Officials discuss Innovation Center concept plan

University officials will make a presentation to the Chapel Hill Town Council on Jan. 23 of the concept plan for a privately-owned innovation center at Carolina North as a first step in seeking a special-use permit.

Carolina’s Innovation Center would be built, owned and managed by Alexandria Real Estate Equities of Pasadena, Calif., which specializes in this type of business and research development accelerator. The University would provide the site for the 85,000-square-foot center and would own the building after Alexandria’s 40-year leasing rights were up.

The need to fast track the Innovation Center is something that the University, through Carolina North Executive Director Jack Evans, first made clear more than a year ago. Beginning in spring 2006, the Leadership Advisory Committee, made up of a cross section of community and University leaders, held regular meetings to hammer out the general principles used to guide the development of Carolina North.

This past year, Evans has held a series of Public forums to discuss the concept plan.

See Innovation Center, page 10

Fur and feathers – forever friends

Editor’s note: Following are readers’ contributions to the Gazette’s December writing assignment: how pets enrich our lives.

Life with Einstein

“The finally got a chance to enjoy my empty nest life … now a puppy!” I thought to myself when Philip, my son, stepped into the house with Ein (Einstein). At first glance, I totally forgot what I had insisted on and immediately fell in love with this 10-week-old little furry ball.

Like any new parent, I had to learn everything from ground zero and wanted to give him the best. Ein is now 4-and-a-half years old. He is smart, sweet and very friendly. He wakes me in the morning and welcomes me when I return home. He taught me to crawl under the table, roll on the lawn, play soccer and do lots of fun and silly things.

I have difficulty hearing higher pitches and often missed phone calls. Ein solved the problem! He runs to me and barks each time the phone rings.

Ein also helped me make more friends in the neighborhood and helped me understand and care for animals. Most of all, he taught me unconditional love. Everyday, I count my blessings that he came into my life.

Linda Jen is a systems programmer with Information Technology Services.

See Pets, page 6

The flying wonder dog

Some dogs are heaven sent. Nine years ago was a tough time in our lives: two children and one parent with a job, and that meant usually being away from home 11 hours a day.

But the kids were joyful and yearned for a dog. No, I said, I honestly can’t do one more thing. They exclaimed: “We’ll walk and feed it!” But you have allergies and I don’t have time to vacuum more, I replied. (That should give me respite from the pleas, I thought.)

A week later they informed me that curly-haired dogs don’t shed. A standard poodle is too big, I replied, and a toy poodle is too high strung.

“A week later they informed me that curly-haired dogs don’t shed. A standard poodle is too big, I replied, and a toy poodle is too high strung.

They quietly went back to their research, and several days later told me that a Bichon Frisé

See Pets, page 6

Trustees approve tuition hikes for nonresidents, graduate students

The University Board of Trustees on Nov. 15 approved Chancellor James Moeser’s recommendations for campus-based tuition increases for the 2008-09 academic year. But trustees had questions about the largest increases before approving them.

If approved by the UNC Board of Governors and later by the General Assembly next year, tuition will increase by $1,250 for nonresident undergraduates, $800 for nonresident graduate students and $400 for resident graduate students.

Fees for both undergraduate and graduate students will increase by 3.5 percent, which breaks down to an additional $57.19 for all undergraduates and $56.89 for all graduate students.

In past years, debate has focused on the amount of the increases and how to balance what students and their families could afford against pressing campus needs that could be addressed by the additional funds.

This year, several trustees focused more attention on specificity about where the money would go and who would benefit from it. Trustee Rusty Carter, in particular, emphasized that tuition increases paid by graduate students should support graduate and professional students and their various programs.

“If you’re going to have graduate school increases of this magnitude … let them keep it,” Carter said. “Let’s use this money to enhance this program for students, for stipends and for programs the Graduate School desperately needs to be nationally competitive.”

The issue of graduate school tuition received more attention this year than in previous years because in-state undergraduate students, who represent more than half the total student body, will not pay an increase in tuition next year.

Another change this year requires that graduate and professional schools pay campus-based tuition increases in addition to approved school-based increases. Under the previous policy, graduate students in schools that had a school-based tuition increase were exempt from paying the campus-based increase.

In light of their questions about how these additional tuition revenues would be spent, trustees asked that administrators prepare a more detailed report showing how the University planned to spend the tuition revenues.

The combination of tuition increases is expected to generate an additional $8.23 million. Of that amount, 35 percent was proposed to be set aside for need-based financial aid, as has been longstanding board policy. The bulk of the remainder would go toward additional

See Tuition, page 11
Four alumni honored with Davie Awards

At a Nov. 14 dinner, the Board of Trustees recently presented four alumni with the William Richardson Davie Award, the board’s highest honor.

The trustees presented the awards to N.C. Rep. Joe Hackney of Chapel Hill; Mike Overlock of Greenwich, Conn.; Ken Thompson of Charlotte; and Patricia Timmons-Goodson of Fayetteville.

Established by the trustees in 1984, the Davie Award is named for the Revolutionary War hero who is considered the father of the University. It recognizes extraordinary service to the University or society.

Hackney is serving his 14th term in the N.C. House of Representatives. He has served as speaker pro tem, house majority leader and house Democratic leader, and was elected speaker of the house last January. Hackney is president-elect of the National Conference of State Legislatures.

Hackney earned a degree in political science, graduating with honors in 1967, before earning his law degree at UNC in 1970. He served as an assistant district attorney in Orange and Chatham counties and later founded the firm Epting and Hackney with classmate Robert Epting in Chapel Hill. He has practiced law there for 33 years.

Overlock earned his bachelor’s degree in economics at Carolina in 1968. After serving as a lieutenant in the U.S. Army in Vietnam, he earned a master’s degree in business administration at Columbia University in 1973. That year, he joined Goldman, Sachs and Co., where he spent his entire career. He has headed the firm’s mergers and acquisitions department, served on the management committee and was co-chair of the investment banking division. He became a limited partner in 1996 and a senior director in 1999.

Overlock has brought his wealth and breadth of experience to serve as co-chair of the Carolina First Campaign, the University’s fundraising drive to support its vision to be the nation’s leading public university.

Carolina faculty rank high in national productivity index

Carolina faculty members are productive.

That assertion is supported by the third annual Faculty Scholarly Productivity Index — a ranking of graduate programs at research universities based on an analysis by Academic Analytics, owned in part by the State University of New York at Stony Brook. The findings were reported in the Nov. 16 online edition of the Chronicle of Higher Education.

Factors considered in the index include the number of professors in a given program, the number of books and journal articles they have written, the number of times other scholars have cited them and the awards, honors and grant dollars they have received. Each university’s results are compared with the numbers for departments at other research institutions.

The faculty’s scholarly productivity in each program is expressed as a z-score, a statistical measure (in standard deviation units) that reveals how far and in what direction a value is from the mean. The z-score allows the performance of programs to be compared across disciplines.

Results for Carolina were:

■ 1st — Urban and regional planning, philosophy and Slavic languages and literatures;
■ 2nd — Toxology and natural resources and conservation;
■ 3rd — Sociology, materials science and engineering, and linguistics;
■ 4th — Business administration, nutrition sciences, general education, and Germanic languages and literatures;
■ 5th — Biomedical sciences;
■ 6th — Genetics, general music, geography and biostatistics;
■ 7th — Political science and pharmacology;
■ 9th — Biochemistry, biophysics, and oral biology and craniofacial science; and
■ 10th — Nursing, speech and hearing sciences, and ecology.

Quick stats

RAISED
$2.28 BILION
(114 PERCENT)

GOAL
$2 BILLION

Amount Raised in November
$10.7 million

Campaign Runs Through:
Dec. 31, 2007

More Information:
carolinainfirst.unc.edu

Share your opinion

It is not too late to send us your feedback.

The Office of University Relations wants to know more about the ways faculty and staff use print, online and e-mail sources for the information about Carolina that is most meaningful to you and what format(s) you prefer.

This feedback will help with overall communications with faculty and staff, and it will be instrumental as we redesign the University Gazette and information for the Gazette’s Web site.

If you have not already done so, please take a few minutes to respond to a short survey of 10 questions. The survey is completely anonymous, so be candid. The survey is available at ir.unc.edu/communications/communications.htm. If you prefer to complete a paper form of the survey, refer to the Nov. 14 issue of the Gazette (gazette.unc.edu/archives/07nov14) and click on the link to the pdf. The survey is on page 9.

