Leaders praise Moeser’s legacy

Throughout his tenure, James Moeser has refused to accept anything less than excellence at Chapel Hill, and you can see that excellence everywhere you look — the quality and diversity of the student body, the outstanding faculty and the state of the facilities on the campus. … He has set high standards for this University and held all of us accountable for meeting them. His passion for academic excellence and commitment to service are among the qualities that have made him such a great chancellor. We are enormously proud of all that Carolina has accomplished under his leadership, and we are immensely grateful for all that he has done to strengthen this University and this state. His leadership has put us on the path where all will recognize that Chapel Hill is the best public university in America.

— Erskine Bowles, UNC president

Chancellor Moeser has set the bar very high at Chapel Hill and that is reflected in the breadth and depth of what we are accomplishing now. He has set the tone for the entire campus, and our faculty, students and staff are doing a wonderful job on behalf of the University. His leadership has provided great vision and opportunities for Carolina. If we all keep working aggressively, we are well positioned to continue educating and serving the people of North Carolina. Our success is a great tribute to James.

— Roger Perry, chair, Board of Trustees

I have thoroughly enjoyed working with Chancellor Moeser and watching him grow as a leader during my time as a trustee. He is a consummate professional and has led Carolina to accomplish great things. … James has built a wonderful team, and we are very proud of what they have accomplished together and are doing to make Carolina the nation’s leading public university. James has set a very high standard in his performance as chancellor that will serve the University exceptionally well in the years to come.

— Nelun Schvah, immediate past chair, Board of Trustees

The University Board of Trustees on Sept. 26 unanimously approved the plan for Carolina North to develop 250 acres of the nearly 1,000-acre site during the next half-century.

The trustees’ action clears the way for the plan to be reviewed and approved by the Chapel Hill Town Council.

The plan anticipates that 2.5 million square feet of building space will be completed over the first 15 years along the eastern boundary of the property bordering Martin Luther King Boulevard. The first of those projects will be a new 85,000-square-foot Innovation Center for which the University has already requested a special-use permit to begin construction (see story on page 6).

Carolina North Executive Director Jack Evans said the plan was the culmination of a large body of work by many people representing a wide range of community perspectives and technical expertise.

Evans said the plan had been shaped by the principles laid out by the Leadership Advisory Committee formed by Chancellor James Moeser as part of his 10-year plan for Carolina North.

See Carolina North, page 13
Four faculty members receive Hettleman Prizes

A philosopher who has interests in metaphysics and the mathematics of logic, a geneticist who is working to develop cancer therapies, a computer scientist who specializes in bioinformatics and data mining, and a historian who studies the African-American experience in the American South have received the 2007 Phillip and Ruth Hettleman Prizes for Artistic and Scholarly Achievement by Young Faculty.

Chancellor James Moeser recognized the recipients at the Sept. 14 Faculty Council meeting. They are Thomas Hofweber, associate professor of philosophy; Heather Williams, associate professor of history; and Wei Wang, associate professor of computer science, all in the College of Arts and Sciences; along with Charles Perou, associate professor of genetics in the School of Medicine.

The Hettleman Prize, which carries a $5,000 stipend, recognizes the achievements of outstanding junior tenure-track faculty or recently tenured faculty. The winners will present their work Nov. 14 at the Carolina Chapel and at a spring event.

The award was established by Phillip Hettleman, who was born in 1899 and grew up in Goldsboro in a family with very little money. He earned a scholarship to UNC, went to New York, and in 1938 founded Hettleman and Co., a Wall Street investment firm. He established the award in 1986 and died later that year. Hofweber has served as an assistant professor at Carolina since 2003. A native of Germany, his research interests include metaphysics, the philosophy of language and the philosophy of mathematics. Hofweber’s work addresses core problems in philosophy that have long been the focus of attention, and his research achievements have been astonishing, said Geoffrey Sayre-Mccord, chair of the philosophy department.

He has published 11 refereed journal articles or book chapters, all major pieces of philosophical scholarship, Sayre-McCord said. “This work has been published in the four most prestigious journals in the profession and in a highly regarded serial devoted to the best recent work in metaphysics,” he said.

Perou came to Carolina in 2000. His lab is working to identify and characterize different types of tumors in order to develop more effective cancer therapies, working specifically on breast cancer.

“He is exceptional talent early career scientist who is already an internationally known leader in the emerging field of genetic technology and its application to human disease,” wrote H. Shelton Earp III, director of the Lineberger Comprehensive Cancer Center and chair of the genetics department, in a recommendation letter. “His ground-breaking papers in breast cancer molecular profiling, in essence, defined a new field. He is at the cutting edge of breast cancer research innovation.”

Wang, a member of the Carolina Center for Genomic Sciences, joined the faculty in 2002 and won the Junior Faculty Development Award in 2003. Wang’s research interests are in data mining, bioinformatics and databases, and she has filed seven patents.

“Wang’s research is also a great success story in our departmental research strategy, which has long focused on collaborative research with scientists to provide tools that enable better service,” wrote Jan F. Prins, chair of the computer science department and Frederick P. Brooks, Kenan professor of computer science.

A prolific researcher, she has published nearly 100 papers, book chapters and edited volumes, almost two-thirds of which were published during her tenure at Carolina, the nomination letter said.

Williams, who joined the faculty in 2004, studies the experiences of African Americans in the 18th and 19th centuries, particularly in the American South. The history department voted unanimously in favor of her tenure this year.

“We believe that Professor Williams is well on her way to becoming a national leader in African-American history and a dynamic teacher and colleague for the UNC community,” wrote Lloyd Kramer, Dean Smith distinguished professor of history and chair of the department, in his recommendation letter. “She is a ‘groundbreaking’ scholar who will go on to an exceptional career.”

Trustees to consider campus-based tuition increases

Campus-based tuition over the past decade has played a pivotal role in generating revenue to bolster faculty pay to keep Carolina competitive.

From the 2004-05 school year through the end of the current 2007-08 school year, campus-based tuition will have generated nearly $15 million for faculty salaries, Executive Vice Chancellor and Provost Bernadette Gray-Little told University trustees last month. While these tuition revenues, combined with stronger support from the N.C. General Assembly over the past two years, faculty salaries have reached or exceeded the 50th percentile of the University’s peers in most schools. Still, the University remains far away from meeting the N.C. Board of Governors’ goal of raising it to the 80th percentile.

