John Craig (above left), the Department of Biology’s greenhouse manager, gives a talk recently to a group of math and science campers, demonstrating the similarity between the fronds of the Staghorn Fern and the horns they might see on an elk or white-tailed deer.

The department has hosted four groups from Mathnasium in Cary this summer, which toured the department’s greenhouse and took part in at least one lab per session, like the one (top right) conducted by Eric Earley, who is president of Carolina’s Biology Graduate Student Association.

He describes to the students how insect species have a unique diet and that some species — or specialists — only eat one or a few types of food. In a related demo by Earley (bottom right), the students use a microscope to examine fruit fly species (Drosophilae).

“It was fun to have them here to see and experience how fun science can be,” Craig said, “and hopefully grow up to be future Tar Heels. It’s something I personally can’t wait to continue in the near future.”

The demonstrations are just one example of the public outreach programs that the biology department routinely conducts, said Alan Jones, George and Alice Welsh Distinguished Professor.

The impact of the “measurable damage” Chancellor Holden Thorp said the University would feel as it grapples with absorbing more than $100 million in permanent cuts in state appropriations this fiscal year became more tangible last month as campus units were notified about their portion of the budget cuts.

Now it is up to the deans, directors and department heads to determine how their units will manage a 17.9 percent campus-wide cut.

“Our support services are so thin, we run the risk of not being able to do our business,” Bruce Carney, executive vice chancellor and provost, told the Board of Trustees on July 27.

Historically, when the state has faced significant budget challenges, Carolina has taken a larger cut than other UNC system campuses, Thorp said during the BOT meeting. “That is the case again this year,” he said.

In 2011–12, a $20 million transfer of funds from the UNC Health Care System will help the University and the School of Medicine absorb the cuts, in effect lowering the overall reduction to $80.7 million.

But for fiscal years 2012–13 and beyond, the University will have to factor in the additional $20 million permanent cut. “This has not been addressed, but deferred,” Carney said.

Helping somewhat, Thorp said, is the savings the University has begun to realize since July 1 from the nearly 5 percent permanent cut it proactively took in the spring.

LEGACY OF THE DOWNTURN
State appropriations generally account for less than one-quarter of the University’s total revenues. Together, state appropriations and student tuition and fees make up about one-third of the total. Beyond that, the University does not have much unrestricted revenue, Dick Mann, vice chancellor for finance and administration, told the BOT. Most of the state revenue is allocated for specific purposes including building operations, enrollment growth and graduate student
SUMMER JAZZ WORKSHOP
Alumna Mary Lide Parker put together a video about Carolina’s first summer jazz workshop, which was hosted by the music department and directed by Stephen Anderson. The schedule interspersed mornings of jazz theory, afternoons of practice and evenings of public concerts, including one in which Chancellor Holden Thorp sat in on bass guitar.

‘AROUND THE GARDEN’
The North Carolina Botanical Garden has launched a blog with gardening, native plant and natural history observations written by garden staff and associates. Don’t miss the post by Mark Peifer, about cicadas and the mysterious appearance of oak trees with dead branch tips.

MEET MINROSE GWIN
Guest host Isaac-Davy Aronson spoke with Minrose Gwin recently on WUNC-FM’s “The State of Things” about the unspoken truths of Southern culture that she reveals in her writing. Gwin, Kenan Eminent Professor of English, is the author of “The Queen of Palmyra.”

Hargrove elected BOT chair, new members sworn in

Wade H. Hargrove of Raleigh, a corporate and national media lawyer and partner with Brooks, Pierce, McLendon, Humphrey & Leonard LLP, was elected chair of the Board of Trustees during the board’s July 27 meeting.

Hargrove was appointed to the BOT in 2009 and has been a member of the Buildings and Grounds Committee. Serving as chair is a great honor, Hargrove said, and he thanked his predecessor, Bob Winston, for his leadership. “I don’t have any special knowledge or expertise, but I’ll rely on the collective wisdom and expertise of the board as we confront a challenging economic time for the University,” Hargrove told the trustees.

“We’re beginning the year with some $100 million less than we had a year ago, and that is not pocket change,” he said. “But I am confident the University will meet the challenge.”

He commended Carolina’s exceptional student body and the special passion they have for the University. “I see it wherever I travel throughout the state and across the country,” he said.

The board’s newest members — W. Lowry Caudill of Durham, co-founder of Magellan Laboratories and retired president of pharmaceutical development for Cardinal Health, and Steven J. Lerner of Chapel Hill, founder and chair of the boards of directors of both Capstrat and FGI and managing partner of the Blue Hill Group — were sworn in with returnings board members. Willis Whichard, associate justice of the North Carolina Supreme Court, administered the oath.

Caudill was appointed by the Board of Governors, and Lerner, by Gov. Beverly Perdue, who later will make a second appointment to the board. Student Body President Mary Cooper was sworn in May 25.

As a Carolina student, Hargrove was a Jefferson Standard Foundation and Alumni Scholar. He earned his bachelor’s degree with honors in 1962 and his law degree three years later. A former member of the University’s Board of Visitors and the School of Journalism and
Chancellor Holden Thorp’s difficult decision to dismiss Butch Davis as head coach of Carolina’s football program continues to reverberate inside and outside the University community.

On campus, the decision has prompted faculty governance leaders to support Thorp publicly. Off campus, detractors have included some Tar Heel football fans.

Both during a July 28 news conference and in an Aug. 4 email to faculty, staff and students, Thorp said that in the last few months he had become increasingly concerned about the damage being done to the University’s reputation.

“I can no longer overlook the fact that what started as a purely athletic issue has begun to chip away at this University’s integrity,” he said during the news conference. “I cannot stand for that.”

Last week, The News & Observer published an opinion-editorial column by Faculty Chair Jan Boxill and Chancellor’s Advisory Committee Chair Jim Ketch affirming that Thorp had to take action to protect Carolina’s integrity and well-deserved reputation for academic excellence.

“Too many indicators pointed to another year of distractions that would keep our chancellor from addressing more pressing issues affecting our campus, faculty, students and staff, as well as the people of North Carolina,” they wrote.

“During this past year, the issues surrounding the investigation of our football program have eclipsed our ability to focus attention on core mission values during one of the most challenging economic periods the state and the University of North Carolina have ever endured.

“We are grateful that Holden Thorp exemplifies and represents the core values of our mission so profoundly.”

From the beginning of the investigation into the football program, Thorp pledged to take all accusations seriously and face issues head on.

The University cooperated fully with the NCAA and moved deliberately without making snap judgments, he said. But with the receipt of the letter of allegations from the NCAA this summer, Thorp said he began to think about the need to make a change.