Thank you for taking the time to provide feedback.
Council endorses priority registration proposal

A small number of undergraduates could qualify to register for courses ahead of their classmates. In a 35-17 vote, the Faculty Council at its Dec. 7 meeting endorsed moving forward with a regulated, transparent priority registration process.

Students with special needs and those whose University requirements or obligations create unusual academic challenges can apply for an early registration time within their cohort. That means a sophomore granted priority registration will register before other sophomores but not before juniors or seniors.

Besides students with disabilities, groups whose alumni qualify for priority registration include varsity student-athletes who are required to practice the NCAA maximum of 20 hours per week, students who spend at least one semester off campus for licensure and students who devote significant time to clinical practice. Officials responsible for other groups facing comparable registration challenges may also apply for priority registration for their groups.

Chancellor James Moeser endorsed the proposal. "There is no perfect system, but this is a thoughtful approach," he said. If the council did not approve the proposal, he said, the issue would remain open and murky.

Under the approved process, a University official responsible for potentially eligible students will forward students’ names and a rationale to the registrar. A tally and the rationale statements, but not the students’ names, will then go to the Priority Registration Advisory Committee (PRAC) for final determination. All meetings of the PRAC — comprised of faculty, administrators and students — will be open, with decisions a matter of public record. The registrar will create an annual report of the PRAC’s decisions.

While most universities have such a system, Carolina’s process will be unique, said Steve Reznick, director of developmental psychology and chair of the Priority Registration Task Force. "It is clear that our peer institutions have priority registration; however, we did not find a single peer institution with a system that we would want to wholeheartedly adopt here," he said. "We are proposing a priority registration system that other schools will view with awe and respect."

The overall goal is to optimize students’ schedules, not to cherry-pick courses. In reality, only a small number of students will be affected. For example, if the policy had been in effect this fall, about 1,300 students, or 8 percent of the student body, would have been eligible, he said.

An approved change introduced by Ellen Perce, adjunct professor of business, called for setting a goal of no more than 15 percent of the seats in a course section for priority registration. The original proposal called for 25 percent.

Those opposed to the proposal were concerned about favoritism toward student-athletes over other students with extracurricular or work demands. More than 500 students signed a petition opposing the concept.

Susan Beckford, associate professor of political science, said the athletics department should look to constraints set on athletes by the NCAA to adapt the University to their schedules.

Mike Tarrant, student body vice president, said the proposal seemed to run counter to Carolina’s fundamentally egalitarian culture because other groups, including students in the marching band, those engaged in public service and those in ROTC, also faced similar obstacles in registering for courses.

Supporters endorsed the proposal’s transparency and oversight mechanisms. Peter Gordon, professor of psychology, said, “This requires that the athletics department put on the table the things student-athletes are required to do, and this gives everyone in the broader University community a chance to look at them — something we don’t have now.”

The approved priority registration process will be reviewed in four years.

After the meeting, Moeser praised the council’s debate as an excellent example of faculty governance in action.

“What impressed me most about this debate was the thoughtfulness that was apparent in each of the presentations,” he said in an e-mail later. “It was clear that many were undecided as the discussion began and that minds were changed during the course of the discussion.”

Davis contract

Moeser was asked about the decision to extend head football coach Butch Davis’s contract for an eighth year with a total compensation increase of about $291,000 annually. The Board of Trustees recently approved the extension. Moeser said it was fundamentally a business decision based on Davis’s ability to make Carolina’s program nationally competitive.

“Football in my view was sliding into mediocrity, and we want to make sure we are pursuing excellence in everything we do,” he said.

He acknowledged faculty members’ letters in the forum’s electronic newsletter “In Touch,” said the forum had gained support from Student Affairs.”

Students spoke of the need to understand core Carolina values and traditions and to balance them with a proliferation of new ideas.

Senior Tyler Younts said that as a future taxpayer in the state, he thought the University’s 10th chancellor should be from North Carolina. “Someone from North Carolina can’t have to learn the Carolina Way; it will already be ingrained,” he said.

Several students emphasized maintaining the Carolina Way, a blend of friendliness, openness, sincerity and integrity throughout the campus community.

“The respect for honor and integrity at Carolina is the underpinning of the education here,” said senior Ben Peterson, the undergraduate student attorney general.

Students praised Moeser for his availability and willingness to listen to their opinions. Graduate student Val Tenyondad advocated choosing someone very much like Moeser but with a slight twist, “maybe with curly hair and designer suits.”

The University’s growth was on the minds of several speakers.

“We know that Carolina has to grow, but we want it to grow under positive circumstances,” said William Andrews, professor of English and comparative literature and senior associate dean for fine arts and humanities. “The essence of Carolina is the relationship between faculty and students. Everything depends on maintaining the quality of that relationship.”

Alumna Ruby Sinreich and University neighbor Joyce Brown advocated continuing a strong town-gown relationship to enhance the area as an attractive, desirable place to work and live.

In addition Sinreich emphasized the need to do more than talk about diversity. She said she would like Carolina’s next leader to be a woman or a person of color.

For updates about the chancellor search process, including videos of the three forums, refer to www.unc.edu/chancellor.
Investment fund pushes past $2 billion mark

The UNC Investment Fund, fueled by a 23.4 percent investment return, broke the $2 billion mark at the end of the 2007 fiscal year.

Max C. Chapman Jr., an alumna who chairs the fund’s board of directors, told the University’s Board of Trustees last month that the market value of the fund reached $2.02 billion on June 30.

Chapman said the safest, surest way to grow money was by spreading it around. This approach — otherwise known as diversification — has been the investment board’s underlying strategy since the late 1990s. And it works year after year.

The 23.4 percent rate of return was the second highest in the fund’s history. The rate of return, for periods ending June 30, was 19.5 percent for the past three years, 15.3 percent for the past five years and 12.1 percent for the decade.

Over the past three fiscal years, the fund has grown by $595 million, from $1.06 billion on June 30, 2004, to $2.02 billion by June 30, 2007.

The $959 million growth includes net investment gains of $799.7 million, plus $449 million in gifts and other additions, minus distributions of $213 million for spending over the three-year period.

The objective for the UNC Investment Fund, which appears relatively modest by comparison, is to preserve the real purchasing power of the fund, adjusted for inflation, while providing a predictable and growing stream of spending distributions to fund participants.

That goal could be met by earning an annualized “real” total return of at least 5.5 percent plus the rate of inflation as measured by the consumer price index, Chapman told the trustees.

The fund also seeks to earn a real annual rate of return that exceeds the Strategic Investment Fund Portfolio (SIPP) benchmark and to perform in the top quartile of university endowment funds. Here, too, the fund has far exceeded its targets.

Actual growth has placed UNC’s endowment in the top 10 percent of all colleges and universities for the past one-, three- and five-year periods. The fund also ranked in the top quartile of endowment funds of $1 billion or more for those same periods.

In 2007, the fund outperformed the SIPP benchmark by 66.9 basic points, representing about $115 million in added value, Chapman said.

Successful diversification includes an opportunistic approach to over-weighing or under-weighing asset classes within the target ranges as market conditions change, Chapman said.

For instance, the fund is more heavily invested in international equities relative to the SIPP target allocation, and the international equity portfolio returned more than 29 percent in 2007.

Conversely, the fund under-invested in bonds, which was the weakest performing asset class in the portfolio in 2007.

Norman to speak at May 2008 commencement

Soprano Jessye Norman, one of America’s most celebrated performing artists, will give the University’s spring commencement address.

Chancellor James Moeser will preside at the ceremony, set for May 11, 2008, at 9:30 a.m. in Kenan Stadium.

The chancellor met Norman when they both were inducted as fellows into the American Academy of Arts and Sciences earlier this fall.

“Jessye Norman is one of the world’s greatest voices,” Moeser said. “I have heard her speak and perform passionately. The perspective she will bring about the role of the arts in our world today is a very important one for our graduates to consider as they leave Carolina.”

Norman’s appearance underscores the role of the arts and humanities in a high-quality liberal arts education, he said. “Jessye Norman’s appearance will help put an exclamation point on the progress we have made in elevating the profile of these important attributes of a Carolina education.”

The Board of Trustees has approved the awarding of an honorary doctor of music degree to Norman during next May’s ceremony.