Reaching that 80th percentile goal this year for all tenure and tenure-track faculty would require another $11 million in recurring funds not currently available last month as the trustees reviewed with trustees some of the key issues to consider as the University begins the process of studying campus-based tuition and fee increases for the 2008-09 school year.

Gray-Little explored various tuition models with trustees first before the board’s Audit and Finance Committee on Sept. 27 and then before the full board the next day. And she reminded trustees that they would have to be ready to vote on a tuition recommendation to forward to the UNC Board of Governors at their next regular meeting in November.

That is not the only thing that will be different in the tuition process this year, thanks to changes that Gray-Little proposed earlier this year.

In previous years, that process of reviewing new recommendations started with the Tuition and Fee Advisory Task Force, which is always chaired by the provost and student body president, holding a series of meetings over several months to develop recommendations for Chancellor James Moeser to consider.

Moeser, in turn, used the task force’s report as the basis for his recommendation to present to trustees.

Under the new process advocated by Gray-Little, she would initiate a discussion with University trustees in September to seek their guidance and input in advance of the tuition task force’s first meeting, which was set to be held Oct. 1. As the Gazette went to press, two subsequent meetings are set for Oct. 22 and Nov. 5 for the task force to complete its work. Meanwhile, a Student Fees Advisory Sub-Committee, which met last week, Aug. 27 to develop recommendations for fee increases that the tuition task force will weigh in its deliberations. The fees subcommittee held four meetings and completed its work on Sept. 19.

Gray-Little said that the tuition task force will begin its work not knowing for sure how much latitude it will have for raising tuition from increasing tuition and fees no more than $300 for the 2008-09 school year on the 135 medical schools in the nation, Carolina is 17th among the major public academic health-care system,” Roper said. “In 1952, the University opened both a hospital and a medical school. This is a major part of who we are. We are an academic institution, without apology.”

N.C. Memorial, Women’s, Children’s and Neurosciences hospitals are all part of UNC Health Care. When it opens in 2009, N.C. Cancer Hospital will become the fifth hospital in Chapel Hill. The system also acquired the 400-bed Rex Health Care seven years ago.

UNC Health Care includes nearly 1,500 University faculty members and hundreds of interns who practice, teach and conduct research. The Chapel Hill facilities have 708 licensed beds and accommodate 4,000 births a year. According to the state auditor, UNC Health Care delivers $189 million in uncompensated care and $46 million in compensated care annually, Roper said.

“Being a public institution is important to what we do, day in and day out. We deliver uncompensated care than any hospital in North Carolina,” Roper said. “We see this as a key part of what UNC Health Care is about.”

Another aspect of the University’s vision, he said, is for the medical school to be the leading public school of medicine in the country.

Currently the school has 160 students in each class, but administrators are exploring the feasibility of increasing the class size to 210. If the school grew, students could spend the first two years studying in Chapel Hill and the last two years at medical facilities in Charlotte and perhaps Asheville.

Roper touched on the many contributions of the North Carolina AHEC (Area Health Education Centers) Program. Created in the 1970s, AHEC includes nine regional centers that provide health care to people across the state. “Our program is held up as the leading example of such a program in the nation.”

Carolina’s contributions to the third aspect of its mission, research, are equally impressive, Roper said. The University Cancer Research Fund, approved by N.C. legislators this past summer, opens the door to countless possibilities, he said.

“This research fund is a stunningly impressive achievement, to which I give credit to Chancellor Moeser and President Bowles,” Roper said. Legislators allocated $25 million this year, $40 million next year and $50 million in subsequent years for the fund. The people in North Carolina have just endowed cancer research with a billion-dollar endowment, essentially. This will provide a tremendous benefit for a long time to come.”

The fund’s executive committee met Sept. 20 to begin mapping out how the fund will be used to benefit cancer research.

In terms of National Institutes of Health research grants, Carolina is 17th among the 135 medical schools in the nation, Roper said.

Interdisciplinary collaborations with units outside the medical school account for $300 million in federally funded research — nearly half of the University’s $610 million in sponsored research, he said.

State Health Plan advises careful evaluation of health-care needs

Balancing individual health-care needs with a monthly budget can be challenging.

At its Sept. 5 meeting, the Employee Forum presented information developed by its Health Benefits Committee on comparative health-care costs for faculty and staff through state-sponsored and commercial plans.

N.C. State Health Plan officials said the data presented were misleading. Rates for commercial products used in the forum’s comparison appeared to be the preferred rates, according to George C. Stokes, executive administrator of the plan. Preferred rates are the best available for the healthiest and lowest-risk individuals.

“Individuals who require medical services would qualify at a much higher rate,” he said. “Depending on the insurance company, they may not qualify at all.”

Stokes said employees should consider the factors involved in health-care coverage, an evaluate their own individual circumstances.

Coverage that saves money for one person may not be an advantage to someone else, he said.

“I encourage all members to ask the hard questions about seemingly comparable health plan options, and to focus on their own real needs for health-care coverage,” he said.

Because the State Health Plan provides coverage to 628,000 members, the rates its members pay are based on the health-care services for the group as a whole, Stokes said.

“The State Health Plan’s three PPO (preferred provider organization) options, two HMOs and one POS (preferred provider organization) plan, and the state’s other health management programs, provide a competitive benefits package,” he said.

“These services may not be offered at the same level through individual plans. Individual policies often contain annual dollar limits on both mental health services and prescription drug benefits.”

The state provides 100 percent of the health-care premium for University employees. If an employee selects dependent coverage, the employee pays 100 percent of the dependent premium.

Throughout its outreach, the State Health Plan was working with UNC system administrators to understand the alternatives to the cost of dependent coverage. Plan administrators said they had communicated their concerns to the forum.
PeopleSoft chosen to implement all of ERP initiative

Last month, the University officially kicked off its massive undertaking to replace aging administrative software systems, the majority of which are more than 20 years old. But the groundwork for the project — known as Enterprise Resource Planning (ERP) — was laid more than a year ago.

Through the ERP initiative, the University will streamline and integrate the computing systems that manage student information, human resources, payroll and finance. The goal is to make these key operations more efficient and effective.

Earlier this year, administrators selected Oracle’s PeopleSoft Campus Solutions to replace Carolina’s outdated student software systems. This first phase of ERP will focus on the 16 campus academic units that manage student processes including admissions, financial aid, student accounts, advising and course registration.

