



UNC CHARLOTTE

The University of North Carolina at Charlotte
9201 University City Boulevard
Charlotte, NC 28223-0001

October 11, 2005

Dr. Gretchen Bataille
Senior Vice President for Academic Affairs
UNC – Office of the President
P. O. Box 2688
Chapel Hill, NC 27514-2688

Dear Gretchen:

Enclosed is a proposal to establish a new Senior Academic and Administrative Officer Tier I Executive Position at UNC Charlotte that will carry the title, Vice Chancellor for University Relations and Community Affairs. This position is a critical part of a reorganization I would hope to announce in February at the time of my installation as UNC Charlotte's fourth chancellor.

The need for the new position is captured in the enclosed editorial opinion issued by the *Charlotte Observer* at the time I joined the University in mid-July. The perspective reflected in the editorial has been more than validated by extensive conversations I have had on and off campus since my election as chancellor.

Put most directly, to properly fulfill our mission in this region and to take advantage of its unique resources, UNC Charlotte must simply become better connected to and more visible in the region we serve. As you'll see from the position description, the new vice chancellor will play a pivotal role in linking the university to governmental and quasi-governmental agencies at all levels and the various business and non-profit organizations that exist in the greater Charlotte metropolitan region. A particular emphasis of mine will be to build stronger bridges to regional economic development initiatives. In dealing with officials at this level, the vice chancellor title is important since I want it to be widely seen in the region that this individual speaks as my personal representative.

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The proposed reorganization also calls for placing the University's external and internal communications units within the Division of University Relations and Community Affairs. When combined with the development of a strategic communications and marketing plan, I hope we can achieve better regional awareness of UNC Charlotte's programs and resources. Such awareness 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.

I know that there are always concerns about perceived enlargements of administrative staffs. Currently, at UNC Charlotte, we have five individuals holding the title of vice chancellor:

Provost and Vice Chancellor for Academic Affairs
Vice Chancellor for Business Affairs
Vice Chancellor for Student Affairs
Vice Chancellor for Development and University Relations
Vice Chancellor for Research

The proposed reorganization would bring the number of vice chancellors to six. The title of the individual who will lead our fundraising and alumni operations will be changed to Vice Chancellor for Development and Alumni Affairs.

This number of senior administrators is quite consistent with the staffing of other similarly-situated institutions in our system. Using the most recent administrative organizational charts available to me, below is my count of the number of vice presidents/vice chancellors currently authorized. I have not included campus-based university attorneys who hold the concurrent title of vice chancellor (i.e., Chapel Hill, NC State) or vice chancellors of health sciences (i.e., Chapel Hill, East Carolina).

Office of the President:	9 (including General Counsel)
UNC Chapel Hill:	7
NC State	6
NC A&T	6
East Carolina U.	5
UNCG	5

It is also important to know that I am eliminating a senior administrative position as part of this reorganization in that I do not intend to fill the position of Executive Assistant to the Chancellor formerly held by James Dixon. Salary savings from that position should make the near-term fiscal impact of this reorganization very positive. It is possible that, over time, the need for additional resources in the Division of University Relations and Community Affairs will be apparent. I am fully prepared to deal with those needs from existing campus appropriations.

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I have looked at the authorized salary ranges for comparable positions within the UNC system at comparable institutions as well as the most recent CUPA salary data. A salary range of \$98,229 to \$157,172 (with a midpoint of \$127,701) would serve my purposes well. Gary Stinnett of my Human Resources staff is available to consult with you on how we developed this range.

If you have any questions concerning this proposal, please do not hesitate to call me. My hope is that the Board of Governors could review this at its November meeting.

Sincerely,

A handwritten signature in dark ink, appearing to read "Phil", written in a cursive style.

Philip L. Dubois
Chancellor

PLD/jsd

Enclosures

Opinion

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EDITORIALS

New era for UNCC

Chancellor Dubois faces big challenges and opportunities

When Phil Dubois took the helm of UNC Charlotte Friday, a new era began at North Carolina's fourth largest university. It was an important moment for the school, and for this region. Yet the most significant moments lie ahead, along the path he will steer.