Norman is known for bringing her joy of singing and passion for recital performances, operatic portrayals and appearances with symphony orchestras and chamber music collaborators to audiences around the world.

The size, power and luster of her voice share equal acclaim with her music-making, innovative programming of the classics and fervent advocacy of contemporary music.

In 2003, the Jessye Norman School of the Arts in her hometown of Augusta, Ga., opened its doors to talented middle school students for studies in music performance, drama, dance and art. The students attend this after-school program tuition-free.

Norman has received numerous awards and honors. In 1997, she was selected to become the youngest recipient of the highest award in U.S. performing arts, the Kennedy Center Honor.

Her other distinctions include honorary doctorates at about 30 colleges, universities and conservatories around the world. In 1984 the French government bestowed upon Norman the title Commandeur de L’Ordre des Arts et des Lettres and in 1989 she was awarded the Legion d’Honneur by French President Mitterrand.

She was awarded the Eleanor Roosevelt Val-Kill Medal in 2000 to recognize her humanitarian and civic contributions.

Norman’s recordings have won numerous awards worldwide, including France’s Grand Prix National du Disque, London’s Gramophone Award, Amsterdam’s Edison Prize and recording honors in Belgium, Spain and Germany.

In the United States, her Grammy Award-winning recordings include “Songs of Maurice Ravel” and Wagner’s “Lohengrin” and “Die Walküre,” and “Bluebeard’s Castle.”

In 2006, Norman became only the fourth opera/classical music singer in the history of the Grammy Awards to be presented the Lifetime Achievement Award for Classical Music.

Norman also serves on the boards of directors for the New York Public Library, the New York Botanical Garden, Citymeals-on-Wheels in New York City, The Dance Theatre of Harlem and Howard University. She is a member of the board as well as spokesperson for the Lupus Foundation and spokesperson for The Partnership for the Homeless. A relentless Girl Scout cookie seller, she is a lifetime member of the Girl Scouts of America.

UNC system listens to Tar Heels across state

People from virtually every background came to a series of forums this past year to share their current frustrations and hopes and fears about the future.

“They came to the forums with the belief that talking about this frustration could help change things,” said Tom Ricketts, director of the Health Policy Analysis Unit in the Cecil G. Sheps Center for Health Services Research.

“They also came with the expectation that the University of North Carolina and its campuses can change the future,” Ricketts said.

Last month before University trustees about the UNC: Tomorrow initiative, a member of the Scholar’s Council, a group of faculty from across the UNC system who will provide expertise and guidance to the UNC Tomorrow Commission.

UNC: Tomorrow is an initiative led by UNC system President Erskine Bowles to anticipate and implement responses to those needs and opportunities.

By 2014, it is predicted that North Carolina will need more than 400,000 new workers with at least a bachelor’s degree, including 41,000 more nursing professionals, 34,000 more public school teachers and 23,000 more computer and technology professionals.

North Carolina’s colleges and universities are expected to produce only 254,000 of these needed workers. To fill the gap, higher education would have to produce 15,000-plus more graduates each year.

In 2006, the Charlotte, Research Triangle and Piedmont Triad regions accounted for nearly 62 percent of the state’s population and 64 percent of all jobs in the state. In the past 15 years, the Research Triangle’s population grew by 39 percent, the highest rate in the state. The Northeast region experienced the slowest growth rate in the state at 13 percent.

People who spoke at the forums also want the UNC system to respond to environmental challenges: clean air, safe drinking water and the preservation of North Carolina’s natural beauty. And they worry about global competition.

They want more access to the university system, either in branch campuses or outreach programs, or simply a chance to attend one of the 16 campuses in an affordable manner. They also want master’s degree programs offered where they live.

One issue facing the state is how to spur economic development in areas hardest hit by the transformation from the old-economy industries that once sustained small towns to the new-economy boom fueling growth in urban centers.

The problems of individuals and their families reflect the big problems that face society, Ricketts said.

Problems such as fixing the schools in order to educate their children better and helping to spur economic development leading to better-paying jobs are on people’s minds. Every day in North Carolina, 28 new jobs are created in health care and 16 manufacturing jobs disappear.

See UNC Tomorrow, page 11
Carter to speak Dec. 16 at winter commencement

Hodding Carter III, a professor of leadership and public policy at Carolina, will deliver the December commencement address Dec. 16 at 2 p.m. in the Smith Center.

For information, refer to www.unc.edu/commencement.

Tuition waiver deadline is Jan. 15

Tuition waiver forms for the spring semester must be turned in by 5 p.m. on Jan. 15, 2008, to the Benefits Program Administration Office in Human Resources, located in the Administrative Office Building at 104 Airport Drive, Suite 1700.

For more information on the tuition waiver policy and a link to the required form, refer to hr.unc.edu/Data/benefits/tuitionpro-grams/tuitionwaiver.

Call Ruth Holt (962-3055) with questions about the program.

Athletic program earns top billing

Carolina ranked No. 1 on STACK magazine’s first-ever “elite 50” college list of the nation’s premier academic and NCAA Division I sports programs.

Rankings were based on academics, athletic opportunity and overall athletic performance. Measures included academic rankings via U.S. News & World Report, athlete graduation rates, athlete indexes, national sport-specific rankings, championship history, professional successes, atmosphere and coaching staff tenure.

For information, refer to elite50.stack.com.

Building world friendships

The UNC International Friendship Program needs hosts to provide friendship and hospitality — not housing — to assist new international students in their adjustment to the University and Chapel Hill.

For information about becoming a host, call the Office of International Student and Scholar Services (962-5661), e-mail oiss@unc.edu or refer to oiss.unc.edu/get_involved/friend-ship.html.

Highway safety research librarians establish transportation network

A group of transportation librarians, including those from the UNC Highway Safety Research Center, met Nov. 9 at the University to establish the Eastern Transportation Knowledge Network, with the goal to reduce costs and to deliver new and improved services and tools to benefit the transportation community.

To read more about the network, see www.etsr.unc.edu.

Council awards grants, sets spring application date

The University Research Council (URC) administers a small grant program for faculty and professional librarians at UNC. There are two types of grants, research and publication, that are reviewed twice a year in fall and spring. The maximum total award is $5,000.

The application deadline for spring awards is March 10, 2008.

For more information about this program and other internal funding programs sponsored by the vice chancellor for research and economic development, refer to research.unc.edu/red/internal.php#urc.

To see the list of recipients of the URC grants for fall 2007, research.unc.edu/red/urc_award_list.pdf.

Kids Cards raise money for N.C. Children’s Hospital

Kids Cards aren’t just for Christmas, but the holidays provide a perfect opportunity to support the N.C. Children’s Hospital with the purchase of cards and small gifts that feature artwork created by pediatric patients at the hospital.

The cards come in boxes of 10 for $7 per box. Buy online at www.kidscards.org.

Social work’s fall issue of Contact now online

With the 25th anniversary of its Contact magazine, the School of Social Work focuses on global issues, as exemplified by its cover, “Carolina social workers touching a world in need.”

To read Contact online, see ssw.unc.edu/alumni/contact/contact_fall_2007.pdf.

 Winning Researcher

UNC’s Nobel Laureate Oliver Smithies, Excellence Professor of Pathology and Laboratory Medicine, and his wife, Nobuyo Maeda, Robert H. Wagner Distinguished Professor of Pathology and Laboratory Medicine, pose Dec. 7 outside the Grand Hôtel in Stockholm, Sweden, where they stayed during Nobel Prize week. Smithies was on his way to deliver his research lecture at the Karolinska Institutet, which awards the Nobel Prize in Physiology or Medicine. Smithies received the prestigious award Dec. 10, the anniversary of Alfred Nobel’s death. To watch a video of the ceremony from the Stockholm Concert Hall, refer to nobelprize.org/award_ceremonies/ ceremony_sthlm/video/2007/index.html. To see a copy of an ad the University ran in The New York Times congratulating Smithies, refer to www.unc.edu/chan/SMITHIES.pdf.

 Faculty Council from page 3

frustration with the situation.

But, he said, because athletics is self-supporting, it does not compete with funding for core academic functions — instruction, research and public service. Further, he said, revenue from a successful football program helps support all of Carolina’s 28 varsity sports. UNC’s program is one of the most extensive in the country.

In the last 20 years expenses for core functions and athletics have grown at roughly the same rates, but the dollar differences are striking. Core functions grew from $290 million in 1986-87 to more than $1 billion in 2006-07, while athletics grew from $15 million to about $55 million during the same period.

