

**The University of North Carolina Office of the President and General Administration
EPA Designation Request Form**

Institution: Elizabeth City State University

Division/School/Department: Human Resources

EPA Designation Requested:

- ☒ Senior Academic and Administrative Officer, I.A.* (SAAO, Tier I)
☐ Senior Academic and Administrative Officer, I.B.* (SAAO, Tier II)
☐ Instructional
☐ Research

Proposed Position Information:

Proposed Title: Vice Chancellor for Human Resources

Proposed Working Title (if different): _____

Proposed Position Number (if applicable): _____

Current Position Information (if applicable)

Current Status: ☐ SPA (Salary Grade) ☒ EPA ☐ New Position

Current Title: Associate Vice Chancellor

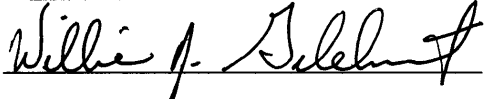
Current Position Number: 027

Name of employee in position: Jean Moore Sims

Name and title of supervisor: Willie J. Gilchrist

Institutional Authorization:

Print Name: Willie J. Gilchrist Title: Chancellor

Signature:  Date: July 9, 2007

Mailing Address 1704 Weeksville Road

Elizabeth City, North Carolina 27909

Telephone: 252/335-3228 Fax: 252/335-3731 E-mail: wjgilchrist@mail.ecsu.edu

Submit completed form with the following required documentation:

- A written justification for requested action that includes specific reference to relevant elements in SAAO definition or Instructional/Research definitions
- A detailed position description
- An organizational chart that includes position titles, position numbers, position designations (SPA, EPA, SAAO), and employee names

Submit to: Associate Vice President for Human Resources
 UNC General Administration, P.O. Box 2688, Chapel Hill, NC 27515-2688
 Fax: 919-843-8327 Phone: 919-962-4555 Email: awlemmon@northcarolina.edu
 Web: http://www.northcarolina.edu/hr/epa_rec/request_form.cfm

*As defined by SAAO Policy, paragraph I.A. or I.B.

Justification to Establish a Vice Chancellor for Human Resources

Elizabeth City State University seeks to establish a new position and division to address the increasing needs in increasing faculty and staff.

The Vice Chancellor for Human Resources will be a senior level administrator with full authority for addressing employment, recruitment, staffing, staff development, benefits and salary matters and needs. Currently, a portion of the salary matters are addressed in Academic Affairs and it is the vision of the Chancellor to ensure that all salary are administered in an equitable manner according to CUPA data and in accordance with peer salary data as well.

The Payroll component is currently located in Accounting and will be moved to the Human Resources division for consistency with other universities in the system and to ensure greater efficiency as the installation of BEACON continues. The payroll staff currently seeks guidance from the Human Resources office on a daily basis.

Positions that will currently report to the Vice Chancellor are:

- Payroll Supervisor
- Payroll Clerks
- Personnel Analyst
- Personnel Technicians
- Staff Development Specialist

It is the vision to create an *Associate Vice Chancellor for Human Resources* in the future to specifically manage all EPA salary and employment matters. Until this can occur, the current staff will manage the processes involved.

The Vice Chancellor must have knowledge of current Human Resources policies and procedures for EPA, SPA and temporary employees. Must possess administrative experience at the senior level at an institution of higher education and demonstrate a commitment to PACE and other HR initiatives in the UNC system. The Vice Chancellor must be able to serve as a senior advisor to the Chancellor, other Vice Chancellors and the entire administrative staff and faculty on all personnel matters. A master's degree is required from an accredited institution.

VICE CHANCELLOR FOR HUMAN RESOURCES

Position Description

Primary Function

This senior level administrative position is responsible for planning and implementing strategies, policies and programs which enhances the management of employees. It also provides guidance as relates to university-wide policies and services for employees in relationship to the university as their employer. All human resources functions are supported by this position including academic hiring. This position serves on the Chancellor's Cabinet and the Administrative Council. Service on major university committees, accreditation committees, councils and leadership teams may be a part of the responsibility of this position.