Implementation is set to begin in February.

We need speed, accuracy and efficiency, and our old student information systems, most of which are older than many of our undergraduates, simply do not deliver,” said Shirley Ort, associate provost and director of scholarships and student aid, at the Sept. 12 kickoff.

The current student information systems essentially speak different languages, said Steve Farmer, assistant provost and director of undergraduate admissions. But the new PeopleSoft-based system will bridge the gaps among the various student systems and allow them to share information.

Last month the University announced plans to use the PeopleSoft infrastructure to upgrade the human resources, payroll and finance systems as well.

“We feel strongly that the campus has selected a software product that can provide ample support for each administrative area,” ERP project executive sponsors Bernadette Gray-Little, executive vice chancellor and provost, and Richard L. Mann, vice chancellor for finance and administration, said in a Sept. 4 memo to campus leaders.

The timeline for these later phases will be developed based on the student system implementation.

ERP represents the largest non-capital initiative in University history, Gray-Little said at the kickoff. “When ERP is implemented, it will bring the University into the 21st century in terms of our business practices,” she said. “It requires change in the way we think about doing things and change in how we actually do them.”

Deloitte Consulting, the University’s implementation partner, is helping campus officials think through and execute the various components of this first phase of ERP.

“A group like Deloitte who has done something like this before is very important in providing the vision and roadmap and the expertise we need to pull all these details together,” said Stephanie Szakal, assistant vice chancellor and executive director of the ERP project.

By 2009, the ERP change management team will begin offering training sessions with information tailored to faculty and staff after the initial ERP implementation phase. Training will be offered both online and in a traditional classroom setting.

For information about the ERP initiative, refer to its.unc.edu/erp.

In July, the University’s medical facilities went smoke-free when UNC Health Care, the School of Medicine and Campus Health Services banned smoking anywhere on the property.

To protect the entire Carolina community from the harmful effects of secondhand smoke, Chancellor James Moeser is considering expanding the smoke-free zones on all University property.

As a result of legislation passed by the N.C. General Assembly this summer, Carolina administrators are authorized to extend the no-smoking boundaries to 100 feet from all University facilities, both on and off campus.

Smoking in state-owned vehicles also would be prohibited.

While smoking inside University buildings and facilities has been banned for years, expanding the smoke-free zones outdoors could require significant behavioral changes. For that reason, the chancellor has sought input from faculty, staff and students before establishing a timeframe for an expanded policy.

“I took the policy to the Chancellor’s Advisory Committee, and it was their suggestion that we have a full discussion by faculty, employees and students,” Moeser told the Faculty Council at its Sept. 14 meeting. “We want to do what is right, but we also recognize the conflicting issues of personal freedom and public health.”

Moeser has asked the leaders of the Faculty Council, Employee Forum and Student Advisory Committee to the Chancellor to share their open feedback regarding timing of the policy, issues to consider and ways administrators can work with the University community to ensure a smooth transition.

“I wholeheartedly support an expansion of our no-smoking policy because of its tremendous health benefits for the entire University community,” Moeser said to leaders of each group.

The Employee Forum has already supported an expanded no-smoking policy. At its May 2 meeting, the forum passed a resolution urging adoption of a smoke-free policy like that of UNC Health Care. The resolution called on Moeser to set Jan. 1, 2008, as the effective date for the proposed policy to go into effect.

In the forum’s response to Moeser last month, Chair Erin Patterson asked the chancellor to act quickly to minimize any health risks from secondhand smoke.

At its Sept. 14 meeting, the Faculty Council endorsed a resolution supporting the 100-foot smoke-free boundary with the request that administrators take into account the needs of those who are nicotine-dependent.

The council also endorsed implementing the policy by Jan. 1, 2008.

“Those of us working in tobacco prevention and control are thrilled that the legislature gave the University this opportunity,” said Cathy Melvin, program director and senior research fellow at the Sheps Center for Health Services Research. “This is a well-tested and important way to encourage people to quit smoking. All the pieces are in place to do a good job to move in this direction.”

On Sept. 25 and 26, the Student Advisory Committee in conjunction with the Campus Y committee Table Talk and the Roosevelt Y committee, held forums seeking student input. The student committee will provide its feedback to Moeser on Oct. 4.

Class of ’05 honors Carolina’s 9-11 victims

The enormity of the country’s loss on Sept. 11, 2001 is often measured by the number of people who perished at the World Trade Center, at the Pentagon and in the Pennsylvania countryside.

For most of us, the many fleeting images of sorrow and grief scoured into our collective memories reflect only part of the enormous pain the victims’ families members suffered.

Last month, family and friends of the six Carolina alumni who perished that day came together as the University dedicated the memorial garden that the Class of 2005 built to honor them.

Among those behind the project was draining treasurer T.J. Abrams, who recalled: “For us, the Class of 2005, just weeks into our first year at Carolina, they [the attacks] shocked us at a time when we were already experiencing change and uncertainty. For us, the events of Sept. 11 will always be connected to our Carolina experience.”

The family of Mary Lou Hague filled one of the rows of folding chairs at the ceremony. Pinned to their chets was a portrait of a beaming Mary Lou, revealing how she looked in 1996 in her prom picture. Ten years later, the picture was a reminder that she should be remembered as more than a name or number.

The family sat quietly with the others as the Army, Navy and Air Force ROTC Color Guard presented the colors.

One friend said of King, “He accomplished more in his 42 years than most people do in a lifetime.”

In the same Canton Fitzgerald office that morning was Ryan Ashley Kohart, who grew up on Long Island. A 1998 Carolina graduate, he was a four-year letterman on the lacrosse team and was the team’s co-captain. He loved to read, travel and collect fine wines.

Dora Menchaca was a research scientist and associate director for Amgen, a biotech firm. On the morning of Sept. 11, she was flying back to Santa Monica, Calif., on American Airlines Flight 77, the plane that hit the Pentagon.

She loved to garden and shared that passion with her daughther Imani and son Jaryd, who she left behind along with husband Earl. “She is remembered as a talented and beloved family member, friend and co-worker,”Irvin said.

Christopher Quackenbush was a founding principal in the investment-banking firm of Sandler O’Neill and Partners, with offices in the upper reaches of the South Tower. His parents, three of his four siblings and his niece graduated from Carolina. His grandfather was a Carolina professor for whom Quackenbush in 1996 established the Albert Ray Newsome Distinguished Professorship for the Study of the South.