The UNC program is done the right way, with integrity, and helps promote a positive image, Moeser said. The leadership academy for coaches and student-athletes is copied by schools like West Point and the Naval Academy.

News Briefs

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In the last 20 years expenses for core functions and athletics have grown at roughly the same rates, but the dollar differences are striking. Core functions grew from $290 million in 1986-87 to more than $1 billion in 2006-07, while athletics grew from $15 million to about $55 million during the same period.

The UNC program is done the right way, with integrity, and helps promote a positive image, Moeser said. The leadership academy for coaches and student-athletes is copied by schools like West Point and the Naval Academy.
was small, curly haired and a quiet-natured dog. Hmm, I thought, now what excuse can I legitimately use? I checked the price — no way! I told them I couldn’t afford one. And besides, I added, puppies need someone around frequently to train them properly. We have long days at school and work — that wouldn’t be fair to a puppy.

They sadly acknowledged this reality. But a week later one evening after dark, a big car drove down our street, slowed down, threw out an adult Bichon Frisé and drove off.

I looked skyward, laughed and said, “OK, Lord, guess it’s our time to have a dog?” Charlie is our “flying wonder dog.”

Catherine Alguire is an assistant professor and occupational therapy section head with the Center for Development and Learning.

**Spike: Guardian of the sick and the sad**

It was November 1995, my 15-year marriage had just ended, and Spike, a beagle-mix, was 8 weeks old. I packed my belongings and those of my children, picked up Spike, and we set off to start a new life.

Spike helped me through those first months with his bumbling puppy ways. During the days and nights when my children were with their father, I missed the kids so much I wanted to stay huddled in the dark. But Spike made sure I kept moving.

Over time, his job became Guardian of the Sick and the Sad. When one of us was ill, he would stand guard, resting his chin on us until the sickness had passed. When one of us had a bad day, he’d stay glued to our side.

Ten years passed, the kids grew up, and I found new love. But Spike became very ill. Diabetic, blind, arthritic and incontinent, his quality of life was poor. Spike worked hard all of his life as our guardian, keeping us happy and healthy until he felt his job was done. A month prior to my wedding day, I loaded my treasured old friend into my car and took him for his last ride. He was ready to go to the Rainbow Bridge.

Kathy Kyser is the senior manager for academic outreach and engagement with Information Technology Services — Teaching and Learning.

**Waiting for Dad**

Honey Holt was primarily my father’s dog, but loved us all, almost as much as she loved him. She came to my mother and father as a runt, small enough to fit in my father’s two hands. She was part beagle, that we were sure of, but what else was only known to mother nature. She went everywhere with my dad. And not only did she go, but she went inside, too. Everyone in Graham who knew my dad also knew Honey Holt.

When my father was waiting for a heart transplant at Duke, he lived there for about three months, and my brother would bring Honey Holt and my mom to Durham to visit my father on Sunday afternoons. After they crossed the busy street, my dad would holler, “Let her go!” and Honey Holt would go racing up the sidewalk to greet my dad, standing there with his IV pole and open arms for her.

After my dad passed away, Honey laid in front of the picture window, waiting for him to come home. She did this until I took her to the funeral home to see his body in the casket. She smelled him, and after that she never lay in the window looking for him again.

She went to the graveside service with us and licked my tears away while she sat in my lap under the big funeral tent, in the pouring rain.

When Honey died a couple of years ago I put a memorandum in the Burlington Newspaper, sort of a doggie obituary. Honey had a lot of friends in Graham, and I thought they wouldn’t be too upset to know she was with her daddy again.

Ruthie Holt is a benefits assistant with Human Resources.

**Girl’s best friend**

My childhood dog, Chewie, was my best friend from the time I was 2 until he died when I was in sixth grade. His self-sworm duty was to be my playmate, nurse and bodyguard.

I was an only child, so when I wanted to play a board game and my parents were busy, I would set the game up on the floor, Chewie would come and lie down on his side of the board, and I’d play for both of us.

When I was home sick, he would lie on the floor next to the sofa all day to keep me company. And if I was alone with any adult other than my parents, he would himself in between them and me, growling if they came too close. He even did this with my grandparents!

I was so blessed to grow up with Chewie by my side.

Tara Hudson is an administrative manager with the Curriculum in International and Area Studies.

**Security alarm**

When I moved to Illinois, I was homesick. Answering an ad, I found myself at a funeral home in Chicago. Inside, I saw the runt of a litter of West Highland Terriers. The seller wanted us to take one of the healthy puppies, but I knew that Bilbo was the one.

A year later my son was born and by age 2 would escape and go to the park nearby. Bilbo was the alarm when our son wandered off.

He’d crouch at the bottom, spring up, drape his springs for legs and interact with her; sometimes we worry that Oreo might be missing her. Having only seen their pictures and some information about their training, we anxiously waited for the puppy to arrive and then couldn’t wait to take her home.

She was a loyal companion, and after her death she taught us new things about ourselves and the world. After her death, we found that Oreo was loved and appreciated by more than just our family.

Sometimes we worry that Oreo might be missing her. Having only seen their pictures and some information about their training, we anxiously waited for the puppy to arrive and then couldn’t wait to take her home.

The power of pets is wide and varied but the most powerful is the ability to love and be loved.

Becky Muller is an office assistant with Lineberger Comprehensive Cancer Center.

**The family man**

When I saw Jake at the shelter, nothing about him stood out — a scruffy, black fur ball with green eyes. I scratched him under the chin, and he put a paw on either side of my neck. I was hooked!

He looked at me as if to say, “Don’t put me back in the cage!”

When I adopted him I was told he had a severe respiratory infection, but together we battled it like troopers. Each morning before work, for two weeks, I gave him his medicine. He

Cynthia Brown is an administrative assistant in the pathology and laboratory medicine department.

**Indecent Proposal**

Parrots, like children, say the funniest things. It can be embarrassing. Pepper, my African grey, loves water. She loves everything about it. We have a nightly routine at home. When I take a bath, Pepper gets to go, too. She has a stand by the tub. It is her favorite place. Thus it was no surprise that she learned to say “Wanna take a bath?” “Wanna take a showwwwww?” She says this enthusiastically.

One evening, I took Pep to the pet store with me to pick up supplies. A gentleman came over to admire her. He asked lots of questions and Pep just stood there watching him. Clearly, she was fascinated, as he resembled my husband (her favorite person).

During a pause, Pep looked right at him and loudly said, “Wanna take a bath?”

The man turned pink. It completely cracked me up.

Gena Everhart is a cost accounting technician with Facilities Services.

**Thundaar and Katie**

He was the biggest dog I’d ever seen. He was my daughter’s best friend. She named him Thundaar because it sounded like thunder when he ran around a room!

Katie, at the age of 10, arranged to have him neutered for $10 by calling the animal shelter. She played with him, cleaned his kennel, taught him to sit until she said he could move, speak, roll over and play dead.

She would say, “Take a bath,” and he would go to the tub. Then she blew his hair dry.

Thundaar endured it all! He made us laugh and frustrated us during his teenage growing years. He was loyal and protective, a source of warmth and understanding for Katie when she was in her own teenage growing years. He was her best friend. Then we lost him forever. I like to think someone picked him up and gave him a great new home.

He deserved it.

Tamara Howerton is lab manager with the Zhang Lab in the Lineberger Comprehensive Cancer Center.

**Honey Holt**

Honey Holt was primarily my father’s dog, but loved us all, almost as much as she loved him. She came to my mother and father as a runt, small enough to fit in my father’s two hands. She was part beagle, that we were sure of, but what else was only known to mother nature. She went everywhere with my dad. And not only did she
The contrarian, the philosopher

Our cat’s name is MoMo. She is a Siamese mix and I don’t know what else. She is gray and plump. Of course, anyone will tell you that although gray is right for any occasion, it does tend to make one look heavy.

Mo defies most stereotypes you’ve heard about cats: Cats like mice. Wrong. I bought her a toy mouse that I thought she would like. She gave it a sniff and walked away. She did, however, indulge me by letting me take her picture with it.

Mo is smart too. With only a one-word vocabulary (meow, of course), she is a great communicator. We like to say MoMo was born knowing everything there is to know, and that you can learn a lot by observing a cat.

Here’s one of our favorites: Never make a decision without first having a snack, followed by a nap. It puts everything in perspective.