Position Reports to:

Chancellor

Immediate Subordinates

Associate Vice Chancellor

Personnel Analyst

Personnel Technicians

Staff Development Specialist

Payroll Supervisor

Payroll Clerks

Responsibilities

1. Serve as senior advisor to the Chancellor on all personnel matters.
2. Liaison between the Office of the President and the Office of State Personnel regarding personnel matters regarding SPA, EPA Non-Teaching and Faculty employees.
3. Provide leadership for the management of human resources functions including but not limited to the following:
 - a. Develop and communicate policies, practices and procedures
 - b. Develop and attain measurable goals and objectives
 - c. Provide effective support to all employees
 - d. Conduct necessary planning and forecasting to meet short-term and long-term human resource university needs
 - e. Plan, organize, and direct the development of valid and reliable instruments to be utilized as a basis for fair and legal selection, training, performance evaluations, compensation, and staff development practices, etc.
 - f. Plan, organize, and direct the preparation and distribution of management reports to assist supervisors in making informed and effective decisions
 - g. Provide administrative oversight for position, wage and salary management, staff development, employee benefits, employee relations, recruitment, personnel data management (PMIS and HR Banner), and payroll
 - h. Facilitate academic hiring
4. Plan and conduct internal self-studies as determined necessary by the Chancellor

5. Identify patterns and trends within the university which represent problems or need attention or an opportunity not taken and work with the relevant divisional head to ensure solutions and appropriate corrective action.
6. Serve as the official responsible party for programs of sexual harassment prevention, violence in the work place and employee assistance.
7. Prepare all employment contracts for Chancellor's signature.
8. Coordinate the grievance process for all employees.
9. Serve as EPA Administrator by keeping abreast of new policies, practices, trends and issues as relates to faculty and non faculty employees.
10. Oversee the immigration and naturalization process for hiring aliens.
11. Prepare and present personnel reports to the Board of Trustees for action.
12. Submit pertinent actions from the Board of Trustees to the Board of Governors for action.
13. Assist in setting university budget priorities and annual allocations.
14. Assist in setting annual salaries of employees.
15. Attend all meetings of the UNC Human Resources Council (Office of the President).
16. Provide administrative support to the Chancellor as needed.

Knowledge, Skills and Abilities

- Knowledge of human resources management and administration in a university setting.
- Extensive knowledge of managerial skills/techniques/practices involved in directing human resources programming.
- Extensive knowledge of technological trends involved in directing human resources programming.
- Computer literacy and skill necessary to effectively utilize management information systems.
- Ability to develop and maintain effective working relationships with peers, subordinates, and supervisors.
- Ability to plan and direct the work of a human resources staff, functional area managers, and other human resources professionals.
- Knowledge of State of North Carolina personnel policies, regulations, and guidelines.
- Knowledge of Banding and other information systems such as HR Banner, People Admin, Basic Pilot, Castle Branch, Deer Oaks, etc.

Qualifications

Masters degree in human resources management or related field with extensive managerial experience as a senior officer in a university or institution of higher learning. Demonstrated knowledge of all programs and services encompassing employment as relates to federal and state regulations. Demonstrate strong communication, interpersonal, team building, and leadership skills to enhance human resources programs and policies. A demonstrated approach to problem solving and program development is essential.

Training and Experience

- Administrative experience in a university setting
- Effective verbal, written and interpersonal communications skills.
- Required State of North Carolina functional trainings and personnel development sessions.
- Required UNC Office of the President functional trainings and personnel development sessions.