Dr. Dubois succeeds Jim Woodward, under whom he served six years as provost before leaving in 1997 to become president of the University of Wyoming. Dr. Woodward's tenure was marked by the university's transition from a comprehensive liberal arts university into a fledgling doctoral and research institution.

The challenges Dr. Dubois faces are well-defined, yet daunting. To move UNCC to the next level, he must:

- Build a strong identity for the university. UNCC is a young campus, with only 40 years of history. It has not yet defined itself either in the community it serves or within the state's 16-school university system. Dr. Dubois must lead the university in finding its own niche.

- Bridge the distance between the university and the city that shares its name. Ten miles separate the campus from uptown Charlotte. Dr. Dubois must increase the university's visibility off

campus and bring the community on campus.

- Be a strong advocate for better planning in the University City area and the region. Some \$300 million in construction has made UNCC's campus an appealing environment. But the surrounding area, with strip commercial development and congestion, doesn't look like a college neighborhood or an attractive, inviting community. The university's leadership must strongly advocate for growth that builds community.

The Charlotte-Mecklenburg region has a clear and direct stake in the path Chancellor Dubois will steer. UNCC is our region's only doctoral/research intensive university. It plays an influential role in our area's future. In addition, a university chancellor is a key member of the community's intellectual leadership.

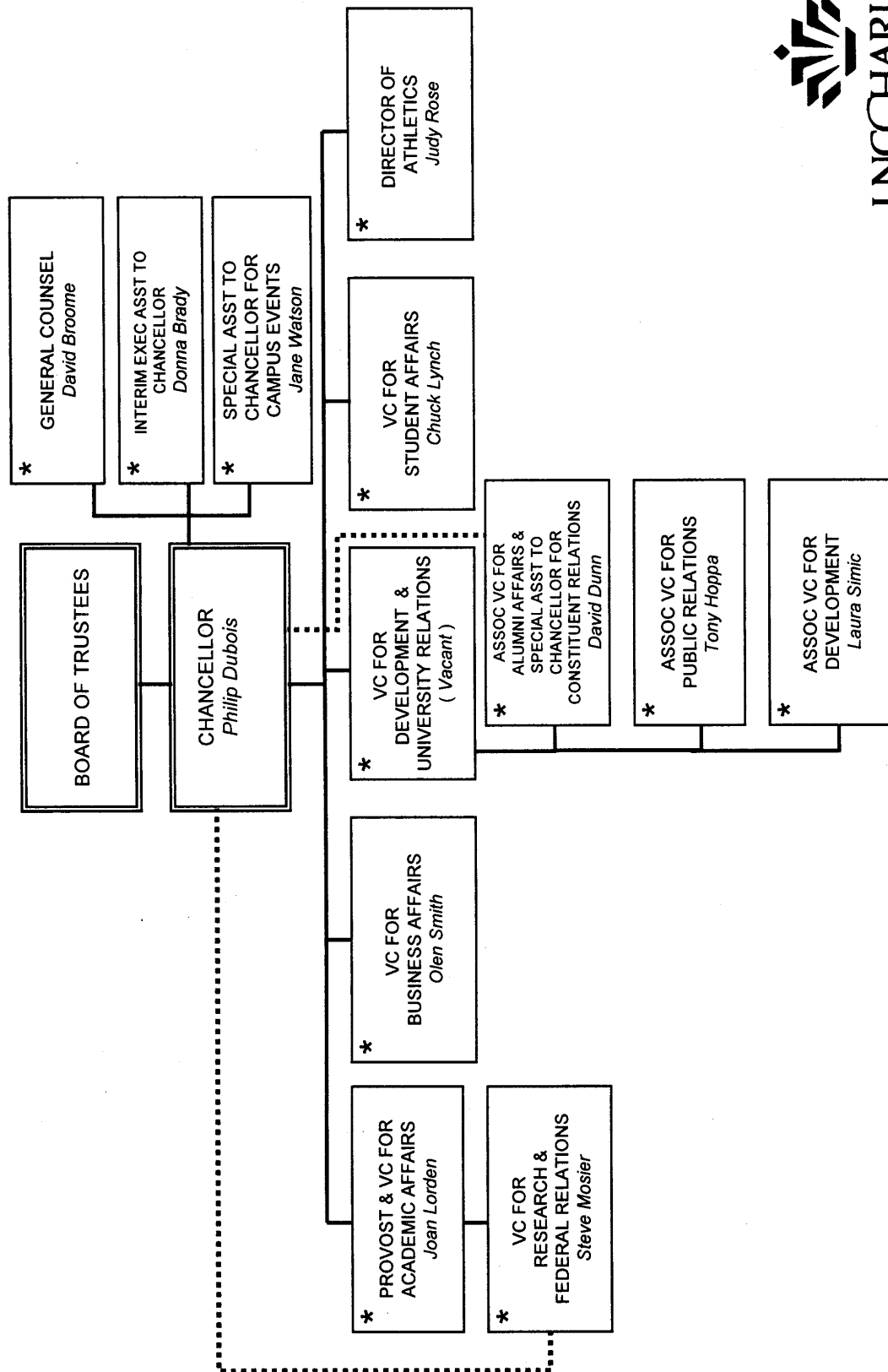
Growth in the past 15 years has left UNCC well-positioned. Full-time students enrollment grew to near 20,000. The number of full-time faculty more than doubled. Research dollars increased fivefold. The recent capital campaign exceeded its \$100 million goal, netting \$115 million.