A 1978 graduate, Quackenbush was a member of the University’s Board of Visitors. Through the years, he made contributions for many Carolina renovations. “He believed strongly in giving back to his alma mater and to his community in many ways, viewing it as his responsibility and an opportunity to do good things to help people and to spread joy,” Irvin said.

Located on Stadium Drive across from Carmichael Residence Hall, the 21st century garden features twin stonewalls facing one another, as well as a bench, trees and plantings. The garden’s cornerstone bears a plaque with the names of the six Tar Heels.

Almost 400 members of the Class of 2005 contributed to the memorial. Together with alumni, parents, faculty and others, they raised about $45,000 for the memorial, which was designed by David Swanson of Swanson and Associates PA in Chapel Hill.
Recycle corrugated cardboard

There is a ban, with accompanying fines, that is in effect at the Orange Regional Landfill on corrugated cardboard boxes. Employees are therefore asked to recycle cardboard boxes.

Remove the contents from boxes, flatten them and place them in designated collection areas in each building.

Exceptions to the ban include boxes that are waxed or contaminated with oil (such as pizza boxes), boxes containing broken lab glass — and labeled as such — and boxes used by the Division of Laboratory Animal Medicine for special purposes. For more information, contact J.J. Tipton (962-7251).

FTC chair to speak Oct. 11

Federal Trade Commission Chair Deborah Platt Majoras will speak at Carolina Oct. 11. The School of Journalism and Mass Communication will present the free, public lecture at 5:30 p.m. in 111 Carroll Hall as part of the Roy H. Park Distinguished Lecture Series.

Majoras’ speech, “The Role of Truthful Information in the Marketplace,” will cover topics including how the FTC responds to the information market.

Registration open for World View meeting

The World View Fall Symposium for K12 Educators and Administrators, “Best Practices in Global Education from Around the United States,” will be held Oct. 24 and Oct. 25 at the Friday Center.

The registration fee is $135 per person, or $425 for a team of four. Register at www.unc.edu/world/regform.shtml.

University celebrations, dedications coming up this month

Chancellor James Moeser will dedicate the Student and Academic Services Buildings (SASB) on Oct. 5 from 4 to 5 p.m. SASB brings together more than 15 University departments in one location. Light refreshments will be served following the dedication.

On Oct. 12, classes will be cancelled from 10 a.m. to 1 p.m. to allow faculty, staff and students to participate in the 214th celebration of University Day, the anniversary of the day on which Carolina’s cornerstone was laid.

It will be held from 11 a.m. to noon in Memorial Hall. Michael Hunt, Everett H. Emerson professor of history, will speak, and Distinguished Alumni and Alumnus Awards will be presented. For more information, see www.unc.edu/universityday.

Later that day the FedEx Global Education Center, located at 301 Pittsboro Street, will be dedicated at 4 p.m.

Training for babysitters to be held Oct. 29

Human Resources’ Work/Life program is taking advantage of a teacher workday or vacation day on Oct. 29 for Alamance/Burlington, Wake County and Durham County schools by hosting an American Red Cross babysitter training course on campus.

The cost of the class is $35 and is designed for 11- to 14-year-olds. For more information, e-mail Aimee Krans (aimee_krans@unc.edu).

Women’s leadership council sponsors mentoring award

The deadline is Jan. 18, 2008 to make a nomination for a Faculty Mentoring Award sponsored by the Carolina Women’s Leadership Council. Each winner receives $5,000.

The 130-member council is a network of women from across the country committed to supporting the University and students’ educational experiences. The awards recognize outstanding men and women faculty members who mentor students and junior faculty as they make career decisions and embark on innovative research, public service, teaching and educational opportunities.

Submit nominations online by Jan. 18, 2008 by visiting www.unc.edu/pecgi-bin/WH- CMA_viewapp.pl. For complete information about award criteria, see provost.unc.edu/announcements/facmentoraward.

Nominate research administrator for Blackwood award

The deadline is Nov. 15 to make a nomination for the fourth annual W. Scott Blackwood Excellence in Research Administration Award. This award will recognize a University employee for meritorious and distinguished accomplishments in research administration at the University. A $500 cash award will be presented to the selected research administrator.

Nominations must be received by Nov. 15. Submit nominations electronically to: research excellene@unc.edu.

Sites of Struggle’ symposium reflects on status, gender relations

Faculty in the Department of African and Afro-American Studies and the Curriculum in Women’s Studies, as well as the Institute of African American Research, have organized the "Sites of Struggle" symposium on Oct. 8 at the Stone Center. It will provide the community with an opportunity to engage in critical reflection on the impact of recent developments on the status of women and gender relations in African-American Communities.

Symposium speakers will be Melissa Harris-Lacewell, of Princeton University; and Moya Bailey, of Emory University.

For more information, refer to www.unc.edu/iaaar/struggle.htm or call Demetria Howard-Watkins (962-0977).

Exhibit of British Romantic writers opens with Frankenstein lecture

Rare editions of some of the best-known works of British literature will be on exhibit same day as the event.

Due to high demand, groups will be allowed only one weekend (Friday or Saturday) use Memorial Hall for University departments and officially sponsored events. Rehearsals in Memorial Hall or Gerrard Hall for University departments and officially sponsored events are limited to one weekend per semester.

Requests to reserve Memorial Hall or Gerrard Halls for University departments or officially recognized students organizations are now being accepted from the online request form: www.carolinaperformingarts.org/aboutus/reservations.aspx. Refer to this page for more information, including information about fees.

For more information, call 843-7776.
Innovation Center designed to put Carolina North on the map

When visiting San Francisco, most tourists flock to see the Golden Gate Bridge, the internationally recognized symbol of the city, considered the engineering marvel of its age when the bridge opened in 1937.

Seventy years later, the San Francisco marvel that has caught the eye of Carolina’s Mark Crowell lies on the edge of the city in Mission Bay. Crowell is associate vice chancellor for economic development and technology transfer.

Once an industrial wasteland, Mission Bay is now home to a satellite campus for the University of California at San Francisco and, next to it, the burgeoning life science complex that is being developed by Alexandria Real Estate Equities of Pasadena, Calif.