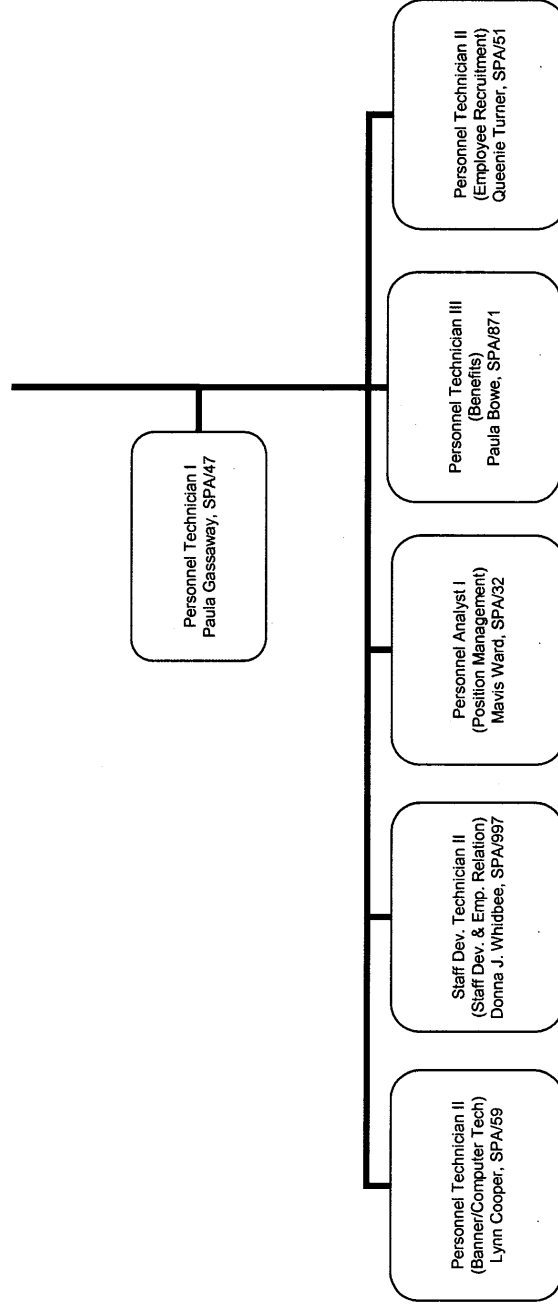
Elizabeth City State University

OFFICE OF HUMAN RESOURCES

Organization Chart

Chancellor
Willie J. Gilchrist

Vice Chancellor for
Human Resources
Jean M. Sims, EPA/27



Signature _____
Supervisor: Willie Gilchrist
Date: 7/12/07

**EPA DESIGNATION REQUEST FORM
UNC GENERAL ADMINISTRATION**

Institution: UNC Charlotte

Division/School/Department: Academic Affairs/University College

EPA Designation Requested:

- ☒ Senior Academic and Administrative Officer, I.B. *(SAAO), Tier I)
☐ Senior Academic and Administrative Officer, I.B. *(SAAO), Tier II)
☐ Instructional
☐ Research

Proposed Position Information:

Proposed Title: Dean of the University College

Proposed Working Title (if different): _____

Proposed Position Number (if applicable): _____

Current Position Information (if applicable):

Current Status: ☐ SPA (Salary Grade _____) EPA ☐ New Position ☒

Current Title: _____

Current Position Number: _____

Name of Employee in Position: _____

Name and Title of Supervisor: Dr. Joan Lorden, Provost

Institutional Authorization:

Print Name: Ramah Carle Title: Associate Provost, Academic Budget & Personnel

Signature: *Ramah Carle* Date: 6/04/07

Mailing Address: UNC Charlotte, 9201 University City Blvd., Charlotte, NC 28223-0001

Telephone: (704) 687-4004 Fax: (704) 687-6644 E-mail: rhcarle@uncc.edu

Submit completed form with the following required documentation:

- * A written justification for requested action that includes specific reference to relevant elements in SAAO definition or Instructional/Research definitions,
- * A detailed position description,
- * An organizational chart that includes position titles, position numbers, position designations (SPA, EPA, SAAO), and employee names.

Submit to: Associate Vice President for Human Resources

UNC Office of the President, P.O. Box 2688, 910 Raleigh Road, Chapel Hill, NC 27515-2688

FAX: 919-843-8327

Phone: 919-962-4555

Email: awlemmon@northcarolina.edu

Web: http://www.NorthCarolina.edu/hr/epa_rec/request_form.cfm

*As defined by SAAO Policy, paragraph I.A. or I.B.

THE UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE
JOB DESCRIPTION FOR EPA (Non-Teaching) Position Title

PLEASE USE THE FOLLOWING FORMAT TO DESCRIBE YOUR EPA (Non Teaching) POSITION

Position Title Dean of the University College

Department or Office Academic Affairs

Position Number TBD

Name of Immediate Supervisor Dr. Joan Lorden

Job Title of Immediate Supervisor Provost

Name of Department Director _____

Primary Purpose of Job

1. Briefly describe the primary purpose (mission) of your unit or department.

University College serves as the academic home for students who do not have a declared academic major. Its programs are designed to enhance the educational experience for these students and to help them explore and identify the interests while at the same time developing analytical awareness and habits of enquiry. University College also promotes undergraduate learning on a broader canvas by coordinating the University's general education program, ensuring that all students graduate with the skills and contextual awareness—the core elements of a liberal arts education—essential for educated citizens in the 21st century. University College is an integrative entity, committed to working closely and collaboratively with faculty, colleges, and academic support units to achieve common goals.

2. What functional areas does your position encompass?

The Dean of the University College will have the responsibility for setting policies and procedures to improve retention and for managing the General Education program and advising for undeclared students.

Major Duties and Responsibilities

1. List specific examples reflecting significant administrative responsibilities and duties which characterize active, continuing involvement in formulating, interpreting and implementing institutional policy as it relates to the mission of the institution and to the position's area(s) of responsibility.