No single thing tipped the decision, he said. It was the cumulative effect of football-related events during the past year on the University’s reputation.

“After 50 years without any major violations, we are now facing nine allegations,” Thorp said. “And there are persistent questions about our commitment to academic integrity.”

That commitment is paramount, he said.

In conjunction with his decision to dismiss Davis, Thorp called for a review of the University’s student-run Honor Court. He asked Boxill, the faculty chair, to pull together a group of respected faculty members who would consider changes or improvements to the honor system. (See related story on this page.)

OTHER STAFFING CHANGES

Thorp acknowledged that the timing of Davis’ dismissal was poor, a little more than a week before the start of the football team’s training camp. And the difficulty of the decision was compounded by cost — up to $2.7 million under the terms of Davis’ contract, all of which would come from the athletic department.

“But the reputation of this University and the integrity of our football program have a value beyond any dollar figure or any timeline disruption,” he said.

Thorp also announced that he had reluctantly accepted the decision of Athletic Director Dick Baddour (pictured above at left) to step down before his planned retirement next summer.

“He (Baddour) felt strongly that our ability to recruit a new coach was dependent upon an A.D. being in place,” Thorp said.

“I agree with that.”

A search committee for a new athletic director is expected to be named soon; updated information will be posted at uncnews.unc.edu. The search committee will provide a recommendation to Thorp for the next athletic director. Once the new A.D. is on board, that person will hire Carolina’s next football coach.

Thorp and Baddour named Everett Withers as interim head football coach. Withers served as Carolina’s defensive coordinator and secondary coach the past three seasons.

“I believe Everett is the right person for our football program under these challenging circumstances,” Thorp said in making the announcement. “I believe he can help our students succeed at the highest level both on and off the field and in the classroom.”

Baddour, who has been with Carolina for 45 years, will serve out his contract through June of next year, but will step aside and assume other duties when a new athletic director arrives.

The University is currently putting together a response to the NCAA’s notice of allegations due Sept. 19. A hearing with the NCAA infractions committee is scheduled Oct. 28.

“We need Dick Baddour with us when we go to Indianapolis to meet with the NCAA,” Thorp said. “There is no other person I would rather have by my side than Dick.”

SUPPORT FROM TRUSTEES

In a July 28 statement, newly elected Board of Trustees Chair Wade H. Hargrove supported Thorp and said the board remained committed to the success of Carolina football.

“This was not an easy decision for the chancellor, but it was the right decision,” Hargrove said. “… We are proud of Carolina’s tradition of academic and athletic excellence and its long-standing commitment to fundamental ethical values.”

Chancellor Holden Thorp’s opening statement about the coaching change: tarheelblue.cstv.com/sports/m-footbl/spec-rel/072811aee.html

Video of the July 28 news conference: tarheelblue.cstv.com/alignaccess?media=251150

Opinion-editorial column published in the Aug. 5 News & Observer: faccoun.unc.edu

Chancellor Holden Thorp has made it clear throughout the yearlong investigation into Carolina’s football program that nothing is more important than the University’s academic integrity and reputation.

He told the Board of Trustees during its July 27 meeting that he was deeply disappointed about recent revelations of plagiarism in one student-athlete’s paper. “I wish that we had caught that,” he said.

Thorp said he had consulted with several faculty members, including Faculty Chair Jan Boxill, about the role of the Honor Court. As a result, Boxill has agreed to pull together a group of respected faculty members to recommend changes or improvements to the honor system.

“We have a long tradition of a strong student-run Honor Court, and of course, we’ll involve students and Student Government representatives in our analysis,” Thorp wrote in his Aug. 4 campus email message.

Boxill, a senior lecturer in philosophy who also directs the Parr Center for Ethics and specializes in ethics in sports among other areas, has signaled that the committee would use recent events in assessing already-strong academic integrity policies and systems.

“We also must recommit ourselves to emphasizing academic honesty when students arrive at Carolina and again in every one of our classes,” she wrote with Jim Ketch, chair of the Chancellor’s Advisory Committee, in a joint opinion-editorial column published last week in The News & Observer.

“Academic integrity and the ethics of scholarship speak directly to the mission of our University. We must be sure that faculty and students have the resources and support to understand and uphold the Honor Code.”

HONOR SYSTEM SLATED FOR REVIEW

WHEN ACADEMIC YEAR BEGINS

Academic integrity, the ethics of scholarship and the Honor Code are among the topics the Honor Court will consider in its review of the Committee on Academic Integrity’s operating procedures in light of the July 28 resolution from the Board of Trustees.

The faculty committee that oversees the Honor Court has already met several times to start the process of drafting rules and procedures that will be subject to public comments. The committee plans to present its recommendations for consideration by the entire faculty in early October.

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Carolina Counts initiatives save money and improve efficiency

In the last month, the Employee Forum heard several presentations on Carolina Counts initiatives geared toward saving time, money and space.

At the July 13 forum meeting, Kevin Seitz, associate vice chancellor for finance, reviewed new eProcurement initiatives introduced through Carolina Counts, the University-wide initiative to improve the efficiency of campus operations based on key recommendations from the 2009 Bain & Company study.

The vendor catalog was implemented last November and the small order process, in January.

Changes implemented in procurement policies have resulted in shorter wait times and more freedom for people at the unit level to choose where to buy items if they can find a better deal, Seitz said.

For example, employees who are required to have mobile communicates devices in their jobs have choices that allow them to get the devices they want and save the University money in the process.

Under the old policy, these employees received devices and plans obtained by the University. Under the new policy, employees can receive a monthly stipend to apply toward the purchase of their own phones and service plans that they can use for both personal and professional use.

The estimated cost savings to the University is about $1 million a year, Seitz said.

Carolina Counts has a built-in incentive for units to find savings by allowing them to keep the money saved and apply it to other needs, he said.

Tools are in place to gather data on purchases as well, Seitz said. With this data, the University will be able to do an analysis that would result in consolidating suppliers, which would lead to additional cost savings.

At the Aug. 3 meeting, Bruce Runberg, associate vice chancellor for facilities planning and construction; Carol Tresolini, associate provost for academic initiatives; Roberta Kelly, associate University registrar; and Abbas Piran, engineering director of the Engineering Information Services Department; reviewed initiatives under way that would use existing classroom space to help accommodate future enrollment growth.

Runberg said the University’s ability to fully maximize the use of classroom space is tied to an elaborate software system that Piran developed called Enhanced SPOTS, or eSPOTS. SPOTS stands for Space Planning and Occupancy Tracking System.

Kelly said the project calls for standardizing class meeting times as well as increasing peak and off-peak classroom use. Another idea is to use residence hall seminars rooms as classroom, she said.