Three of the seven buildings planned for the complex are complete including a five-story commercial building designed to cater to companies of all sizes. Its second floor is a “science hotel” built in configurable pods and designed for early-stage biotech companies with five or fewer employees. Tenants can add extra pods or office space as needed. The third and fourth floors are designed to accommodate slightly bigger companies, while the fifth floor has high-end office space leased to financial and venture capital institutions. The first floor features retail stores and a wellness center.

Over the past year, the University has worked closely with Alexandria to develop a model for the proposed Innovation Center at Carolina North — work that Chancellor James Moeser and other University leaders sought to advance by asking the Town of Chapel Hill last month for approval of a special-use to advance by asking the Town of Chapel Hill last month for approval of a special-use to advance by asking the Town of Chapel Hill last month for approval of a special-use to advance by asking the Town of Chapel Hill last month for approval of a special-use to advance by asking the Town of Chapel Hill last month for approval of a special-use to advance by asking the Town of Chapel Hill last month for approval of a special-use.

For this reason, University officials are eager to move forward with plans for the new center.

Discussions with Alexandria began more than a year ago. Although Marcus has not said anything about walking away from the project, Crowell said, it is important to keep the momentum because Alexandria is in such high demand around the country.

“Alexandria is a blue-chip, crème de la crème partner, and we are trying to do everything we can to ensure we maintain steady and solid progress with this project,” Crowell said.

Not just another incubator

In the same way that the Golden Gate Bridge stretched the limits of engineering 70 years ago, the Innovation Center will move beyond the bounds of a traditional business incubator that offers start-up companies low-cost space, office support and mentoring.

In its Sept. 3 issue, Business Week highlighted a new “supercharged” model in “Now Hatching: A New Type of Incubator with Extra Oomph.” The article detailed how scientists and academics who have the technologies to start a new company often lack the business experience and access to capital to keep their businesses afloat.

This new model has been called an incubator because venture capital firms back it. In the Business Week article, Dinah Adkins, president of the National Business Incubation Association, likened it to “an incubator on steroids.”

That story quoted Crowell talking about how the Innovation Center at Carolina North would use that kind of model. “What’s different is you have a focused management team and early investors with deep enough pockets to provide follow-on rounds of financing,” Crowell said.

The details of an accelerator were explained in a July 2007 paper, “Finding Business ‘Idols’: A New Model to Accelerate Start-Ups” sponsored by the Ewing Marion Kauffman Foundation.

The authors compared the growth of new entrepreneurs who are changing the face of the venture capital industry to the way Simon Cowell revolutionized the music business with his “American Idol” television series.

Whereas “your father’s business incubator” was a real estate deal with start-ups as tenants who paid for shared overhead, an accelerator is a full partnership, the paper said.

“The accelerator typically provides much more space and common management services to start-ups,” the paper said. “It helps form companies as legal entities, interviews and hires the appropriate initial management team and lends its own management expertise. In short, the accelerator becomes the ‘new company’ through seed-stage development.”

How does a company join an accelerator?

Meeting as contestants on American Idol audition their skills before a panel of judges, research scientists must compete for a limited number of slots on the accelerator’s team.

In addition, accelerators often concentrate on specific industries in order to assemble people with similar educational and business backgrounds to come up with cutting-edge commercial advances. The theory is that a group of potential entrepreneurial supernovas will hatch more and better ideas than individuals in isolation will, the paper explained.

The first known accelerator was The Foundry Inc., which opened in 1998 in Menlo Park, Calif., with a focus on medical device development.

The company has raised more than $200 million to launch 10 medical device companies that were spun out of The Foundry’s in-house research team or technology from outside inventors that the team vetted. These 10 companies employ more than 350 people and have already generated more than $1 billion of value to their founders and investors, the Kauffman paper reported.

Only a handful of other accelerators exist or are being developed, such as the Accelerator Corp. in Seattle specializing in biotechnology that Alexandria also developed. The paper also mentioned the new accelerator to be developed between UNC and Alexandria.

“Our impression is that the floodgate has opened and more accelerators will be created nationally and internationally,” the authors said.

The longer view

Over the past year, Crowell, along with Tony Waldrop, vice chancellor for research and economic development, have emphasized that Carolina is one of the few public universities without a research park or incubator where researchers could seek private partnerships to test discoveries that have commercial potential, Chancellor James Moeser believes the Innovation Center is crucial. For the past year, the University has worked closely with Alexandria Real Estate Equities of Pasadena, Calif., to develop a model for the center. Alexandria has created science and technology incubators around the world, from San Francisco and Seattle to Cambridge and Washington, D.C., in the United States and Scotland, Canada, China and India overseas.
in all of his good work. I also salute his wife, Susan, whose contributions have been many. The people of the state are much in the debt of this dedicated couple."

—William C. Friday, UNC president emeritus

Chancellor Moeser is a fantastic man who dedicated his tenure at UNC-Chapel Hill to not just talking, to not just projecting, but to actually bringing into fruition the reason why Carolina is an incredibly successful university. His tenure raised the stature of UNC-Chapel Hill in the international community. A better chancellor could not be found. I wish him and Susan all the best as they begin the next chapter of their lives.

—Marc Basnight, president pro tempore, N.C. Senate

Chancellor Moeser has earned our thanks for his many years of dedicated and effective service educating the people of North Carolina. It has been a pleasure to work together for our great University.

—Joe Hackney, speaker, N.C. House of Representatives

The value of faculty governance is founded on trust between the administration and the faculty. From his first day as our chancellor, James Moeser has engaged faculty governance in issues of importance on campus. ... Definition by example is an excellent pedagogical tool, and James Moeser has repeatedly defined through example Carolina's aspiration to be 'the nation's leading public institution.' His ability to step forward with the UNC flag unfurled at the right moment has been effectively leveraged by his wisdom in letting the faculty lead the way in their daily activities without interference.

—Joseph Templeton, faculty chair and Francis Preston Venable professor of chemistry

James Moeser has been a generative leader in every sense, unifying the campus, earning the respect of peers in the Southeast and across the country, bringing to one of the nation's most important university positions a unique combination of good will, common sense, decency and wisdom. By the Carolina Covenant and other steps to level education's playing field, he has reshaped the way we think about opportunity and decency. Carolina has a long history of great leaders. James Moeser has earned a high rank among them, and in the process taught a valuable lesson on the subject of what it is to be a good man.