Suzanne LaMee Bodeen is an administrative assistant in the School of Public Health dean’s office.

Cynthia Brown is an administrative assistant in the pathology and laboratory medicine department.

Teaching empathy

The power of pets is wide and varied but the impact on children is priceless and limitless. After my cat Jekyl had major surgery he was recovering in his cat carrier in our bedroom. I tried telling my 18-month-old to leave him alone, that he didn’t feel good and was sad. I was unsure if Austin understood or not.

That afternoon I walked into the room and saw my son had put a can of cat food and his favorite truck in front of the cat. That type of caring and understanding is hard to teach but pets make it easier.

Catherine Nichols is associate director for alumni affairs in Kenan-Flagler Business School.

Goodwill ambassador

Our 13-year-old cat Oreo knows more people in our neighborhood than we do. “Asking” to be stroked and talked to, she approaches almost everyone who walks by our home. And Oreo talks back to anyone who will stop and interact with her; she speaks in heartfelt “cat-ese.”

Even joggers who run by with big dogs can’t escape Oreo’s friendliness and attention. We’ve seen her saunter over — undaunted — to converse with neighbors who jog with their two very large golden retrievers.

And bus riders, beware. If you ever catch the bus at the stop located near our house, you’ll have to talk to your bus driver while you wait.

Sometimes we worry that Oreo might be a neighborhood nuisance. But just about that time someone will knock on our door, introduce themselves, and ask if Oreo is OK because she hasn’t been seen in a day or two! When this happens, we know that Oreo is loved and appreciated by more than just our family.

Lynn M. Martin is a study coordinator with the Injury Prevention Research Center.

Forever home

It was October 2003, and my husband and I had just lost our 11-year-old white German Shepherd. She was a loyal companion, and after her death our home seemed empty and lonely. We were considering a puppy purchase from a breeder in German commands. Today these dogs are the focal point of our lives and it’s hard to tell who’s more grateful: us or them. They know they’ve found their forever home.

Stephanie Thurman is an administrative officer in the Office of the Executive Vice Chancellor and Provost.

Springs for legs

I had Trevor for almost 15 years, from grade school to grad school. Until the last few months of his life, he could jump a seven-foot fence. He’d crouch at the bottom, spring up, drape his front legs across the top, then scramble over. I had to leave him once at a kennel with outdoor pens because he couldn’t stay at my dad’s house while I was visiting from college.

Trevor saw me driving away and jumped out. I could see him in the rearview mirror running up the drive after me. They had to put him in a pen that was completely enclosed, but each day I was there I went to “break him out” so he could run free in a nearby field.

Scott Ragland is director of development communications in the Office of University Development.

‘Fire Cat’

My husband Keith and I went to the Burlington-Alamance Animal Shelter to pick out a new kitten after I lost my cat of 18 years. After looking at all the cats, I noticed one in a cage sitting on the floor. She was unusual looking, with orange-gray mingled fur and teddy-stripped legs. It turned out she was to become our new cat.

I already had a name picked out: Pickles, after the main character in “The Fire Cat,” by Esther Averill. She explored everything possible, and finally after looking over her new home she sulked out of the excitement of it all.

Pickles is a longhaired Bengal, who happens to fetch items. Pickles took a fancy to a pet parrot I won at the fair, and she claimed it for her own.

Pickles is 2-and-a-half years old now. We love having her in our family.

Melissa Jones is an accounting technician with the School of Pharmacy’s business office.

Thank you ...

The Gazette staff thanks everyone who shared their stories and photos. We are especially grateful for the generous prizes — gift certificates for performances donated by Carolina Performing Arts and PlayMakers Repertory Company, and gift certificates donated by the Carolina Inn for brunch, dinner and afternoon tea at the Carolina Crossroads Restaurant.

A random drawing was held for prizes from among everyone who contributed an anecdote. Winners are: Suzanne Bodeen (MoMo), Rosa Swanson (Hera), Catherine Nichols (Jekyl), Scott Ragland (Trevor) and Cynthia Brown (Jake). Check out the Gazette online to see larger versions of all the photos in color (gazette.unc.edu).

Cruising Carrboro

Our miniature Lab, Hera Swanson Dog, is my husband’s constant, loving companion. I have, more than once, come out of the grocery store at Carrboro Plaza or gotten off the bus after work to see my husband driving very slowly around the parking lot with the passenger side window open and Hera greeting her public. They are playing parade.

Sometimes I think Hera is a reincarnated beauty queen. Whenever she gets a new shirt or bandanna, she has to put it on right then and walk up and down our driveway, just in case there is someone to see her, especially on Christmas morning, even in the dark.

The joy she brings to our lives cannot be measured.

Rosa Szaszon is a program assistant in the psychology department.
Leuchtenburg, Stafford receive highest N.C. civilian award

Two current Carolina faculty members received this year’s prestigious North Carolina Award, the state’s highest civilian honor.

William Leuchtenburg, William Rand Kenan Jr. professor emeritus of history, was honored for literature, and Darrel Stafford, professor of biology, was honored for science. Gov. Mike Easley presented the awards at a Nov. 27 ceremony.

Leuchtenburg, considered the nation’s leading authority on Franklin Delano Roosevelt, is known for the beauty and clarity of his writing. A Carolina faculty member for 10 years, he is the author of more than a dozen books on 20th-century American history and is a past president of the Organization of American Historians and the Society of American Historians.

He was cited “for his lifelong dedication to the historical profession and the public realm and his manifest respect for readers and the written word.”

Stafford, a molecular biologist whose major research interest is the study of protein-protein interactions, has been at the forefront of research into blood coagulation. A Carolina faculty member since 1965, he is the author of 138 publications, including a 1976 paper on DNA purification that has been cited in scientific literature more than 2,600 times.

He was honored “for his world-class advances in understanding the essential details of how coagulation works and how it can be regulated.”

The awards, created by the N.C. General Assembly, have been presented annually since 1964.

Arturo Escobar
Kenan Distinguished Professor of anthropology, Escobar has been awarded a Fulbright Scholar grant to research and lecture at the National University of San Martin in Buenos Aires, Argentina. The Fulbright Program, America’s flagship international educational exchange activity, is sponsored by the U.S. Department of State’s Bureau of Educational and Cultural Affairs.

Recipients of Fulbright awards are selected on the basis of academic or professional achievement, as well as demonstrated leadership potential in their fields.

Nigel Mackman
John C. Parker Professor of Medicine in the Division of Hematology/Oncology, Mackman was honored with an Investigator Recognition Award at the Biennial Congress of the International Society on Thrombosis and Haemostasis that was held in Geneva, Switzerland this year.

The award recognizes members whose accomplishments are internationally regarded as exemplary models of excellence in research and teaching.

Kia Caldwell
Ming Lin
Jeanne Moskal

Caldwell, assistant professor of African and African-American studies; Lin, professor of computer science; and Moskal, professor of English and comparative literature, have been chosen as Carolina Women’s Center faculty scholars for the spring and fall 2008 semesters and spring 2009 semester.

Caldwell will examine governmental and public health initiatives addressing HIV/AIDS prevention and treatment for African-descendant women in Brazil and the United States.

Lin will work on a project that responds to the disproportionately small presence of women in computing.

A literary history of women missionaries is Moskal’s project. She will analyze the writings of 40 Protestant women missionaries from 1792 to the present using the conceptual framework of transatlantic and diasporic theories.

Each scholar will make a presentation about her research during the semester in which she receives funding. Funding was awarded by the Carolina Women’s Center Faculty Scholars program.

Susan J. Henning
Research professor in the Division of Gastroenterology and Hepatology and the Department of Cell and Molecular Physiology, Henning has been selected by the North American Society for Pediatric Gastroenterology, Hepatology and Nutrition to receive its 2007 Distinguished Service Award.

Henning is the first non-physician to receive the award and is also a new member of the School of Medicine faculty.

She was cited for her work at Baylor University in developing a research fellowship training program in pediatric gastroenterology that has served as a model for others around the country.

Jodi Magness
Kenan Distinguished Professor for Teaching Excellence in Early Judaism in the religious studies department, Magness has won the Archaeological Institute of America’s Excellence in Undergraduate Teaching Award.

The institute presents the award annually to an individual who has demonstrated excellence in the teaching of archaeology and has developed innovative teaching methods or interdisciplinary curricula.