In another matter, Overton said the Employee Forum’s office budget will see a 20 percent cut for fiscal 2011–12, resulting in the office at 124 E. Franklin St. being closed on Fridays.

Even in this period of downsizing, Overton said she would like the forum to spruce up the office that over the years has accumulated its furniture from the campus surplus store.

“I am proud of what the forum does and people across campus are proud of it, too, and I want our office to reflect that pride,” she said. ❍

University sees increases in research funding, fundraising in fiscal 2011

A significant bright spot among the ongoing bad economic news is the University’s success in increasing both research funding and donors’ gifts and commitments.

Although final figures are not yet in, the University projects the total figure for research funding in 2010–11 to be $788 million.

That would exceed last year’s $767 million, factoring out federal stimulus funding. Overall, the University received about $803 million last year — $126 million of which resulted from the federal stimulus package.

“The high quality of our faculty’s research and scholarship continued to attract impressive levels of outside contract and grant support,” Thorp told the Board of Trustees on July 27.

Also, in fiscal 2011, which ended June 30, gifts from private donors totaled $277 million, up 3.3 percent from the previous year’s $268.1 million.

The University secured $305.6 million in commitments for fiscal 2011, an increase of 5 percent from the previous year’s $292 million. Commitments include pledges as well as gifts.

In addition, the donor is a leader in launching university-born ideas for the good of society.

A $1 million gift from David Kittner and the Samuel and Rebecca Kardon Foundations to establish the Kittner Family Distinguished Professorship Fund in the School of Medicine’s Department of Ophthalmology, creating the department’s largest professorship fund.

A $500,000 pledge from alumnus Howard R. Levine, chair and CEO of Family Dollar Stores Inc., to create an endowment to support undergraduate and graduate students in Jewish studies.

A $200,000 grant from The Andrew W. Mellon Foundation of New York City to enable three theater ensembles to develop new works in residencies with PlayMakers Repertory Company over the next three years. PlayMakers will provide artistic, technical and administrative support.

A $1.5 million commitment from an anonymous donor to create a new Global Gap Year Fellowship Program that gives incoming students the opportunity to spend a year in international service before their first year at Carolina.

A grant from the Triad Foundation First Generation Fund to enable the Carolina Student Transfer Excellence Program, or C-STEP, to expand to Central Carolina Community College. Central Carolina Community College is the sixth partner school to join C-STEP.

Commitments in 2011 also helped the University create 11 endowed professorships, as well as a total of 77 undergraduate scholarships and graduate fellowships. Carolina had more than 77,000 donors for the year. ❍
Robert Bruce named Friday Center director

Robert Gray Bruce Jr., associate dean for continuing and innovative education at the University of Texas at Austin, was selected as the new director of the Friday Center, effective Aug. 1.

Bruce assumed the post one month after Norman H. Loewenthal, the Friday Center’s director for the past 12 years, retired.

“The Friday Center’s work is integral to the public service and outreach mission of the University, and Rob Bruce has the right combination of experience and skills to advance the University’s commitment to serving nontraditional learners,” said Carol Tresolini, associate provost for academic initiatives.

Bruce has more than a decade of experience in continuing higher education and distance learning. He has held several different positions at the University of Texas at Austin and worked for two years in the private sector at Powered.com as senior manager of instruction and design.

“Rob particularly impressed us with his leadership experience in continuing higher education, his knowledge of instructional technology and his focus on strategic planning,” said Bruce Carney, executive vice chancellor and provost.

Bruce earned a doctorate in English from Texas A&M University and holds a master’s degree from Texas A&M and a bachelor’s degree from the University of Texas at Austin. He has taught English courses at both universities.

Jan Yopp, dean of the Summer School, chaired the search committee for a new director. “The Friday Center and the University will benefit greatly from Rob Bruce’s experience, expertise and energy,” she said.

Center for Faculty Excellence seeks tenured faculty member as leader

An internal search is under way for the director of the Center for Faculty Excellence. The center supports programs that advance faculty through the various stages of their careers in their roles as teachers, researchers and leaders, and connects faculty to resources across the University.

The half-time position is open to current tenured faculty members.

“I would encourage all tenured faculty members to review the description of the director position now under recruitment,” said Steve Matson, dean of the Graduate School and chair of the search committee.

“Carolina is a campus known for its collaborative environment, and the director of the Center for Faculty Excellence will serve a vital role in developing collaborative professional development for our faculty and graduate students.”

The director provides leadership in planning, assessing and developing the center’s programs in response to University and faculty needs, and in promoting collaboration that effectively uses University programs and resources.

“The center is a remarkable University resource for faculty and graduate students,” Matson said. “The programming is flexible and responsive to the latest developments in classroom education. Faculty and graduate student instructors can also gain valuable information on how to advance their own promising academic careers.

“Our University depends on the expertise and engagement of the faculty. They lead classroom education, they conduct research that benefits human life and the economy, and they mentor students and graduate student instructors.

“These are just a few of the important roles faculty members serve within our University. It’s important to strongly support their efforts, their energy and their demonstrated commitment to the mission of Carolina.”

In addition to Matson, members of the search committee are Bobby Allen, Claudia Gollop, Bob Lowman, John McGowan, Marilyn Oermann, Adam Pesky and Debbie Stevenson.

To learn more, refer to go.unc.edu/Ny97.

In only her second appearance in a world championship tournament, Shernetta Edwards, who works in Housekeeping Services, was named Women’s Class C Champion in the 2011 World Horseshoe Tournament on July 30. The tournament drew more than 900 competitors from every state in the nation and countries from around the globe for the two-week competition. Edwards was awarded a trophy and cash prize.

Cuifton Jones, a Facilities Services mason who has served as Edwards’ mentor, also competed and finished sixth in his class, earning a cut of the prize money as well.

Worth Bolton, clinical assistant professor with the School of Social Work’s Behavioral Healthcare Resources Program, has been selected to receive the 2011 Jody Kellerman Award, given by the Anruiva Prevention and Recovery Center, of Charlotte. He will be honored at an awards ceremony and luncheon on Sept. 27.

The University and UNC Hospitals took home top honors in July for the SmartCommute Challenge in the category of organizations with 15,000 or more employees. The challenge is an annual spring campaign coordinated by GoTriangle and SmartCommute@rtp to encourage Triangle commuters to try an alternative commute to work or campus.

Along with the University’s award, individual awards and prizes were presented to the following faculty and staff: Starr Church, Sharon Edmiston, Whitney Fairbanks, Bonnie Hayes, Katherine O’Brien, Sandra Murray, Amy Preble, Elizabeth Shay, Sara Stahilan and Noreen Yazejian. http://bit.ly/ISRYy

Joanne Jordan, Herman and Louise Smith Professor of Medicine and director of the Thurston Arthritis Research Center, has received the 2011 Distinguished Service to Rural Life Award from the Rural Sociological Society. Jordan has been dedicated to improving the health of rural North Carolinians for more than 20 years through the Johnston County Osteoarthritis Project.