—John T. Casteen III, president, University of Virginia

For the past seven years, James Moeser has set the standard for Carolina's pursuit of academic quality. ... Although we may be friendly rivals in certain areas, N.C. State and UNC-Chapel Hill have built strong alliances as sister institutions and as leading research extensive universities. Our shared commitment to serving the needs of our state has led to many successful collaborations including our joint biomedical engineering degree programs and the Dole initiative in Kannapolis. I'm grateful to James Moeser for his collegiality and his eagerness to work together to benefit our state, our nation and the world. His vision and leadership at Carolina will have a lasting influence.

—James B. McLaughlin, chancellor, N.C. State University

Moeser touches on achievements, challenges

Editor’s note: Following are excerpts from the State of the University speech given Sept. 26 by Chancellor James Moeser:

Let me say a word about the North Carolina General Assembly’s budget, which may be the best in the University’s history. ... The General Assembly made a stunning series of allocations including meaningful salary increases for faculty, a well-deserved raise for our staff and the creation of the University Cancer Research Fund that will help put Chapel Hill on the map as one of the world’s pre-eminent institutions leading cancer research. ...

This year’s first-year class is again the most academically qualified in Carolina’s history. We received over 20,000 applications, up from 16,000 a decade ago. The average SAT score for this fall’s first-year class was 1302; 10 years ago it was 1220. This year 77 percent of our newest students graduated in the top 10 percent of their high school class; a decade ago it was 66 percent. This year’s class is also more diverse than ever.

Chancellor Moeser shows heartfelt emotion at the end of his speech.

Carolina leads the nation in access and affordability. Through several key policy decisions, Carolina has become more affordable to a larger number of North Carolinians than ever before. ... We also set the bar high for graduation rates, a critical measure of undergraduate quality. Our goal is to match the six-year rates for Berkeley, UCLA and Michigan by 2010. Last year, they were at 87 percent, while we were at 84 percent. It is too early to report progress on this front.

For the first time in several years, the General Assembly included additional funding for tuition remissions to help us recruit and retain outstanding graduate students, who constitute nearly 40 percent of our students. They are the faculty’s partners in teaching and research and make invaluable contributions to undergraduate education.

Faculty compensation

With regard to faculty, we have improved how we pay, recruit and retain them because they are this University’s number one priority. Our goal is to take average faculty salaries up to the 80th percentile of our peers. We are roughly at the 50th percentile, and we may reach the 80th percentile as early as next year ....

More competitive salaries are helping recruitment and retention. Last year we retained 72 percent of faculty who received offers to whom we made counter offers. That was our best showing in five years. We were at 52 percent in 2006 and 40 percent in 2003. ....

Research and creativity

The most critical problems of our society require all the resources of a great research university — in ethics and values, the creative arts, as well as science and technology. ... This is where Carolina excels, where the low stone walls of our campus become a metaphor for our ability to work together to solve big problems.

For our science faculty, the principal metric of success is sponsored research. Total grants and contracts grew by 2.9 percent in 2007 to more than $610 million — more than double where we were a decade ago. These gains came even as funding from the National Institutes of Health began to shrink after its budget doubled in the 1990s. ....

Creating a margin for excellence

The Carolina First Campaign, the most successful fundraising effort in University history, ends in three months well over the $2 billion goal. We exceeded that goal in February when we recorded the largest single pledge in UNC history, the $50 million commitment to the School of Public Health by Dennis and Joan Gillings. Our campaign total does not include the magnificent $100 million gift to the John Motley Morehead Foundation from the Gordon and Mary Cain Foundation, nearly doubling its endowment.

This morning, we announced an anonymous $5 million gift to benefit the honors program through five new endowed professorships to recognize Peter Grauer and William Harrison — alumni who have served Carolina with great distinction. That exceeds the campaign goal of creating 200 new endowed professorships. We are heading to the campaign’s finish line with a special drive for faculty support, increasing that goal by an additional $100 million to $500 million.

For students, our donors have established 544 undergraduate scholarships and 188 graduate fellowships. Our endowment has surpassed $2 billion, over twice what it was seven-and-a-half years ago, a result of gifts and successful endowment management. ....

Our massive building program is adding 6 million square feet to the main campus. This program is grounded in core values of architectural quality and sustainability. The 2000 Higher Education Bonds brought $155 million for new buildings and renovations, and we more than kept our promise to triple this investment by North Carolina taxpayers. ....

See Speech, page 14

Schwab to chair chancellor search committee

Nelson Schwab III, the immediate past chair of the Board of Trustees, will chair the search committee to recommend a successor to Chancellor James Moeser.

Roger Perry, current board chair, and Karol Mason, the board’s vice chair, will serve as vice chairs of the 19-member committee, which also will represent students, faculty, staff and alumni. Erskine Bowles, UNC system president, will charge the committee at its first organizational meeting at 3 p.m. Oct. 12 in the Wilson Library Assembly Room. The committee also will be briefed on open meetings laws and confidentiality.

A second meeting has been scheduled at 1 p.m. Oct. 16 at the Paul J. Rizzo Conference Center at Meadowmont. The committee will interview three search firms.

Perry said the committee would conduct a national search to find the most qualified person, who might even be among the Carolina community now. “We want another great leader who shares the same ideals that James has of making this the leading public university in America and one whose primary mission is to educate and serve the people of North Carolina.”

Schwab said the search committee would hold two public forums on Oct. 26 and 30 where members of the Carolina community and the public could share the characteristics they hope to see in the next chancellor.

He said the committee would not leave any stone unturned and would work to make the search process as open and transparent as possible. A Web site, www.unc.edu-chan/ special, will post updates on the search process.

The search committee eventually will recommend finalists to the full Board of Trustees, who vote on recommending finalists See Search, page 14
Chancellor James Moeser took office in August 2000. In the past seven years, the University has made significant progress toward the vision of becoming America’s leading public university.

His focus has been to make the University the best that it can be to help make North Carolina as successful as possible. Carolina has set an example in many ways on issues including affordability, early decision admissions, diversity, quality teaching, research funding, public service and engagement, and global outreach.

These pages highlight some of the University’s many milestones during Moeser’s tenure as chancellor. For more about Carolina under Moeser’s leadership, refer to www.unc.edu/chan/special.
Carolina Covenant (left): Launched in 2003, the initiative guarantees a debt-free education to qualified low-income students. Announced during Moeser’s annual State of the University speech, the Carolina Covenant marked a first for a major public university. It has served as the model for about 40 similar initiatives in other universities and at least two states. To date, around 1,400 students have benefited from the program. The first class of Carolina Covenant Scholars will graduate in May 2008.