Areas of Responsibility:

General Education:

The general education program “provides all undergraduate students, regardless of their majors, with the foundations of the liberal education they will need to be informed people who have the ability to act thoughtfully in society, the ability to make critical judgments, and the ability to enjoy a life dedicated to learning and the pleasures of intellectual and artistic pursuits.” The program is comprised of four components that address the fundamental skills of inquiry; inquiry in the sciences; themes of liberal education for private and public life; and communication skills. The Dean of the University College is charged with the day to day administration of the general education program; implementing the policies and curriculum determined by the Faculty Committee on General Education. Some examples of the types of initiatives that the Dean of the University College might explore in this area include:

- Articulate and champion the purpose of general education and the learning outcomes expected for all students completing undergraduate degrees at UNC Charlotte.
- Provide resources that will encourage the new ‘generations’ of faculty to develop courses that contribute to the general education curriculum.
- Provide resources that will better support faculty teaching large sections including options such as break-out sections, graduate teaching assistants, or undergraduate graders and/or preceptors.
- Consider the feasibility of extending the goals of the program into the upper division, recognizing that fundamental skills, a broad intellectual framework, and the habits of inquiry that are intrinsic to liberal arts learning require ongoing effort on the part of students and faculty throughout the undergraduate program.

B. Retention:

Although, as noted, the retention targets that UNC Charlotte has set for itself require a systemic effort, the Dean of the University College has particular responsibility for enabling the university to meet its first year retention targets and for supporting 4 year and 6 year graduation rate targets by facilitating undeclared students’ selection of an appropriate major. Some examples of the types of initiatives that the Dean of the University College might sponsor towards these ends include:

- Develop structures within the general education program that will enable students to make meaningful choices, particularly during their first two years of study.
- Foster integrative learning through course clusters (two or three classes designed and taught as a unit) or other strategies.
- Enhance student success by developing course clusters for entering freshmen to help rationalize their course selection and to provide ready access to academic support.
- Develop ways for students to reinforce the developmental process for key skills as they make the transition from high school to college.

C. Advising:

New freshmen who have not selected majors, transfer students who are not entering under articulation agreements, and students changing majors across colleges require a comprehensive and complete advising system that will enable them to explore majors and investigate career opportunities while maintaining progress toward their degrees. These groups of students will be a special responsibility of the University College and the Dean will manage this process. For undeclared students, this unit will serve as their assigned college until they select a major.

- A newly created University Advising Center UAC will serve as the focal point for advising University College students and will provide a stable point of contact for all questions relating to academic programs and support services. (The UAC is part of a larger reinvention of advising systems to create a “cradle to grave” approach that will avoid surprises late in a student’s academic career.)
- UCA advising staff will assist students in making course selections that lead toward the selection of a major that suits their goals and aspirations.
- The UCA will coordinate training opportunities for advisors across the university to ensure clear and consistent advising for all students and to facilitate the transition of students from the University College to the advising systems in the departments and programs.
- The University College personnel will work closely with the Office of Academic Services to integrate advising with support services such as the University Career Center and the Center for Academic Excellence and with programs designed to enhance the student experience, such as the Honors College.
- New ways of using technology will be explored in order to create an advising record for students.

D. Assessment:

Effective assessment of a unit’s programs and initiatives is essential if we are to know whether or not the program is meeting the goals set by the university and its faculty in the design of the program, and therefore all aspects of the University College’s operations will be the focus for assessment under the guidance of the Dean. It is worth noting, however, that assessing General Education presents some particular challenges, for the program is designed in part to develop attributes and skills that cut across disciplines and are acquired in a distributed fashion. In collaboration with the General Education Committee of the Faculty and the faculty of the general education program, the Dean of the University College will manage the process of assisting the faculty in developing learning outcomes and performance measures for the General Education Program and in administering assessment tools. The University College will also communicate the results of the assessments to the faculty and administration in order to provide data to drive improvement in the program and identify factors leading to student success.

Discretion and Independence of Actions

As appropriate to the basic function of your position, describe fully the independence and or administrative authority and discretion of this position:

In program planning and design and allocation of resources:

The Dean of the University College will have total discretion to plan, design, and allocate resources based on the mission of the college.

Supervision

The Dean will be responsible for selecting faculty for the General Education program and hiring both EPA and SPA staff to provide the services required by the College. He or she will supervise and evaluate the faculty and staff of this unit.

Supervision Received

Describe level of guidance or supervision this position receives and from what source(s).

The Dean will report to the Provost, but will be expected to complete the mission of the college with very little direct supervision.

Education, Skills and Experience Requirements

(A) Describe briefly and separately, the formal education or training, the professional skills, and the work experience required to assume duties of this position. Include any special certifications or licensure required.

An earned doctorate in a discipline that would provide undergraduate education and participate in the general education of the student population. The candidate should have several years of teaching, research, and service experience at a large University and should be eligible for the awarding of tenure as a full professor. Experience as a department chair in a liberal arts discipline would be desirable.