Robert Adams, clinical assistant professor of radiation oncology, and Bahjat Qaqish, associate professor of biostatistics, are winners of the 2010-11 Jean I. Widger Distinguished Author Award from the American Society of Radiologic Technologists (ASRT). The award recognizes the best peer-reviewed article published in the ASRT journals. Also honored with the award was Jessica Church, social/clinical research assistant in the Department of Radiation Oncology and a graduate student, and Kimberly L. Metcalf from the Massachusetts General Hospital Institute of Health Professions.

Karl Smith, assistant professor of public economics and governments in the School of Government — and an economics blogger — served as one of eight regional curators nationwide on July 6 when President Barack Obama held his first Twitter Town Hall. Carolina was especially well represented during the forum. Steven Norton, the 2011-12 editor-in-chief of The Daily Tar Heel, also served as a regional curator.

Channing Der, Kenan Professor of Pharmacology, and Yue Xiong, Kenan Professor of Biochemistry and Biophysics, have been awarded the fourth annual Hyman L. Battle Distinguished Cancer Research Award in recognition of their accomplishments in cancer research. Both are members of UNC Lineberger Comprehensive Cancer Center.

Sriram “Sri” Kalyanaraman, associate professor of journalism, has been selected to receive the 2011 Krieghbaum Under-40 Award by the Association for Education in Journalism and Mass Communication. It will be presented at the group’s annual conference in St. Louis.
Gregory Brown looked up at the full house in Koury Auditorium and grinned.

“If you had told me two years ago we would have a turnout like this for a symposium on fiscal policy, I wouldn’t have believed it,” said Brown, Sarah Graham Kenan Distinguished Scholar and Professor of Finance in the Kenan-Flagler Business School. “It really is a great time to be an economist.”

Brown was among the panelists for “The Debt Crisis and Saving Our Fiscal Future,” the July 25 roundtable discussion with U.S. Sen. Kay Hagan that was moderated by PBS broadcast journalist Charlie Rose. The discussion was hosted by the Frank Hawkins Kenan Institute of Private Enterprise.

Brown said he had mixed feelings about the debate on the country’s mounting debt that was going on in Washington as the president and Congress struggled to reach agreement on a deal to raise the nation’s debt ceiling by the Aug. 2 deadline.

“Regardless of one’s political leanings, you can give some credit to the Republicans and the Tea Party affiliates for addressing the issue because it is very tempting to just kick this problem down the road,” he said.

“I think the Democrats and President Obama deserve some credit for laying the groundwork for real progress with things like the Simpson-Bowles Commission. But it seems these potentially positive developments are increasingly overshadowed by unprouctive political drama.”

That drama came to an 11th-hour resolution on Aug. 2 when President Obama signed the budget deal that he and Congressional leaders had ironed out just before the deadline.

But even with the possibility of a government default averted, the debt crisis still looms.

Hagan pointed out during the panel discussion that the national debt has nearly tripled in the past decade. And if the country stays on the current fiscal path, she said, in another 10 years the interest on the national debt will amount to a trillion dollars a year.

Maceo Sloan, chair, president and CEO of Sloan Financial Group, said the national debt roughly doubled under President George W. Bush, from about $5 trillion to more than $10 trillion. It now exceeds $14 trillion and continues to rise at an alarming rate.

“What we have to realize as Americans is we have lived the good life, but unfortunately, we have lived a life that is a little too good because we have been spending at a rate that we can’t sustain,” he said.

People choose where to live for many reasons, affordability chief among them. And with the average price of a home in Chapel Hill more than $375,000, home ownership close to their workplace is out of reach for many people in the University community.

One group that is trying to open the door for prospective homebuyers is Community Home Trust.

Founded in 1991 as Orange Community Housing Corporation, the home trust partners with local governments, developers and community members to sell and preserve permanently affordable homes for low- to moderate-income families in Orange County.

The group sold its first home trust home in 2000. Homeowners typically are first-time homebuyers who earn less than 80 percent of the area median income (no more than $43,400 for a family of two), and homes are priced from $90,000 to $140,000, well below market value.

Because the home trust model requires that homes can only be sold back to the trust, they remain affordable for other qualified buyers.

“Homeowners sign a 99-year ground lease, so the homeowner owns the home but the home trust owns the land on which the home sits. This is the mechanism that assures permanent affordability when the homes are resold,” said Jonathan Weiler, director of undergraduate studies for the Curriculum in Global Studies.

Weiler and Bruce Runberg, associate vice chancellor for facilities planning and construction, have served on the home trust board of trustees for the past three years.

The 14-member board includes representatives from various constituencies. Runberg is the University representative and Weiler is one of five home trust homeowners on the board. In addition, there are four community members and four representatives from the local governing bodies that contribute funding. (The Chapel Hill Town Council, Carrboro Board of Aldermen, Hillsborough Town Board and Orange County Commissioners all support the home trust.)

There are 194 home trust homes scattered throughout the Chapel Hill-Carrboro area, 76 of which are owned by employees of the University or UNC Hospitals and a few graduate students.

With the number of homeowners who are affiliated with UNC or the hospital, it is important to have a University voice on the board, Runberg said.

The home trust’s record is impressive, he said, and Executive Director Robert Dowling and his staff are asked to speak about their work throughout the country.

Some of the homeowners make less than 50 percent of the area median income, Weiler said. Without help from the home trust, this subset of the population could be completely priced out of the housing market here.

“To some degree, issues like poverty and the challenges of finding affordable housing are kind of invisible in Chapel Hill,” Weiler said. “The home trust not only provides housing, but more broadly it creates awareness that we face these kinds of challenges in our community.”

The home trust is part of a larger effort to help lower-income homeowners in the area. Habitat for Humanity of Orange County and EmPOWERment also work to open doors for homeowners. Each group really fills a different niche, Runberg said.

“Knowing that we help make home ownership a reality for people in the area, many of whom are part of our University community, truly is rewarding,” he said.

For information, refer to community hometrust.org.
Co-working takes root at Carolina

In offices from New York to San Francisco, a new concept called co-working has taken root. This summer, it also found a home at Carolina.

Co-working is a workplace approach that allows creative professionals, independent contractors, start-up entrepreneurs and community service groups to share office space with others while working independently. Often, they wind up collaborating.

A number of websites such as LiquidSpace.com, Loosecubes.com and WorkSnug.com are now available to help people find appropriate co-working spaces all over the country.