Alan Jones
George and Alice Welsh Distinguished Professor in the departments of biology and pharmacochemistry and the program in genetics and molecular biology, Jones has been elected to a three-year term on the executive committee of the American Society of Plant Biologists.

The society is a nonprofit science society of 5,000 members from the United States and about 60 other nations that publishes the two most frequently cited plate science journals, The Plant Cell and Plant Physiology.

Valerie Zeithaml
David S. Van Pelt Family Distinguished Professor of Marketing in the Kenan-Flagler Business School, Zeithaml has won the 2008 Paul D. Converse Award from the American Marketing Association, which is granted every four years to a person or persons for outstanding contributions to marketing scholarship.

She was recognized for her work on service quality for articles in the Journal of Marketing and the Journal of Retailing.

The awards will be presented in April 2008 during a symposium at the College of Business at the University of Illinois at Urbana-Champaign.
Human Resources

Training & Development certificate tracks

The Training & Development Department in the Office of Human Resources offers nine separate certificate tracks. By early January, Denise Mabe will have completed all but one. While there are a few Carolina employees working their way through some tracks, Mabe is the only employee on the cusp of completing eight of the nine certificates.

Each certificate track is designed to enhance essential workplace skills, knowledge and professional development for employees by providing diverse, well-rounded curriculums. The tracks provide an opportunity to become certified in a particular topic area, ranging from leadership to diversity. Employees can take single courses listed in any track without having to complete an entire certificate.

Mabe started taking a few Training & Development classes early on in her Carolina career. However, her interest in the certificate program began with the project management certificate when her department, the Health Affairs Library, started planning for a renovation project. When her supervisor asked for a volunteer to take a diversity class, Mabe decided to pursue the diversity certificate track.

Since she was taking classes for two tracks, she noticed that some classes overlapped with requirements for other tracks. “And it just snowballed from there,” Mabe said.

With her supervisor’s support, Mabe enrolled in the various tracks and found that each one offered classes that fit with her work plan and were professionally and personally growth-related. “I have learned a lot,” she said.

Mabe’s advice: Project management classes are a must, not only for people in a project manager position, but especially for anyone who is involved in renovations.

The diversity certificate track is also essential, she said. “Every department should have a diversity plan.” Mabe suggested that people interested in a Training & Development certificate program begin with workplace wellness classes. After completing all the certificate tracks, Mabe is not sure what the next step is. “I’m flirting with different ideas. Maybe I’ll go back to school, but I just haven’t decided yet,” she said.

For someone with Mabe’s commitment and determination, the possibilities are endless.

Discounts for the holidays

With the busy and sometimes expensive holiday season upon us, do not forget to take advantage of the many local (and national) activities and shopping options that offer a discount to University faculty and staff.

**For Carolina fans and book lovers**

UNC Student Stores’ faculty and staff holiday sale day is Dec. 21. Take 25 percent off all Bull’s Head merchandise and UNC clothing and gifts.

**For others**

Give the gift of a night under the stars at Aveda Institute on Franklin Street; take advantage of a 20 percent discount for services and products and specials on gift certificate purchases.

Take a good friend to a night out at a Carolina Hurricanes hockey game and save on UNC game nights: Dec. 18 and Jan. 22.

Give the gift of music or theater with season packages for Carolina Performing Arts, North Carolina Symphony, North Carolina Theatre or Broadway Series South.

**For yourself**

Treat yourself to a meal at one of many local restaurants. Participating eateries include Amante Gourmet Pizza, Spartacus and Varsity Ale House.

If you’re taking to the road this holiday season, give your automobile a winter check-up at Neal’s Garage in Durham: 10 percent off inspections and repairs (parts and labor) and $14.95 for an oil change. Also take advantage of national car and hotel discounts.

Get away next spring. Plan an exciting trip out West to the Grand Canyon and receive significant savings on train travel and hotel rates from the Grand Canyon Railway.

For information on these and other discounts, refer to hr.unc.edu/employees/spa-employees/discounts or call 962-1483.

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Winter Blood Drive reminder

Celebrate the season of giving by joining University colleagues for the annual Winter Blood Drive.

It will be held Dec. 18 from 7:30 a.m. until 1 p.m. in Woollen Gym. Friends and family are invited as well.

Volunteers are needed. Sign up online at www.unc.edu/blood or call 962-1483.

To donate, visit www.unc.edu/blood to make your appointment online, or call 96-BLOOD (962-5663).

To donate, visit www.unc.edu/blood to make your appointment online, or call 96-BLOOD (962-5663).

Donors will receive a free long-sleeved American Red Cross t-shirt and a hearty snack following the donation process. Qualifying participants also have the option to donate double red cells.

Parking is available in the Cobb Lot. For more information, call Employee Services at 962-1483.

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The Training & Development Department in Human Resources offers nine certificate tracks in the following areas:

- Career Development
- Communications Skills
- Customer Service
- Diversity
- HR Facilitator
- Leadership
- Project Management
- Supervisory/Management
- Workplace Wellness

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JINGLE BELL JOG

Participants wearing their seasonal best line up to begin the annual Jingle Bell Jog run/walk Dec. 7 in front of Woollen Gym. Sponsored by Carolina Campus Recreation, the event promotes wellness but also requests contributions from participants for local food banks and animal shelters. The team that won the prize for most creative costumes was The Graduate School’s Grads in a Box, and the honor for most participants was claimed by Allied Health Services’ Christmas Tree Trotters.
Chemist finds easier way to make common blood thinner

For years, scientists have wanted to create a cheap and easy-to-make synthetic version of heparin, a powerful blood thinner derived from pig intestines and cow lungs. If there is a disease outbreak or something else interferes with livestock supplies, heparin could become more expensive than it already is.

A synthetic version of the drug would also be purer and safer than a compound derived from animals. Doctors could better control the blood thinning properties of a synthetic drug and limit side effects during medical procedures such as heart surgery, kidney dialysis, stent implantation and hip and knee replacement.

There is just one catch. The only synthetic heparin on the market contains a complex element called iduronic acid, a single sugar unit that is difficult to replicate but was believed to be integral to heparin's anticoagulation effects. Making sure that iduronic acid is part of the synthetic heparin molecule takes 11 time-consuming steps, making the drug much more expensive than naturally derived heparin.

UNC chemist Jain Liu knows this; every chemist who works with synthetic heparin knows this. But one day last year Liu, associate professor in the School of Pharmacy, asked his visiting professor Jinghua Chen, to see what happens if synthetic heparin is made without iduronic acid.

UNC chemist Jain Liu knows this; every chemist who works with synthetic heparin knows this. But one day last year Liu, associate professor in the School of Pharmacy, asked his visiting professor Jinghua Chen, to see what happens if synthetic heparin is made without iduronic acid.

To hosts hijacked by spammers without requiring human intervention. As a result, the system is more effective at identifying and rejecting spam and the performance of our e-mail system has improved.

In October, the Information Technology Service (ITS) campus e-mail system handled nearly 25 million messages. Of these, 46.6 percent, or 11.5 million, were identified as spam by the new filters. For more information, refer to help.unc.edu/6397.

Students make every drop count

The challenge has been accepted and the competition is under way.

Students in Carolina residence halls are competing against their counterparts at N.C. State to see who can save the most water from Nov. 10, the day of the Carolina-N.C. State football game, until Feb. 20, the second time the two men’s basketball teams meet on the court.

Last month, N.C. State Chancellor James Oblinger challenged Chancellor James Moeser to the friendly competition.

“This water conservation challenge is a good way to further focus attention on the need to conserve and create an atmosphere where our students can be creative in their conservation measures and have some fun for a good cause,” Oblinger wrote.

Each university will report monthly consumption, dated on the number of gallons used per student. The baseline for Carolina students — the number of gallons per student prior to the competition — was 34. N.C. State students’ baseline was 31. The first usage report will be released after the first of January.

For water conservation tips and monthly reports, refer to the Residence Hall Association Web site, rha.unc.edu, and the Sustainability Office site, sustainability.unc.edu.

Information Technology Service launches new spam filter

For more information, call 962-HELP.

Innovation Center from page 1

community meetings as University planners developed a concept plan for Carolina North, including the Innovation Center.

On Nov. 29, during a community forum held at the Robert and Pearl Seymour Center, the University presented details of the project to more than 100 people, including students, residents and University employees.