We certify that the information on this current Job Description has been reviewed and constitutes an accurate reflection of the duties of the position.

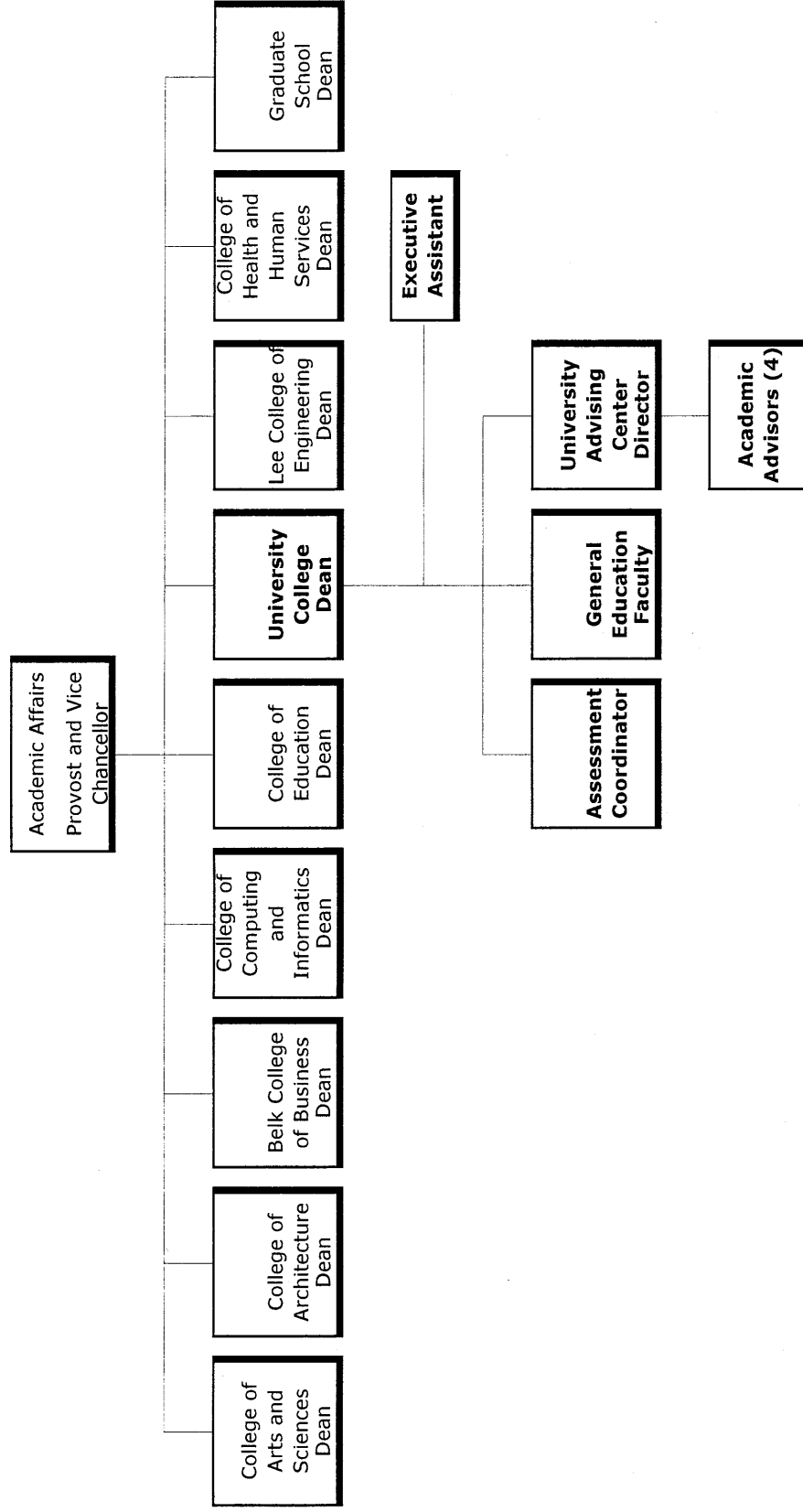
Date _____

Supervisor _____

Date _____

Employee _____

UNC Charlotte



North Carolina State University is a land-grant university and a constituent institution of The University of North Carolina

Office of the Chancellor
Box 7001 / A Holladay Hall
Raleigh, North Carolina 27695-7001

NC STATE UNIVERSITY

919.515.2191 (phone)
919.831.3545 (fax)

August 28, 2007

Mr. Erskine B. Bowles, President
University of North Carolina
General Administration
Post Office Box 2688
Chapel Hill 27515-2688

Dear President Bowles:

This letter requests the Board of Governors' approval to establish a new SAO-Tier I position for a vice chancellor for information technology (VCIT) at NC State University.