This summer, thanks to a new initiative by Gary Alan Miller, students at Carolina had a chance to put the idea to the test on the fourth floor of Hanes Hall. It is the floor and building that gave the project the moniker H4 Carolina Networking.

Miller said the idea sprang from his newly configured responsibilities as University Career Services assistant director for social media and innovation.

Part of his job involves employing social media as a strategic marketing and communication tool for the office and teaching students how to use it — and how not to use it — to advance their careers.

As for Miller’s innovation hat, he was charged by University Career Services Director Ray Angle with generating ideas that could be transformed into realities.

One of his first ideas was finding a creative use for the fourth floor of Hanes Hall.

During the academic year, the newly remodeled area serves as the main interview suite for employers who come to campus to recruit Carolina students. During the summer, however, the space previously sat empty.

But instead of idle space, Miller saw an opportunity to offer co-working space for students who are on campus in the summer.

“Within the state of North Carolina, there are probably a dozen co-working offices, which are shared work spaces for people who otherwise might be working out of their homes or a coffee shop,” Miller said.

“Many of them are part of the creative class. Maybe they are freelancers. Maybe they are entrepreneurs launching start-ups.

The philosophy behind co-working spaces is not only about providing space, but about creating an environment that offers community and the possibility for collaboration among people who are working on totally disparate projects.”

H4 opened at the end of May following final exams and closed at the end of July. In that span of time, it had close to 350 users checking in.

Among the regular users were senior Bethany Hargis, a political science student from Cary, and junior Melissa Golding, an English major from Chapel Hill. Both Hargis and Golding are members of One Act, a new organization that began training students this spring about preventing interpersonal violence.

Bob Pleasant, Carolina’s interpersonal violence coordinator, developed the training in the Women’s Studies course he taught on “Leadership and Violence Prevention.”

Kelli Raker, Carolina’s rape prevention coordinator, began meeting with students like Hargis and Golding who took Pleasant’s course, then joined One Act to create a curriculum specifically tailored for Carolina.

Raker said members of One Act had met at a coffee house on Franklin Street before the H4 space became available. Often, though, the coffee house was crowded and noisy, she said.

H4, in contrast, offers relative quiet and ample space, and it is easy to access because Hanes Hall is located in the middle of campus.

Best of all, she added, the coffee is free.

Other student organizations that have used H4 during the summer include MicroConsulting for North Carolina (www.mcfornc.org), Technology Without Borders (go.unc.edu/Q2a9) and HOPE Gardens (http://bit.ly/qc1I3y).

“Our students at Carolina do such cool things that giving them a space to further their activities just made sense,” Miller said. “We also believe H4 is intrinsically connected to our mission of preparing students for careers.”

Among other summer projects, the One Act students developed a promotional poster to be placed in Chapel Hill Transit buses this fall.

“When I sit up there and listen to the One Act folks strategize, I hear them talking about marketing and outreach strategies and community service,” Miller said, “and I literally see them building the skills and confidence that will make them better at whatever careers they choose.

“So H4 has created a space where good ideas can breathe. But the bigger mission is to provide a place for our students to grow.”

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cannot sustain,” Sloan said. “America is living above its means and we have to pull back on a number of the things that we do.”

Panelist John M. Spratt Jr., a former U.S. representative from South Carolina and chair of the House Committee on the Budget, was also a member of the National Commission on Fiscal Responsibility and Reform (also known as the Bowles-Simpson Commission) that President Obama formed in 2010.

He described the commission’s work as a “valiant effort” to do something before the country amasses additional trillions of dollars of debt.

Spratt said military spending must be examined as closely as entitlement costs and tax reform. The 2011 budget earmarked $689 billion for military spending, including $160 billion for overseas contingency accounts, he said. “That’s code for Afghanistan and Iraq.”

To address the long-term debt problem, Spratt added, “Everybody has to be at the table, and everything has to be on the table.”

John Weinberg, director of the Federal Reserve Bank of Richmond, said the unsustainability of the country’s current fiscal path is based on the decisions of the past.

But Sloan and other panelists argued that the political polarization within both parties makes reaching for middle-ground solutions increasingly difficult.

“Reasonable people could get together and solve this problem relatively simply,” Sloan said. “The thing that prevents that is that reasonable people don’t have to get re-elected.”

Meanwhile, the clock on the national debt continues to tick, Mark Yusko pointed out. Yusko, chief executive officer and chief investment officer of Morgan Creek Capital Management LLC, is a former head of UNC Management Company Inc.

Yusko said the country’s most daunting challenge is not paying off the $14.3 trillion of debt it has already racked up, but confronting $80 trillion in future liabilities owed to future recipients of Social Security, Medicare and other entitlement programs.

“When I said the world ‘trillion,’ none of you all shuddered,” Yusko said. “I am going to lock these doors and we are going to sit here together and we are going to spend a thousand dollars every second for the next 31.7 years. That’s a trillion. Only one. We owe 80 of those babies.”

Gary Alan Miller turns the fourth floor of Hanes Hall into summer co-working space, known as H4.

Melissa Golding, left, and Kelli Raker use the H4 center for their work with One Act.
REMEMBER TO DIAL 7

Since the end of April, people could dial either "7" or "9" to make an outside call from University and UNC Health Care landlines. Soon, however, only "7" will work.

People’s habits are not the only things that have to change. Programmed equipment that dials to an outside number must also use "7." This includes alarm systems, fax machines, pagers, speed dialing, telephone forwarding and automated dial-out programming on lab equipment, said Cheri Beasley, customer support manager for ITS Communication Technologies.

Beginning Sept. 12, ITS Communication Technologies will initiate a two-week service order freeze at the request of AT&T. This means that University and UNC Health Care customers will not be able to request moves, additions or changes that require coordination with AT&T during that period.

Information about using "7" as the access code is posted online at its.unc.edu/CommTechnology/Dial7AccessCodeChange. People who have questions should contact 962-HELP and select the option for telephone requests, or email dial7@unc.edu.

‘LOCALLY GROWN’

Locally Grown, Chapel Hill’s annual summer series of free movies and concerts, will screen “Toy Story 3” Aug. 11 and “ET: The Extra-Terrestrial” Aug. 18 at Wallace Plaza on top of the Wallace Parking Deck at 150 E. Rosemary St. Both films will begin at sundown. Future Islands with Motor Skills will perform in concert Aug. 25, beginning at 6 p.m. All films and concerts are free of charge. www.locally-grown.com

SAKAIFEST OFFERS FUN, FUNDAMENTALS

Carolina’s first SakaIFest will be held Aug. 17 to provide information at several campus locations for those teaching in Sakai this fall.

IT support staff will answer questions, help migrate content and assist in the course setup process. Participants will have the opportunity to enter a raffle for an Apple TV and other prizes.