Global Mission (right): The University has strengthened its focus on internationalization and a global mission. Examples include completion of the FedEx Global Education Center, designed as a vibrant hub of international studies, academic services, research, public service and cultural exchange. The building will be dedicated on University Day this year. The University now has more than 300 study abroad programs in 70 countries, ranking second among public U.S. research universities for the rate of undergraduates going abroad — at 35 percent, up from 15 percent in 2000.

Undergraduate Education (left): The University was recently reaccredited by the Southern Association of Colleges and Schools. In April 2006, a site review committee reviewed the University’s compliance report responding to 80 accreditation standards for good practices across nine areas of campus operations. The process, which concluded last year, also included creation of a Quality Enhancement Plan (QEP) to improve undergraduate education. One result of the QEP, Maymester, launched in 2007 to offer undergraduates an intense three-week course at the end of the spring semester.

Faculty Research (right): Faculty research funding topped $610 million in fiscal 2007, up 2.9 percent from the previous year and more than twice as much as a decade ago. Key areas include a genome sciences initiative, an Institute for Advanced Materials, Nanosciences and Technology, and the Renaissance Computing Institute. Cancer is another major emphasis enhanced with the construction of the N.C. Cancer Hospital, which will provide a clinical home for the Lineberger Comprehensive Cancer Center. Last summer, the General Assembly created a new fund for cancer research for the University at a permanent level of $50 million annually.

Faculty Salaries and Retention (top): The University’s number one priority is boosting faculty salaries. Carolina’s goal for average pay for tenure and tenure-track faculty is to match the 80th percentile of the Board of Governors-approved peer group. Carolina expects to reach the 50th percentile of its peers this year. Faculty retention also has improved. In 2006-07, the University retained 72 percent of faculty who received outside offers and to whom the campus made counter offers — the best performance in five years. Major factors were two consecutive years of excellent faculty salary appropriations from the General Assembly and a new recruitment and retention fund made possible by legislators last year at UNC President Erskine Bowles’ request.

Performing Arts (bottom): Through the renovation of Memorial Hall, planning for the Arts Common and a reorganized management model for the arts, the University has positioned itself as a performing arts destination for patrons — a cause Carolina donors have endorsed. The Memorial Hall renovation was made possible by the state bond referendum and donor support. Progress on the Arts Common is now highly visible, with renovations under way for Person and Gerrard halls, along with Old Playmakers, a National Historic Landmark, and with construction on a new music building.

“Every part of the University is positioned for the kind of distinction that we expect at Carolina.”

Chancellor James Moeser
Faculty/Staff News & Notes

University awards recognize 2007 employee excellence

Seven Carolina employees were recognized for their outstanding contributions Sept. 24 at a luncheon at the Carolina Inn. Five people received the Chancellor’s Awards for Excellence and two received the Excellence in Management Awards.

The Chancellor’s Awards were established in 1991 to recognize contributions made by University employees based on meritorious or distinguished accomplishments. Recipients receive a monetary award of $1,000, a special leave award of 24 hours and a framed certificate, presented by Chancellor James Moeser.

Winners of Chancellor’s Awards were:
- Angkana Bode, facility architect in Facilities Services;
- Betty Brown, acting director of outreach programs at the Morehead Planetarium and Science Center;
- Virginia Carson, director of the Campus Y;
- Bruce Egan, manager of the ITS (Information Technology Services) Response Center; and
- Donna Redmon, associate University registrar.

The Chancellor’s Award winners also become the University’s nominees for the State Employees Awards for Excellence — the highest honor a state employee can receive. Egan has been tapped for a statewide award in the category of Public Service. He will be among 15 state employees honored Oct. 15 in a ceremony at the N.C. Museum of History in Raleigh.

Bode

It is a given that Bode’s architectural designs are completed and tracked in a timely manner and that her project designs exceed client expectations, according to her coworkers in Facilities. She is known to be extremely responsive to client concerns, creative in her design solutions and a strong advocate for her projects and clients.

Equally impressive to her co-workers, though, is Bode’s unofficial role as caretaker of the division’s morale. She has organized the department’s appreciation celebrations, walking teams, retirement parties, baby showers and holiday gift exchanges.

As one nominator wrote, “She has a zest for life and she helps others wherever she can. ... Her ability to accomplish is phenomenal.”

Brown

Brown has been commended for her impact on science education across the state. “Her work through the DESTINY Traveling Science Learning Program alone would warrant strong consideration for this award. Factor in her many years as a teacher in the state, and you would have a hard time finding a more deserving individual for this honor,” a nominator wrote.

“Whether she’s writing innovative curricula in the office, training teachers at workshops or helping students conduct experiments during DESTINY’s numerous annual visits to high schools across North Carolina, Betty has left her mark on the way science is taught and learned in this state. ... The people in this state will be reaping the fruits of her labor for years to come.”

Carson

Carson has been recognized for the excellence with which she approaches both her expected job responsibilities and the additional work she takes on — challenges like the Carolina United student leadership retreat and the Ford Foundation Difficult Dialogues initiative.

“For the last seven years, she also took on the huge challenge of raising almost $3.5 million and overseeing every step of the renovation of the Campus Y,” said a nominator.

Nominators described the fruits of her dedication and efforts as a “vibrant, creative home for student activity, campus dialogue and a University gathering place” and “a beautifully renovated, better-than-ever Campus Y building ready to meet the needs of this and future generations of UNC students working for social justice.”

Egan

Called a visionary and an inspiration to his staff, Egan has been cited for his devotion to his job, his co-workers and the University.

“As the manager of the ITS Response Center, Bruce demonstrates outstanding leadership, overseeing the first point of contact on campus for IT support,” said a nominator. “Bruce is dedicated ... also to helping the Carolina community at large through the establishment and stewardship of the Carolina Family Scholarship.”

Another nominator said, “I have personally seen Bruce extend a hand up to those who are struggling with a personal crisis. ... Many people have a desire to contribute to their community. Bruce turns that desire into action — in ever-increasing circles. ... The quest for excellence extends to serving not only your customers but also your colleagues.”