UNCC is poised for maturity. Previous chancellors have nurtured its health and ambitions. Dr. Dubois is well-grounded in its history and challenges. His job is to work with the UNCC family, the UNC system and state and community leaders to build the university our region needs. He seems admirably prepared to do it.



Dubois

Current Administrative Organization Chart

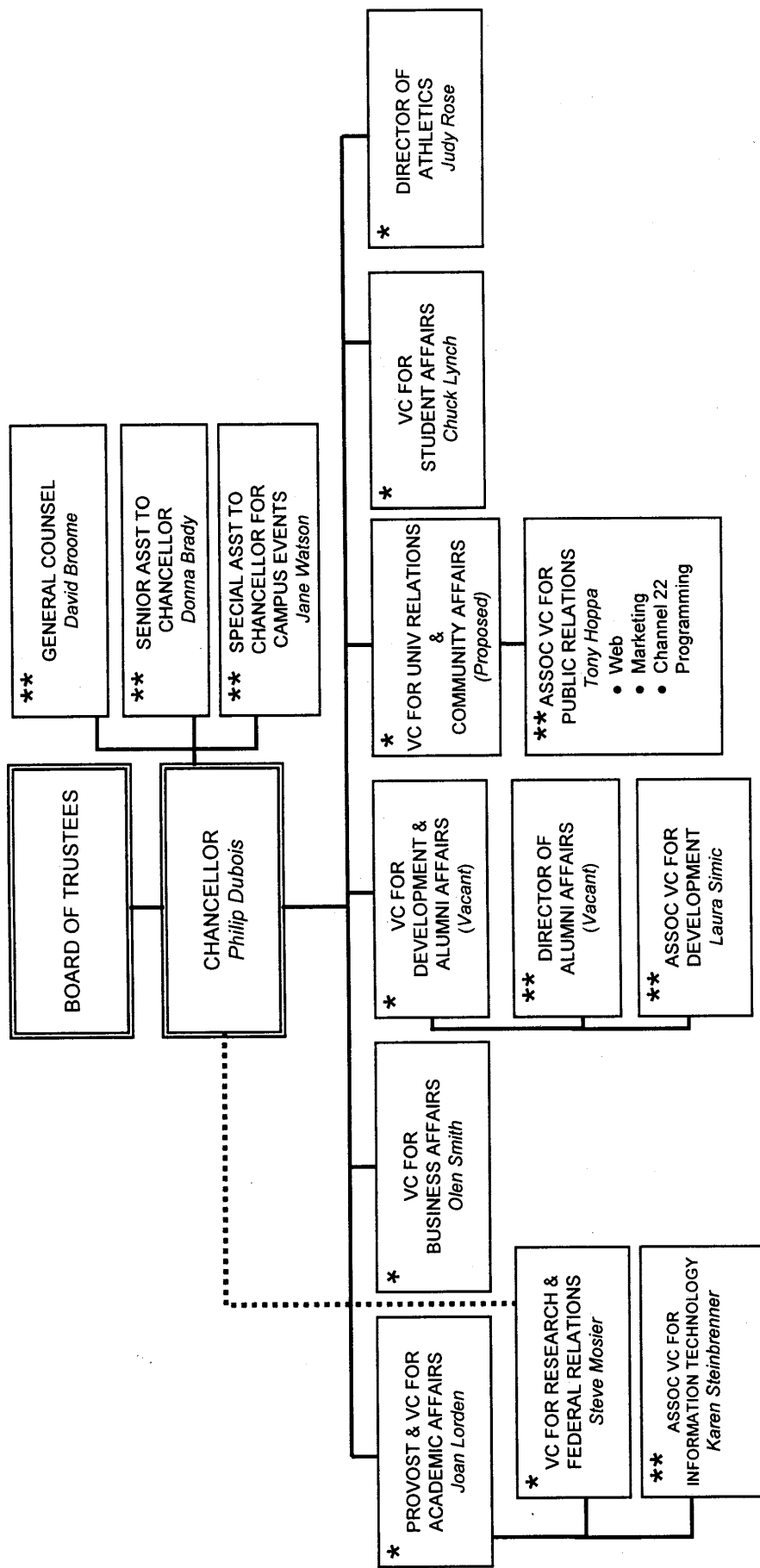


* Executive Staff



UNCCHARLOTTE
The University of North Carolina at Charlotte

Proposed Administrative Organization Chart



* Chancellor's Cabinet
 ** Chancellor's Council



Division of University Relations and Community Affairs

The Division of University Relations and Community Affairs has primary responsibility for fostering, supporting, and expanding the University's relationships with governmental and non-governmental organizations to strengthen the delivery of educational and research programs that will benefit the greater Charlotte region. The divisional leadership will be committed to:

- Work collaboratively with the Office of the President on legislative advocacy in support of the Board of Governors' legislative agenda and budget request to the General Assembly.
- Represent the Chancellor in relationships with local governments in the greater Charlotte-Mecklenburg area, including the Mecklenburg County Commission, the Charlotte City Council, and comparable governmental entities in the region.
- In cooperation with the Division of Research and Federal Relations, identify strategies for recognition and stewardship of legislative supporters at the federal and state levels.
- Serve as the University's liaison to quasi-governmental entities whose activities bear upon the work of the University, including the University City Partners, the Center City Partners, and the Charlotte Area Transit Authority, among others.
- Serve as the University's liaison to important economic development entities within the greater Charlotte region, including chambers of commerce and regional economic development organizations, including the Charlotte Regional Partnership.