SakaIFest will be held at the following locations and times:

- 201A Rosenau Hall and 246 Davis Library — 8:30 a.m.–12:30 p.m.; and
- 1300 Carrington Hall and 228 Hamilton Hall — 12:30 p.m.–4:30 p.m.

Blog.sakai.unc.edu/services

WILSON LIBRARY EXHIBITS

‘Le pou vu au microscope’

The Ackland Museum Store has mounted an exhibit of the work of Ron Liberti, who has been an integral part of the local art and music community for 20 years. The work — that includes 100 silkscreened posters, large mono prints, CDs/LPs and T-shirts — will be on display through Sept. 30.

Hours for the store are: Monday–Saturday, 10 a.m.–5:30 p.m.; Thursday, 10 a.m.–8:30 p.m.; and Sunday, noon–5 p.m.

All proceeds from the Ackland Museum Store support the Ackland’s exhibition and education programs. www.ackland.org/shop

An exhibition featuring many of the most outstanding illustrated books from the Rare Book Collection in the Wilson Special Collections Library is on view through Sept. 28.

“Meaningful Marks: Image and Text and the History of the Book” includes more than 40 items from the Rare Book Collection, as well as other special collections at Carolina.

The exhibition explores why authors, artists, editors and publishers often join images with verbal texts, creating more complex composite texts in the process.

The books on display demonstrate a range of illustration techniques, from hand-painted illuminations in a 13th-century collection of psalms, created for the use of the Abbey at Saint-Denis in France, to full-page printed color plates with movable parts in an early 20th-century Spanish encyclopedia of modern inventions. go.unc.edu/16APM

On view through Oct. 10 in Wilson Library’s North Carolina Collection Gallery are 32 of North Carolina’s most famous buildings and sites featured in the exhibit “Louis Orr’s North Carolina Etchings, 1939-1951.”

The etchings can be seen via a multimedia kiosk in the gallery. UNC is represented with an etching of Playmakers Theater and another showing Old East with the Old Well. go.unc.edu/En4e2

At left, “Le pou vu au microscope,” engraving in Diderot and d’Alembert’s Encyclopédie (1768)
students, faculty will be asked to use the new course tracking tool to indicate which learning management system (Sakai, Blackboard or none) they will use for each of their fall courses. It is a simple process, and selections can be changed by faculty at any time. Instructors are asked to log in, select the system each course will use and log out. The information collected will be used to ensure that a given course is only available in one system. In addition, migration reports will be provided to campus based on the information faculty provide.

To use the new course tracking tool, visit: https://itsapps.unc.edu/course-tracking.

**UNC PARTICIPATES IN LAUNCH OF GIG.U**

Carolina is part of a broad-based group of nearly 30 universities and communities across the country that has launched Gig.U, the University Community Next Generation Innovation Project.

Gig.U seeks to accelerate the deployment of ultra high-speed networks to leading U.S. universities and their surrounding communities to drive economic growth and a new generation of innovations that address critical needs such as health care and education. To learn more, see www.gig.u.org.

**SIGN UP FOR PART-TIME JOB FAIR**

University Career Services will hold its 2011 Part-time Job Fair on Aug. 23 from 1 to 4 p.m. in the Great Hall of the FPG Student Union. Any departments with paid, part-time positions for students are encouraged to participate. The $50 registration fee will cover booth space, two representatives with one parking space per organization and heavy hors d’oeuvres.

Contact Karen Thompson (962-8059 or karent@email.unc.edu) for registration information. Register online: http://bit.ly/oz8Epz.

**EMT TRAINING OFFERED**

ACERIP, the Association for Carolina Emergency Response and Injury Prevention, is a student group on campus that works to provide volunteer opportunities and classes for students, faculty and staff interested in emergency services.

Next semester, the group plans to offer one EMT (emergency medical technician) class on campus that combines an introduction to EMS training with an initial EMT basic course. The EMT-B certification class will begin Aug. 24 from 6 to 10 p.m. in Greenlaw Hall. The class will be held on Mondays and Wednesdays.

For more information, see studentorgs.unc.edu/acerip or email acerip-emt@unc.edu.

**NOMINATIONS OPEN FOR HR FACILITATOR OF THE YEAR**

Nominations will be accepted through Aug. 19 to recognize a Human Relations facilitator who has shown outstanding service to individuals or departments.

HR facilitators process permanent, temporary and student employee personnel actions, handle leave or benefits matters for their department, serve as the primary liaison between the Office of Human Resources and employees, and/or supervise a work group that performs these functions. They are integral in ensuring that HR policies and procedures are followed in departments and in making HR services known and available to employees within the department.

Multiple or group nominations for a facilitator are welcome. Detailed nominations help the selection committee assess each nominee’s contribution.

Among the criteria to consider are exemplary ambassadorship, customer service, knowledge and teamwork. See go.unc.edu/z6MFp to download a nomination form. Return nominations to Christie Davis at Christie_davis@unc.edu or by fax to 962-8677.

**TUITION WAIVER DEADLINE IS AUG. 30**

Tuition waiver forms for the fall semester must be turned in by close of business on Aug. 30, to Benefits Services in the Office of Human Resources, located in the Administrative Office Building at 104 Airport Drive.

Tuition waiver deadlines may vary from institution to institution. Employees are responsible for knowing the deadline applicable to the institution at which they are enrolled.

More information on the tuition waiver policy, as well as the required form, is available online at go.unc.edu/sSR8L. If you have questions, email Benefits Services at benefits@unc.edu or call 962-3071.

**DOCENT OPPORTUNITY AT THE ACKLAND**

The Ackland Art Museum is recruiting volunteers for its docent program. Every year the museum offers guided tours to more than 6,000 students of all ages and adults. Docent training will begin in September and will include face-to-face and Web-based training in art history and child development, as well as practice facilitating a range of interactive teaching strategies in the galleries.

To learn more about the docent program, see go.unc.edu/n4J7D. For more information or to apply, contact Beth Shaw McGuire (962-0479 or bethsmcguire@unc.edu).

**UNC NAMED FISKE 2011 BEST BUY**

The University has been designated as one of 49 “Best Buy” schools in the 2012 edition of Fiske Guide to Colleges. To qualify, the guide evaluates qualities such as four- or five-star academic ratings, inexpensive or moderate price category and quality of student life on campus.

