



Chancellor Philip L. Dubois
The University of North Carolina at Charlotte
Office of the Chancellor
9201 University City Boulevard
Charlotte, NC 28223

Dear Phil,

Thank you for the opportunity to lead the discussion concerning the feasibility of adding football to the life of UNC Charlotte. It has been a privilege to serve with my fellow Football Feasibility Committee members, all of whom understand the importance of the University to our region's future.

The report from our Committee includes our recommendation that football be added to the University's Athletic Department. Also included are summaries of information the Committee reviewed while coming to this decision. Projected expenses and revenues represent a significant portion of the report. Fortunately, we are able to present further detailed information in part because of updated projections from Financial Affairs. Therefore, rather than a broad snapshot based on averages, we are providing more detailed, and we believe, accurate projections in an implementation timeline format.

As you review the report with the Trustees and others, I hope you will see a very thoughtful and well-designed process that considers all aspects of such a momentous decision. I also want to thank the members of the Athletic Department who have added knowledge and tradition to the process.

As this report is considered, it will be easy for some to reduce this discussion to just numbers and finances. In the end, to do so is to miss a chance to invest in the vision and future that is UNC Charlotte in a significant way. I encourage all who read the Committee's report to take into account the ever-present intangible elements alongside our projected budgets. Like many decisions that strengthen organizations, this decision requires the vision to see that what is important often requires risk. There will never be a time when the money required to launch football will be readily available, or when rudiments such as "spirit" or "loyalty" balance a university's budget to the extent that increased enrollment does.

I know that each of the significant crossroads in the life of UNC Charlotte, including those that I have witnessed over the last decade, required the same vision and commitment as the ones you and our Trustees face today. I also believe that, while change has been a driving force for UNC Charlotte during the last 10 years, we will see more change in the next 10 years than in the entire history of our University. The growth of the University will reach new heights. For the University to meet the needs of this change, all dimensions must strive to reach the next level of greatness. I believe that for athletics, the next step is Division I-A football.

At the same time, I expect that those responsible for the academic life of the University will continue to work towards next steps such as a bio-tech campus, additional graduate

degrees, and professional programs - all of which contribute to the University's preeminence. It is important to remember that in this decision, we are not trying to decide what to do with a windfall, so setting the creation of a football program against academics creates a false dichotomy.

This situation reminds me of a time in Charlotte's recent history when the community was faced with the choice of supporting our arts and cultural organizations while we were challenged by many health and human services needs. The answer was an easy one - we had to meet both the needs of our growing cultural community while also addressing the human services needs of our city. The bottom line is that there is an intrinsic value in addressing the University's quality of life in its entirety.

At the end of the day, football is an important investment in the quality of life for UNC Charlotte and its students. While such investments are hard to make, they are needed and have great positive consequences. Mark Twain once said,

Twenty years from now you will be more disappointed by the things you didn't do than by the ones you did. So throw off the bowlines, sail away from the safe harbor, catch the trade winds in your sails.

Thank you again for allowing me to serve UNC Charlotte in this way. It has been my pleasure and privilege; I am excited about the prospects of football. **Go 'Niners!**

Sincerely,



Malcolm E. Everett III
Committee Chair