- Along with the Chancellor, serve as a public spokesperson for the University to maximize the University's visibility and public understanding of the role of the University in the economic, social, and cultural development of the greater Charlotte region.
- As chair of a new University Economic Development Council, facilitate coordination of the University's principal auxiliary enterprises relating to economic development, including the Charlotte Research Institute, Urban Institute, the Ben Craig Center, the University Research Park, the Technology Transfer Office, and the Small Business and Technology Development Center (SBTDC).

- Facilitate the development of collaborative partnerships that link the needs of the region's principal governmental, business, and non-profit entities to the research, teaching, and service assets of the University.
- Provide leadership for the University's external communications activities, including the development of a strategic integrated institutional marketing approach, public relations, web standards and content, print and electronic publications, media relations, graphic arts and photographic services, and the content of the University's public access cable television channel.
- Oversee the University's internal communications activities, including development of a working intranet to serve internal campus administrative uses and purposes.
- In collaboration with the Chancellor and the academic leadership, serve as a resource to identify community members in the broader Charlotte-Mecklenburg region who are willing and able to assist the University through service on the Board of Trustees, the Foundation Board, the Alumni Board of Governors, college advisory boards, and major advisory boards for University centers and institutes.

**EPA DESIGNATION REQUEST FORM
UNC GENERAL ADMINISTRATION**

Institution: UNC Charlotte

Division/School/Department: Office of the Chancellor

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: Vice Chancellor for University Relations and Community Affairs

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: _____

Institutional Authorization:

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

Signature: *Ramah Carle* Date: 11/1/05

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

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