**NEWS IN BRIEF SUBMISSIONS**

Next issue includes events from Aug. 25 to Sept. 14. Deadline for submissions is 5 p.m., Mon., Aug. 15. Email gazette@unc.edu. The Gazette events page includes only items of general interest geared toward a broad audience. For complete listings of events, see the Carolina Events Calendars at events.unc.edu.
Anyone who reads the curriculum vitae of Georges Nzongola-Ntalaja before meeting him may be in for a surprise. The 13 pages describe the hectic schedule of a busy diplomat, rushing between meetings with the Nigerian government and the U.S. Department of State. But people who drop into his sunny office in Battle Hall are more likely to encounter the serene professor of African and Afro-American studies sitting calmly at his desk.

Now in his fourth year at Carolina, Nzongola, as he is known by many of his students and colleagues, is a prime example of the many accomplished faculty members who have an impact well beyond campus. He has held positions at multiple universities and has served as a civil servant to the United Nations Development Programme and a consultant for the World Bank, among other posts.

When asked about wearing so many hats in one lifetime, Nzongola says with a soft chuckle, “I’m an old man.”

For a self-proclaimed old man, Nzongola certainly stays active. He visits Africa several times a year and recently returned from Côte d’Ivoire. In June, he traveled to Washington, D.C., to accompany former Congolese Prime Minister Etienne Tshisekedi to a meeting at the State Department.

At Carolina, Nzongola spends his days teaching students about African politics, governance and economic development. The courses he teaches include “Introduction to Africa” and “Central Africa: The Politics of Development.”

HOLDING STRONG OPINIONS

The trilingual professor — he speaks English, French and Tshiluba, one of the Congo’s four national languages — possesses a deep understanding of both African and global history and politics, as well as U.S. current and former foreign policies.

With that knowledge comes some strong opinions.

Nzongola was openly critical of Mobutu, the former president of the Democratic Republic of Congo, during the dictator’s rule. “I was one of the people who did not like him,” Nzongola said. And he is no fan of Congo’s current president, Joseph Kabila, who Nzongola called “pretty much useless.”

Perhaps his strongest-held opinion is his belief in democracy, which he sees as a universal value.

Although he generally approves of U.S. efforts to promote global democracy, Nzongola has reservations about the current involvement in Libya and focus on “bombing Tripoli back into the Stone Age.”

He also believes that Africa’s portrayal in American culture is often based more on Tarzan movies than fact. What’s missing, he said, is the continent’s great diversity.

“We are not one country,” he said. “Africa is not all children with distended bellies and people being killed by militias.”

SCHOLARSHIP AND SERVICE

Born in 1944 in what was then the Belgian Congo, Nzongola first came to America in 1962 as part of the International Christian Youth Exchange.

After completing his senior year of high school in Montana, Nzongola earned degrees from Davidson College, the University of Kentucky-Lexington and the University of Wisconsin-Madison.

In the 1970s, he taught political science at the Congo Free University in Kisangani and has since taught at seven other universities, both in America and Africa.

“Georges Nzongola is a great scholar and democracy activist,” who has made significant contributions to the department since he came here in 2007, said Bereket Selassie, William E. Leuchtenburg Professor of African Studies.

Nzongola has combined his love of academia with a commitment to put his knowledge to use in making a difference in the world. Through the years, he has consulted for major national and international groups and government institutions.

In 1992 he worked in Kinshasa, the capital of the Democratic Republic of Congo, as an adviser to then-Prime Minister Tshisekedi. He later served as senior adviser to governance to the Nigerian government and held consulting positions with the United Nations, UNESCO, the Swedish International Development Cooperation Agency, the World Bank and many other organizations.


One review of the book called Nzongola “one among those very few intellectuals who possesses the background, the knowledge, the commitment and the vantage point from which to assess the historical possibilities for contemporary Congo.”

Despite his globetrotting work with foreign governments and political groups, Nzongola said he has no desire to leave academia for politics.

He is happy at Carolina and appreciates the University’s focus on diversity, which, among other things, encourages undergraduates to study places other than Western Europe.

“Our literacy in plant biology in this country is abysmal,” Jones said, “so this is a way to educate the public about plant biology.” The book will be free to classrooms, and along with its introduction, a plant biologist or graduate or postdoctoral student will go into classrooms to conduct evaluations. Janice Anderson, assistant professor of science education in the School of Education, will work on the evaluation method.

Photos were provided by Brian Nalley, visual arts specialist in the Department of Biology.
Carolina fans help beat the heat

This summer, people across much of the country have sought relief from the record-setting temperatures. Not only has the heat made going outdoors uncomfortable, it can actually be dangerous.

Hundreds of people in the United States die each year because of excessive heat, and this year is likely to see a significant number of heat-related deaths.

So when Orange County Social Services administrators said they were worried about running out of fans to distribute through the county’s heat relief program, people in the Gillings School of Global Public Health stepped in to help.

A call for donations went out — either for new fans or monetary contributions to purchase fans. As of last week, the school had provided 163 fans for Orange County Emergency Management, including a generous donation from University Housing, and the fans were delivered to social services officials for distribution to people in the area.

“It has been a wonderful partnership that has been seamless in the delivery of needed resources to the right population at the right time,” said Bill Gentry, lecturer in health policy and management.

Pictured at right loading fans to be delivered to Orange County Social Services are, from left, Gentry, who also directs UNC’s community preparedness and disaster management program; Cathy Padgett, health policy and management career services coordinator; Jeffrey Simms, director of professional development and alumni relations in health policy and management; Col. Frank Montes de Oca, director of Orange County Emergency Services; David Collins, health policy and management business manager; and Julie MacMillan, interim senior associate dean of the school.

For more information, refer to go.unc.edu/t3Y9D.

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Tuition remissions, he said.

Since the economic downturn began, the University’s priority has been to protect the classroom experience. Consequently, cuts have focused on non-academic areas.

“Right now, our support areas are so thin, we can’t absorb additional cuts, and I am concerned about basic things like maintaining our building operations,” Mann said. The finance division, for example, has taken a 33 percent cut in recurring funds, he said.

Even with such extreme measures, Thorp explained, Carolina will feel measurable damage in the form of fewer courses, larger class sections, program cuts and more layoffs.

Administrators are also concerned about the impact on attracting and retaining top faculty.

“Our educational enterprise is not a commodity,” said new BOT Chair Wade Hargrove. “Attracting the best faculty and administrators will, in turn, attract the best students and assure the best academic and learning experience for them.”

Impact of state support

Since 2008–09, the University has had to absorb a total of $231.5 million in recurring and non-recurring state funding cuts. That figure has climbed from $43.1 million in 2008–09 to $100.7 million in 2011–12.

Last fiscal year, the cuts were offset in part by an additional tuition increase the N.C. General Assembly approved during the summer, but that will not be the case this year.

And in 2012–13, the University faces a loss of roughly $5.5 million in scholarship support, with another $1.5 million at risk, Carney said.