At present, NC State's academic computing unit reports to the Provost, and administrative computing unit reports to the Vice Chancellor for Finance and Business (VCF&B). As you may be aware, one of the campus's most significant PACE initiatives proposes to combine academic and administrative information technology components into a single operation to more fully leverage our efficiency and effectiveness, to create economies of scale, and to help ensure NC State's continued preeminence in technology-driven teaching, research, and economic engagement.

The position will report directly to the Chancellor and will serve as a member of the university's executive leadership team. The VCIT will partner closely with both the Provost and Vice Chancellor for Finance and Business to help ensure that our technological solutions continue to optimally meet the functional needs of the university's academic and administrative enterprises. This consolidation requires a visionary, experienced leader with significant content expertise in cutting-edge computing technology, and we will search nationally for the best possible candidate.

Attached is an organizational chart showing the proposed position and an interim combined organizational model. Also attached is the working draft of the job prospectus that will ultimately be used to recruit for the position.

We are excited about this opportunity for NC State to continue helping to lead the way in the University of North Carolina's technological excellence. I look forward to your endorsement and that of the Board of Governors.

Sincerely,

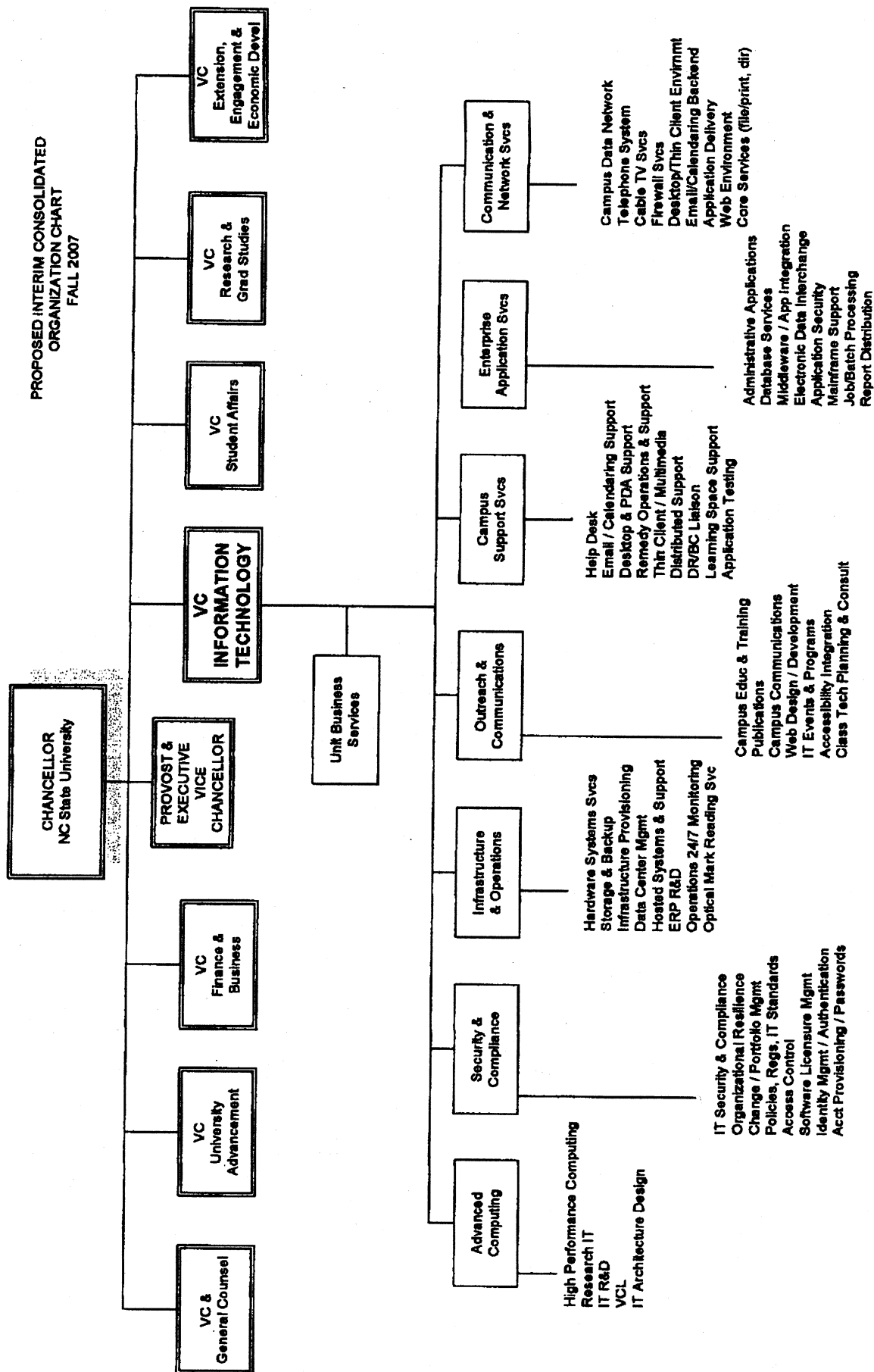


James L. Oblinger
Chancellor

JLO/am

Attachments: Organization chart
Draft job prospectus

PROPOSED INTERIM CONSOLIDATED
ORGANIZATION CHART
FALL 2007



NC STATE UNIVERSITY**Vice Chancellor
for Information
Technology***DRAFT 8/28/07 DRAFT***THE OPPORTUNITY**

North Carolina State University -- the largest university in the state and a research-extensive public land-grant institution with exceptional strengths in the sciences, technology, engineering and mathematics -- is establishing the position of vice chancellor for information technology (VCIT). The position will report directly to the chancellor, and will serve as an executive officer of the university. The VCIT will partner closely with the both the vice chancellor for finance and business and the executive vice chancellor/provost to successfully envision and execute a progressive information technology strategy that ensures NC State's continued technological leadership as a flagship institution of the university system of North Carolina, as a primary economic engine for the state, and as a national and international leader in instruction and research.

The new position will assume comprehensive responsibility for academic and administrative IT activities on campus, which historically have been collaborative but organizationally separate. The new VCIT will lead the integration of the university's IT processes and systems to help ensure optimally effective and efficient outcomes across the organization.

NC State University is located in Raleigh, NC, and anchors the Research Triangle area. National rankings consistently count the area among the five best places in the country to live and work, with a highly educated workforce, moderate weather, and a welcoming environment.

BACKGROUND

