership of the Faculty Athletic Committee to include some key members of

MY DREAM IS FOR THE FOLLOWING CONVERSATION TO BE HEARD AROUND THE WATER COOLERS OF CHARLOTTE: "Say, did you hear that Carolina beat Duke and that State beat Wake last night?" AND THE RESPONSE: "Gee, I must have missed that -- I was at the 49ers game."

the senior administration of the University, staff, and student-athletes themselves.

And long before we overextend our athletic programs or our University with adding high profile sports that require lots of padding (oops, did I say the "F" word?), we should achieve a national level of recognition for attendance at our men's basketball games. Of the 326 current Division I men's basketball programs, we rank in the top 75 in average home attendance. That's certainly good. But just a 10% increase in home attendance will rank us in the top 60. And selling out Halton Arena to capacity puts us close to the top 55, joining the likes of Duke and UCLA.

My dream is for the following conversation to be heard around the water coolers of Charlotte: "Say, did you hear that Carolina beat Duke and that State beat Wake last night?" And the response: "Gee, I must have missed that -- I was at the 49ers game."

### CONCLUDING REMARKS

I began this address with a quote from Dean Colvard, so it is fitting to bring these remarks to conclusion with another of Chancellor Colvard's observations in his installation speech of March, 1967: "We do not wish to seem to be that which we are not, but we do seek the opportunity to progress reasonably toward that which we are expected to become -- a university of which this state can be proud and to which it can turn with appropriate expectations."

Like many higher education institutions in the modern era, we often find ourselves caught between seemingly incompatible viewpoints. Concerned as they should be about the quality of our academic mission, some faculty members think that university administrators care too much about the "business" side of our institutions, worried more about "the bottom line" than the education of students. In contrast, some outside observers think that university leaders don't understand business principles and fail to give sufficient attention to how we can make the university more efficient and cost-effective.

Neither is true. The university is a large economic entity and we must be good stewards of the public investment made in it. But we also need to pay close attention to the quality of the educational experience we provide. These perspectives are not incompatible.

To repeat some remarks I once gave to my colleagues in Wyoming, at the end of the day, there should be no confusion about what we do in higher education. Our business is opportunity. Our currency is human capital. We deal in the most fundamental and renewable resource of this or any century -- knowledge. And our balance of payments is always in the black, helping to convert those with potential and promise into productive citizens who form the backbone of our economy and our democracy.

I thank all of you who share our passion for the enterprise of higher education and the vision that this institution -- UNC Charlotte -- can be among the nation's best in the business.



*Phil*

*Philip L. Dubois*