Meeting notices were sent to people within 1,000 feet of the boundary of the Carolina North property, although the proposed site is limited to the seven-and-a-half acres directly off Martin Luther King Boulevard at Municipal Drive.

Jobs and research partnerships

Mark Crowell, associate vice chancellor for economic development and technology transfer, emphasized the ways in which an innovation center run by an internationally recognized management company could create good jobs for the community. It would also spur a higher level of private investment in University research, which now is heavily dependent on public funding sources such as the National Institutes of Health.

The center would have research and office space for emerging companies as well as office space for the University, including the Office of Economic Development and its staff of 15.

Crowell said the idea of the center was to start companies and grow them to eventually "graduate and move on" to open up space for other fledging companies.

Although the goal of the Innovation Center is to streamline the development and to accelerate the commercialization of novel technologies based on University-generated research, it would also yield several benefits to the University, Crowell said.

First, because a private developer would own the building, it would be a taxable property bolstering Chapel Hill's tax base. Second, because the company that manages the building could help launch and grow companies in partnership with the University, it would promote the kind of economic development people wanted.

Third, the building would include public space for regional entrepreneurial gatherings that are now held elsewhere in Research Triangle Park. Crowell said such networking events would not only benefit the tenants in the building but students and community members as well.

Sustainability is key

Anna Wu, the University’s architect, said the center would be built on a portion of the former municipal yard off Municipal Drive with green areas and landscaped parking spaces adjacent to the building.

The current intent is to design the building to meet silver requirements established by the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) for "Core and Shell" — a LEED design category specifically for these types of flexible, multi-tenant uses, Wu said.

LEED has developed a rating system that is the nationally accepted benchmark for the design, construction and operation of high-performance green buildings.

Questions posed at the meeting ranged from the speed by which public transit would be extended to the building to whether local businesses could occupy the center.

Evans said Chapel Hill transit already had a bus stop just south of the proposed Innovation Center site, and that a more elaborate transit system in the interior of Carolina North would be viable when a critical mass of buildings had been developed.

The key, Evans said, was to design buildings and streets with an eye toward public transit being added.

As far as tenants who could lease space in the building, he said, there had to be a connection to the University. Potential tenants would compete for available space.

For more information on Carolina North, refer to research.unc.edu/cn/index.php.

For more information on the Innovation Center and Alexandria, refer to gazette.unc.edu/archives/07oct03/file.3.html#top.
Tuition from page 1

faculty positions or strategic faculty pay increases. The only specific funding earmark proposed was $600,000 to strengthen the student advising program.

Moeser announced in October that he would recommend no increase for in-state undergraduates and that his recommendation for non-resident tuition was based on out-of-state students continuing to pay the full cost of their education. Another consideration was where the University fell in the marketplace for tuition rates charged by peer schools.

Mosee’s announcement was in line with a BOG policy that linked campus-based increases with the level of state support from the year before. Because state appropriations for the University increased by 14.7 percent this year, the University was ineligible to seek a campus-based increase for in-state students next year.

About 30 students at the meeting shared their concerns about the impact of tuition increases on out-of-state students and graduate students. Of those, seven spoke about the lack of predictability in tuition increases. A year ago, more than 200 students turned out to protest tuition increases for out-of-state students.

Student Body President Eve Carson said $1,250 was a fair number for an out-of-state tuition increase, but that it was hard for students and their families to absorb such an increase when they were not expecting it.

Her concern was shared by Mike Winters, a senior from Cincinnati who spoke of the hardship the increase would impose on some families, and by Ronald Billuo, a sophomore from Miami who told of a friend who planned to graduate early because he could no longer afford tuition.

John Ellison, a trustee who served on the tuition task force, said he did not think the quality of the University would change dramatically whether nonresident undergraduate students paid an additional $1,250 or $1,500 next year.

But Ellison said if the University continued on a course of raising tuition each year at a lower amount than its peers, eventually the quality of the degree would go down relative to that at peer schools.

“I am OK with whatever the consensus is for this year, but I think it is really wrong for us to be so short-sighted and not understand that this University is going to fall behind the quality of our peers if they raise rates at a rate higher than ours,” he said.

Campus libraries enrich holidays

@ YOUR LIBRARY

With the semester winding down, take time to relax. The University Library is full of activities and resources that provide a winter break from work.

Campus exploration


Family reading

Discover family reading fun at the Information and Library Science Library in Manning Hall. You’ll find childhood favorites in the Juvenile Collection on the first floor — from Dr. Seuss to Amelia Bedelia and the Berenstain Bears. Look for seasonal titles such as “Ring Out, Wild Bells: Poems about Holidays and Seasons,” “Christmas Comes Once More,” and “Jeremy’s Dreidel.” The library also has a limited number of Spanish-language children’s books. Hours are weekdays 8 a.m. to 5 p.m. (3 p.m. on Dec. 21), closed Dec. 22 through Jan. 1. Borrow books before the break and bring them back in the new year. See sils.unc.edu/itrc/library or call 962-8861.

For grownups Davis Library (2nd floor) and the Undergraduate Library (main floor) have browsing collections that feature recently published popular titles. Your UNC One Card is also your library card.

It’s movie time

Need a break from books? Plenty of films — holiday and otherwise — are available in the Media Resources Center (MRC), on the lower level of the R.B. House Undergraduate Library. Stir up trouble with Kevin McCallister in “Home Alone”; discover the real Kris Kringle in “Miracle on 34th Street”; or enjoy some winter fun with “Jack Frost.” The MRC also offers popular audiobooks for loan up to 30 days. During the holiday break, the MRC will be open weekdays 8 a.m. to 4:45 p.m., closed Dec. 22 through Jan. 1. See www.lib.unc.edu/house/mrc or call 962-2539.

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The need is exacerbated by the fact that Baby Boomers will be aging out of the workforce at increasingly rapid numbers. Currently, one out of every five employees in the non-immigrant workforce is 61 or older. Similarly, in North Carolina public universities one out of every five faculty is 61 or older.

Out of these daunting challenges and high expectations, people such as Mike Smith, Carolina’s vice chancellor for engagement, see greater opportunity for making a difference.

“In some ways, it is easy to go out and listen to people because it is inspirational to us. … At a time when people across the state do not have faith in lots of other institutions, they have complete faith in this one,” Smith told the trustees.

The UNC Tomorrow Commission used input from N.C. business, nonprofit, community, policy and government leaders to help develop recommendations to bring forward to the UNC Board of Governors. The report, released Dec. 6, is available at www.nctomorrow.org.

From February to May, each UNC campus will develop a response to the identified needs. From next June to January 2012, UNC campuses will integrate their responses into missions, programs and curricula, while assessing progress they are making toward their goals.

“I think this is what we ought to be doing as a university, and in my role as vice chancellor (for public engagement),” Smith said. “It is an opportunity to address these challenges. The hard part is still to come, but it’s the good part.”

UNC extends SECC campaign

Fifteen-year-old Dustin had one wish, and that was to go on a cruise to the Virgin Islands. Dustin, who had received treatment at UNC Hospitals, was granted his wish through the Make-A-Wish Foundation of Eastern North Carolina — one of the charities supported by the State Employees Combined Campaign (SECC).

He flew to San Juan, boarded the “Adventures of the Sea” and cruised the islands of the eastern Caribbean — making his dream come true.

The Make-A-Wish Foundation believes that wishes can provide hope, strength and joy to children and families during one of the most difficult and frightening times of their lives.

Children are empowered by a wish — by imagining it, describing it, planning and anticipating it. The foundation believes that fulfilling these wishes “can encourage a child to have hope for the future and strength to take on incredible challenges.”

And without the funds provided by the SECC, Dustin might never have realized his dream. He is just one example of the many people who receive support through the SECC.

“Many of the dollars collected for the SECC go to the surrounding community,” said Alan Taylor, SECC organizer for all the campuses of the UNC system. “Each dollar makes a huge difference to the charities and their ability to provide services. Most important are the people who directly benefit from these services, such as the elderly who receive a hot meal, or providing shelter for those who are down on their luck.”

Achieving UNC’s goal

The University’s goal for 2007 is $850,000. The amount pledged as of Dec. 5 was nearly $540,000. To get closer to the goal, organizers have extended the campaign through December.

Several campus units and schools have gone over and above expectations by sponsoring silent auctions, bake sales, chili cook-offs and other activities to raise additional funds.