As part of its strategic plan, NC State University identifies ten critically important investment priorities in the next five years. Excellence and leadership in information technology will be critical to the success of all ten institutional priorities, especially: "ensuring a faculty and staff of the highest quality," "building research and graduate and professional programs aggressively in proven and emerging areas," and "strengthening the university's core infrastructure."

Information technology is critical to the university's research, academic, and outreach missions as well as the day-to-day operations of the university community. In addition, IT will play an increasingly central role in NC State's technology leadership within the UNC System, and it underlies a strategy to leverage the university's strengths on behalf of education broadly across the state; for example, supporting the community colleges and K-12 education in exciting new ways.

Responsibility for information technology has been distributed across numerous central, college-level, departmental, and customized entities. These have diverse reporting lines, staffing, and resources. General good will and collaborative spirit prevail among IT entities and staff across the university. However, divergent goals, reporting, resources, and cultures can impede coherence. The university now seeks to assure that its continued growth and development of the IT infrastructure is strategically managed.

VCIT Position Description – Page 2

The successful candidate will possess the leadership skills and experience to nurture a strong, diverse set of relationships across the institution, inspire professionals to ambitious accomplishments, and enhance the information technology operation to the next level. She or he will be a strategist with vision and creativity, able to participate in the design and articulation of institutional strategy and to translate it into coherent and effective operational plans.

The new Vice Chancellor for Information Technology will join the NC State executive leadership team at an exciting time. With a Chancellor, Provost, Vice Chancellor for Finance and Business, Vice Chancellor for Advancement, and several deans all appointed within the past few years, NC State is embarking on an ambitious next generation in its distinguished history.

ORGANIZATION OF UNIVERSITY INFORMATION TECHNOLOGY

The new position will initially bring under its purview the Information Technology Division (ITD), which currently reports to the Provost, as well as Enterprise Technology Services & Support (ETSS) and Enterprise Applications & Database Services (EADS) both of which currently report through a division of the Vice Chancellor for Business and Finance. Communications Technologies (ComTech), which is currently a shared operation, will also report to the VCIT. Additional technology-centered activities of the university may also be incorporated under the VCIT if warranted based on continued analysis and discussion.

THE ROLE

The vice chancellor functions as the university's chief information technology officer. The position directs the work of approximately 300 professional and support staff, with a budget in excess of \$ million. The vice chancellor also maintains close and collaborative working relationships with the deans and other division heads.

Implementing a transition from the current structure to an integrated central unit will likely entail substantive reorganization across units with differing priorities and organizational cultures. Sensitivity to existing differences will be required. Collaborative discussions regarding additional centralization will focus on the value proposition; they should explicitly consider why such activities and services have not been included in central IT units from the outset and whether those reasons remain compelling.