Even in the face of four years of budget cuts, the state of North Carolina has maintained a higher level of state appropriations per full-time student than many of Carolina’s peers have received.

In 2009–10, for example, Carolina received about $17,000 per student, whereas the universities of Michigan, Virginia and Texas at Austin received a little more than $5,000 per student. In 2011–12, Carolina’s support is expected to drop below $16,000 per student, Carney said.

“We are very grateful to the state for the level of support we have,” he said.

While many of the cuts at peer institutions have been comparable to or smaller than those at Carolina, Carney said, their tuition levels have risen more rapidly than Carolina’s.

In 2011–12, Carolina’s resident undergraduate tuition increased $343. Among Carolina’s 10 public peers, the smallest increase was $398, while the mean increase in one year was $1,900, he said. Since 2005, Carolina’s tuition increased $2,395, and the mean increase among peers was $4,832.

Trustee Sallie Shuping-Russell thanked administrators for their diligence in preserving the academic quality of the University, but expressed her deep concern about the permanent loss of $100 million in state appropriations.

Cuts at this level cannot be sustained and maintain the intent of the state’s forefathers, she said.

“It has really come to the point where we are talking about serious damage to this university and what our forefathers have built and what this state has been so proud of,” she said. “Our state has to return to its historically strong tradition of providing the best possible education for tomorrow’s leaders. We are at a tipping point — this issue is critical.”

Thorp said he planned to have a conversation this fall with faculty and students and with other UNC system leaders about how to address the economic challenges ahead.

“I have a great opportunity to talk about that with my colleagues in the UNC system,” he said. “Especially in working with President Ross, I am confident that we can come to the right answer.”

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Percentage of Carolina’s total revenues represented by state appropriations, 2005–06 through 2011–12

Source: 2009–10 Comprehensive Annual Financial Report; Budget Office (presented to the Board of Trustees, July 2011)
Career services office takes a different Angle

S
oon after Ray Angle started as director of University Career Services in March 2010, he stood before a packed house of student counselors and warned, “I am your worst nightmare.”

It happened at the end of a National Academic Advising Association conference in which Angle had been asked to speak about how counselors could better lead students through the transition from college to careers.

He would have been their worst nightmare, he explained, if he had walked into any of their offices more than 20 years ago when he was a college student trying to decide what to do with the rest of his life.

TRIALS WITHOUT ERRORS

By his senior year, those advisers would have found a student who had declared six majors and had racked up 161 credit hours over five years at two different schools — 41 more than the amount required for a bachelor’s degree.

They would also see a student who — even with a 3.3 grade point average — had managed to fail one class his senior year just before starting student teaching to complete his degree in business education.

“My dad was one of 15 kids and I was the first person in the family to go to college,” Angle said. “Because neither of my parents graduated from high school, they never questioned what I was doing. Whenever I changed my major they said, ‘Oh, that’s fine. As long as you are in college and you are going to get a degree, everything is great.’”

After graduating from high school in Granite City, Ill., Angle set off for Southwest Baptist University in Bolivar, Mo., to major in music.

He was a singer, but not a great one. When during the first week of vocal auditions the school did not offer him a scholarship, he began changing majors. He tried accounting, religious education and business administration.

He transferred to Southern Illinois University in Carbondale to major in mortuary science before settling on his ultimate major: business education.

He was somewhat like a glutton holding a ticket for the front of the buffet line. He wanted to sample a bit of everything. And when it comes to learning, Angle is convinced that there is no such thing as too much curiosity.

“I never really regretted any of my majors,” Angle said. “I enjoyed them all. In fact, I have never looked at any major decision I have ever made as a mistake, and that’s because I think I have learned something valuable from every experience I’ve had.

“So what if it took me five years to get through college? I had a great five-year experience. And I got to meet new people who directed me into a career field I never would have thought about.”

It was his one of his professors in business education who suggested that Angle might try to get a part-time job working in the career center at Southern Illinois.

BUILDING ON A PROUD HISTORY

Carolina’s Career Services office opened in 1948. In its 63-year history, it has had only three directors — a fact not lost on Angle when he took over 17 months ago.

The first was Joe Galloway, who remained in the position 33 years. His successor, Marcia Harris, stayed for 26 years.

They are hard acts to follow, Angle said. Galloway built the regional reputation of the office, and Harris transformed it into a national leader that set trends other institutions sought to emulate.

“Marcia became an icon in college career services and she made great strides in ushering in how to use technology in great new ways,” Angle said. “I inherited a great staff from her as well as a great mission, which is to stay on the cutting edge so that other institutions continue to look to us to find out what is new and exciting in the profession.”

Toward that end, Angle reconfigured the responsibilities of assistant director Gary Alan Miller so the office could focus more attention on social media and innovation. (See the related story on page 7.)

Both are important, but the real key to success, Angle said, is the quality of the relationship counselors build with students — that requires forming relationships early on so counselors can help students develop the skills they will need during their lifetimes to remain employed.

They will need to know how to organize their time and manage their stress. They must be tech savvy and develop the ability to process large amounts of information. But they also need to develop the soft skills of interpersonal communication, skills based on knowing how to speak, write and listen.

EMBRACING CHANGE

To help students prepare for life after Carolina, in both good and bad economic times, University Career Services provides services that fit into what Angle calls the five Es of career development: evaluation of values, interests, personality and skills; exploration of the work world; experience through internships, research or study abroad; employment; and education, because people are no longer employable when they stop learning.

In order to take charge of their careers over a lifetime, Angle believes people have to be ready for almost anything. What that requires is developing the capacity to not only accept change but to embrace it, he said.

They also need to accept that they might enter the world of work after college not yet knowing what their true passion is, he said. And someone needs to tell them that is OK.

“How do so many people buy the myth that when they graduate from college they should already know their passion?” Angle said. “The unintended consequence of that oft-repeated message is that it leaves a whole lot of people wondering what is wrong with them when they graduate from college unsure about what they want to do.”

How could students know at age 21, he asked. “Most of them simply don’t have enough life experiences to really know what their passion is.”

After he graduated from college, Angle spent a year with Job Corps teaching business education to inner-city students in the Kansas City area. He left to teach business education at a small independent business school, only to be let go two years later because of declining enrollment.

That job loss led Angle to pursue “Plan B,” which for him was to complete a master’s degree in college student personnel administration in 15 months. That idea began to percolate in his imagination, Angle added, when he was a student working in the Career Center at Southern Illinois.

Angle can point to his own 21 years in college career services as proof that a Plan B can unleash passion as well as purpose.

“What students need when they graduate is not certainty about their profession. What they need is the confidence to start out on a path and allow life to happen,” Angle said.

“If I can make this process easier for people — and help my staff make it easier for people — I will feel like I have accomplished something.”

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