“We are committed to not only reaching, but exceeding our goal both in terms of number of participants and dollars,” said José-Marie Griffiths, chair of this year’s SECC and dean of the School of Information and Library Science. “We are grateful for the generosity exhibited by employees with their donations and thank all who are contributing time and effort to help raise funds for this campaign that helps so many. It is clear that Carolina truly cares for a brighter tomorrow.”

For more information about the SECC, call Devan Donaldson or Jeffrey Tibbs (962-8366) or visit www.unc.edu/secc.
CALENDAR

CAROLINA INN’S TWELVE DAYS OF CHRISTMAS


Through 12/19
Self-guided tours of the Twelve Days of Christmas holiday vignettes, “Twelve Days” sand sculpture.

12/20
Teddy Bear Tea Parties. 1 and 3:30 pm. Reservations req’d. $5

12/21
Teddy Bear Tea Party. Fundraiser for NC Children’s Hospital Critical Care Ctr. Includes face painting, magic, buffet-style afternoon tea. 1 and 4 pm. Reservations req’d. $5

12/22
Suzuki Academy of North Carolina students perform. Free, no reservations needed. 1 pm.

12/23
Lords’ Leaping Luncheon. Woody Durham talks about Tar Heel basketball during buffet lunch. 11:30 am. Reservations req’d. $20

12/24
Nine Ladies Tapping. Footnotes Tap Ensemble. Light refreshments. 7 pm. Free, no reservations needed.

12/25, 26, 27

READINGS | FILMS | PERFORMANCES

CAROLINA PERFORMING ARTS
Call 843-3333, performingarts@unc.edu. www.carolinaperformingarts.org. $ Unless noted, all performances in Memorial Hall.

12/15
North Carolina Symphony Holiday Pops Concert. 8 pm.

12/16
Chapel Hill Community Chorus, “A Festival of Carols.” 8 pm.

1/9
Royal Philharmonic Orchestra with Pinchas Zukerman. 7:30 pm.

PLAYMAKERS REPERTORY COMPANY

12/13-1/13 “2.5 Minute Ride.” FRCo performance, Kenan Theatre. 1/9-13, 8 pm; 1/13, 2 pm.

ATTRACTIONS

MOREHEAD PLANETARIUM
Call 549-6883 for show times or 962-1236, mhpplanet@unc.edu. www.moreheadplanetarium.org. $ www.museums@unc.edu.

SKYWATCHING

12/14 View Geminid meteor shower, crescent Moon, Mars, Ebenizer Church Recreation Area, Jordan Lake. 9-11 pm.

EXHIBIT


NORTH CAROLINA BOTANICAL GARDEN
www.n nobg.unc.edu.

HOURS

Mon-Fri, 8 am-5 pm; Sat, 9 am-5 pm; Sun, 1-5 pm. Piedmont Nature Trails: Dawn to dusk daily. Call 962-0522.

ART AT THE GARDEN


GALLERIES | EXHIBITS

ACKLAND ART MUSEUM
Wed-Sat, 10 am-5 pm; Sun, 1-5 pm. Call 843-1611 (tape), 966-5748 (voice), 962-6837 (TTY); ackland@email.unc.edu, www.ackland.org.

SPECIAL EVENTS

12/21 Lunch with One. 1-2 pm.
12/24 Art after Dark. Open till 9 pm.
12/25 Music in the Galleries. 2-4 pm.
12/26, 1/7 Yoga in the Galleries. 12:10-1 pm.

EXHIBITIONS


“Theme and Variation: Print Sequences from the University Archives.” Through 1/24.

FEDEX GLOBAL EDUCATION CENTER international.unc.edu/GEC.html. E-mail Laura Grieß, lauragriest@unc.edu.


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HANES ART CENTER

“Face Year Master of Fine Arts Exhibition.” Opens 1/8 through 1/15.

HEALTH SCIENCES LIBRARY

“Plants with a Purpose.” Exhibit examines healing impact of plants.

ROBERT AND SALLIE BROWN GALLERY AND MUSEUM
Stone Ctr, 160 South Rd. 962-9001. Gallery hours 10 am-7 pm, Mon-Fri, closed University holidays.


WILSON LIBRARY

Exhibit areas open Mon-Fri, 8 am-5 pm. NC Collection Gallery opens at 9 am. Weekend hours vary by exhibit; call 962-0114 for details. NC Collection Gallery offers guided tours Wednesdays at 2 pm, other times by appointment.

Call 962-1172. Library will be closed on University holidays, as well as 12/22, 23, 29, 30. See www.lib.unc.edu/wilson for details.

SECOND MAIN FLOOR


Recent Acquisitions, NC Collection Reading Room.

THIRD FLOOR


FOURTH FLOOR

“A Nursery of Patriotism: the University at War, 1861-1945.” Through 2/29.

LECTURES | SEMINARS | COLOQUIA

THURSDAY, DECEMBER 13
Office of Technology Development Carolina Innovations Seminar: “Everything You Wanted to Know about Tech Transfer ... but were afraid to ask.” Scott Forrest, Cathy Innes. 211 Chapman. 5:15-6:15 pm.

NOTEWORTHY

BLOOD DRIVES
unc.giveblood.org.
12/17 Ninth Annual Winter Blood Drive. Woollen Gym. 7:30 am-1 pm.

BELL TOWER TOASTMASTERS
Contact Doug Strong: 843-9377, belltowertoastmasters@unc.edu. Meeting 5th floor Practice formal and informal presentations with feedback. 5th floor Room. Open to the public. Contact Doug Strong: 843-9377, belltowertoastmasters@unc.edu. Meeting 5th floor Practice formal and informal presentations with feedback. 5th floor Room. Open to the public.

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FEDEX GLOBAL EDUCATION CENTER international.unc.edu/GEC.html. E-mail Laura Grieß, lauragriest@unc.edu.


E-mail: gazette@unc.edu

DEADLINES TO WATCH

OFFICE OF HUMAN RESOURCES
hr.unc.edu/Data/benefits/tuitionprograms/tuitionwaiver. Call Ruth Holt, 962-3056.
12/12 Deadline to turn in tuition waiver forms for spring semester.

CAROLINA WOMEN’S LEADERSHIP COUNCIL provost.unc.edu/announcements/facmen-toraward.
12/18 Deadline to make a nomination for a Faculty Mentoring Award. See Web site and make nomination online: www.unc. edu/prc-hi-bin/WLCMA_viewapp.

FITNESS | RECREATION | WELLNESS

CAMPUS RECREATION
203 Woollen Gym. Call 843-PLAY. pomerantz@email.unc.edu. www.campusrec. unc.edu/events.html. Gym/pool privilege card required. For complete listings of campus recreation facilities and links to each program, refer to www.campusrec.unc.edu/Facilities.htm.

KIDS ROCK (RECREATIONAL OPPORTUNITIES FOR CAROLINA KIDS)

E-mail: gazette@unc.edu

WALK FOR WELLNESS
E-mail lmangili@email.unc.edu. www.campusrec. unc.edu/healthsciencesLibrary. Walks held through the week from various locations on campus. Refer to Web site for routes and more info.

EMPLOYEE RECREATION
Contact Lauren Mangili, lmangili@email.unc.edu. 962-7348. www.campusrec.unc.edu/healthsciencesLibrary. Employee fitness program. For complete listings of services, see web site.

TRAINING

PAYROLL SERVICES, FINANCE DIVISION
www.unc.edu/finance/payroll/payroll/index.htm. Call 843-3069. E-mail financtrainer@unc.edu. 12/18 Training classes online including: enroll in direct deposit, accessing electronic pay stubs, 328 Health Sciences Library. E-Pay training: 9:35, 11:35 am; 1:35, 3:35 pm; 5:15-6:15 pm; 8:30, 10:30 am; 12:30, 2:30 pm.

INFORMATION TECHNOLOGY SERVICES
E-mail LearnIt@unc.edu. LearnIT@unc.edu. Refer to web site for current schedule of workshops that include information technology topics for faculty, staff, students.

THE LITTLE PRINCE
Lesley Shires, as the Prince, and Heaven Chiijaeae Stephens, as Rose, appear in PlayMakers Repertory Company’s production of “The Little Prince,” adapted by Rick Cummins and John Scoular and based on the book by Antoine de St. Exupéry. It runs through Dec. 18 at the Center for Dramatic Art, Call 919-962-PLAY (7529) or visit www.playmakersrep.org.