The vice chancellor is expected to influence IT entities and resources that fall outside her or his direct authority. These include activities that either serve the campus at large or form part of the campus IT infrastructure – for example, DELTA (distance education & learning technology applications), the libraries, and various activities in the colleges. Mechanisms for strong influence might include specific oversight or consultative requirements associated with budgetary, hiring, or procurement processes. The success of the VCIT will depend on how well the relationships with non-central IT entities are negotiated, described, and implemented.

The vice chancellor will establish appropriate advisory and governance mechanisms to ensure productive interaction among constituents and customers. These mechanisms should include establishing formal advisory mechanisms, serving on the University Research Committee, and holding regular meetings with Deans and Vice Chancellors, perhaps including their senior staff.

QUALITIES AND QUALIFICATIONS

The ideal candidate will:

- Have broad experience with integrated IT oversight and management
- Bring a fresh perspective and the capacity for change agency
- Understand and appreciate the mission and challenges of land-grant research universities
- Be able to effectively “speak the language of academe” – whether or not s/he comes directly from another higher education institution
- Have an appropriate advanced degree plus at least five years of relevant IT senior management experience, or a comparable combination of skills and experience
- Demonstrate a broad and deep conceptual understanding of how technology can serve the multiple teaching, research, and outreach missions of the university
- Have experience balancing sometimes mutually-exclusive demands for resources in support of administrative, teaching, research, and outreach activities
- Provide IT leadership not only within the university, but also within the University of North Carolina system and its seventeen constituent institutions, and within the state at large.
- Have a sense of humor and perspective
- Have the ability to:
 - create and promote a clear IT vision that supports these missions; brings together distributed, disparate and disconnected groups, resources and constituencies;
 - implement clear expectations, policies, processes, and accountability measures;
 - lead creative, productive, and effective change in a complex, politicized organizational environment;
 - generate and leverage resources;
 - establish strategic partnerships and industry alliances;
 - manage IT organizational infrastructure over a wide range of technological applications;
 - address finance and business issues; and
 - build and retain a strong and adaptable IT staff

The successful candidate will approach the job in a collaborative spirit. He or she must draw disparate entities together, provide a strong vision for future innovation and improvements, perceive technical and organizational possibilities that others may not, effectively motivate staff, and manage processes to realize those possibilities. This entails leading campus-wide conversations to develop, refine and maintain principles and plans for IT progress; setting and sequencing priorities in a resource-constrained environment; setting, managing and influencing expectations; promulgating and selling ideas in a manner that promotes buy-in; following through on decisions even without complete consensus; communicating effectively in person and in writing; inspiring confidence, promoting and maintaining a strong service orientation among IT staff; engaging national organizations and initiatives in ways that benefit NC State; and appreciating broader IT developments while maintaining campus needs as the top priority.



The University of North Carolina

GENERAL ADMINISTRATION

POST OFFICE BOX 2688, CHAPEL HILL, NC 27515-2688

JEFFREY R. DAVIES, *Chief of Staff*


Telephone: (919) 962-1591 • Fax: (919) 843-6843 • E-mail: jrd@northcarolina.edu

AUG 31 2007

August 20, 2008

MEMORANDUM

TO: Senior Vice President Harold Martin

FROM: Jeff Davies 

SUBJECT: Vice President for Communications

Harold, I am seeking your support for the creation of a new senior level position within General Administration, the Vice President for Communications. The position will report to me and will be responsible for communications to the Board of Governors, the legislature, the campuses, the media, and other stakeholders. It is important that the University's message be crafted and communicated thoughtfully and deliberately. The position should be established at a senior level so that the individual filling the position has the authority needed to relate effectively with the chancellors and their campus communications personnel, as well as with the press. The person filling the position would further be responsible for drafting remarks made by President Bowles and working directly with him to finalize them.

Concurrent with the establishment of the position, I am asking that Joni Worthington be appointed to the position. For some time, Joni has been operating at a senior level in this organization and has proven to be an invaluable member of the President's General Administration Council. She has the requisite skill set needed to fulfill the responsibilities associated with the position and to manage relationships at a senior level.

Thank you for your consideration of this request.

Appalachian State
University

East Carolina
University

Elizabeth City
State University

Fayetteville State
University

North Carolina
Agricultural and
Technical State
University

North Carolina
Central University

North Carolina
School of
the Arts

North Carolina
State University
at Raleigh

University of
North Carolina
at Asheville

University of
North Carolina
at Chapel Hill

University of
North Carolina
at Charlotte

University of
North Carolina
at Greensboro

University of
North Carolina
at Pembroke

University of
North Carolina
at Wilmington

Western Carolina
University

Winston-Salem
State University

UNC General Administration

8/31/07