Bray

Known as the mastermind behind renumbering all the courses at Carolina, bringing them into the 21st century, Bray led the technology team through the years-long development and implementation of the new general education curriculum requirements.

Excerpts from his nomination letters include: “He creates a strong, healthy work environment in which all members of the group are happy to do their best. ... I have spoken with other people who work for Joe, and we feel that we have grown professionally and personally while working for Joe. ... Joe would tell you that his team makes him look good, but members of his team would tell you that it is Joe who has given us the savvy and the opportunity to excel.”

McKee

McKee, called a consummate professional by her colleagues, is responsible for research administration including effective allocation of resources and budgeting, and management of staff.

Nominators said that her “hard work, complete competence and willingness to do what is needed truly exemplify the scholarly mission” of the school. “She provides incredible customer service to the research community. ... She proactively helps the members of our department obtain grants funding, keeps us on schedule and lets us know about fruitful funding opportunities. One of the best resources she has provided is a streamlined procedure to use the University’s software for managing grants.”

Another said, “McKee is perhaps the most crucial single component to our department’s current and continued success.”

Excellence in Management Awards

The awards were established in 1998 to recognize accomplishments in management. Recipients receive a monetary award of $500 and a framed certificate, presented by Richard Mann, vice chancellor for finance and administration. Winners of Excellence in Management Awards were:
- Joe Bray, applications specialist with ITS; and
- Evelyn “Evie” McKee, business manager in the Department of Biostatistics.

Brenda Malone, right, associate vice chancellor for human resources, presents Excellence in Management Awards to, from left, Joseph Bray and Evie McKee.
2008 employee benefits: new and changing

The 2008 annual enrollment window runs from Oct. 1 through Nov. 2. During this time, you’ll have an opportunity to enroll and make changes to your NC Flex and University benefit program elections.

Employees will receive enrollment packets via campus mail in early October. Review your packet for information on rates, enrollment meetings and assistance, and instructions for making your elections for 2008. Elections made during this enrollment period will be effective Jan. 1, 2008.

Paper enrollment forms will not be accepted for the NC Flex benefit program for 2008; enrollment must be completed online or by phone. The Office of Human Resources will be available throughout October to provide computer access and enrollment assistance, and to answer questions you may have about any of these benefit plans. Refer to the Enrollment Schedule enclosed in your NC Flex enrollment packet for dates and times that representatives will be available on campus. Paper enrollment forms will be accepted for University benefits.

Dental Plans
United Concordia is replacing National Pacific Dental as the new dental carrier under the NC Flex benefit program. Rates are increasing at an average of 2.09 percent for the High Option and 6.43 percent for the Low Option.

The Low Option deductible is decreasing to $25 per individual and $75 per family. The High Option out-of-pocket maximum is increasing to $1,250 per calendar year, and the lifetime orthodontic treatment under this option is increasing to $1,500. If you are enrolled in either option and would like to keep your coverage, you do not need to re-enroll; your coverage will be transferred to United Concordia automatically and you will be sent new dental identification cards.

Assurant Dental is the University’s dental carrier. Rates are increasing by 8.58 percent. This plan will also increase the out-of-pocket maximum to $1,250 and the lifetime maximum for orthodontic treatment to $1,500. The University’s dental plan will now cover domestic partners.

Supplemental Medical
Kanawha is the insurance carrier for the NC Flex program. Enrollment in this plan declined due to the SmartChoice PPO plans options offered by the State Health Plan, so the plan has been cancelled. If you are enrolled in this plan, your coverage will be terminated as of Dec. 31, and deductions will be stopped. There is no replacement plan for Supplemental Medical.

Flexible Spending Accounts
Aon Consulting is the third party administrator of the flexible spending accounts for NC Flex. If you elected either a Health Care Flexible Spending Account or a Dependent Day Care Flexible Spending Account in 2007 and wish to continue your coverage in 2008, you must re-enroll and designate annual contribution amounts for 2008. The plan continues to have minimum monthly amounts required to participate, but has removed the monthly maximums. Please read more about benefit waiting periods and other limitations before making a decision to enroll. You can find detailed information about flexible spending accounts in the NC Flex Enrollment Booklet on pages 6-12.

Cancer Insurance
Allstate Workplace Division (American Heritage Life Insurance Company) provides cancer insurance under NC Flex. There are no changes to benefits and coverage levels for Cancer Insurance. If you have any questions about this enrollment, contact your HR facilitator.

For the Record
The Sept. 12 issue of the Gazette incorrectly listed Alan Stewart Murray’s title. He is executive editor of the Wall Street Journal Online.
Eating habits may change during pregnancy, study shows

Things are complicated when you’re pregnant. Your body looks different. Your habits change. For example, if you've been living with an eating disorder, you might find that it goes into remission during your pregnancy. On the other hand, if you've never had an eating disorder, you may be more vulnerable to developing one while you’re pregnant.

According to a study led by Carolina’s Cynthia Bulik, professor of eating disorders in the School of Medicine and the nutrition department in the School of Public Health, health care professionals should be on the lookout for unhealthy changes in eating habits in pregnant women, especially those women with lower levels of education and the lowest income.

To get their results, Bulik and her colleagues at Carolina and the Norwegian Institute of Public Health followed 41,000 pregnant Norwegian women who were part of a population-based study that examined several public health aspects — from environmental exposures in pregnancy to autism to eating disorders, Bulik said.

The women enrolled in the study during their 17- to 18-week ultrasound, and some have been involved for almost seven years; researchers plan to continue enrolling women until the cohort is 100,000 strong.

“We need to be very vigilant across the socioeconomic spectrum to screen for the development of disordered eating during pregnancy,” Bulik said. “It's possible that pregnancy is even more stressful for women with poorer social support and resources, meaning that pregnancy becomes more of a vulnerability window for them.”

The researchers were surprised to find that many women who had never had binge eating disorder developed it once they became pregnant. Researchers also found that the women who already had binge eating disorder were more likely to continue binging than they were to go into remission.

But what is binge eating disorder? And how is it different from feeding a craving or simple overeating, something most of us have done at one time or another?

The main difference, Bulik said, is that people with binge eating disorder tend to lose all control with their eating, quickly consuming inordinately large portions of food on a regular basis, even when they are not hungry. They eat until they are past the point of being full and, out of embarrassment, they often eat alone. Unlike people with bulimia nervosa, binge eaters don’t vomit or otherwise purge the food they’ve eaten.

According to a 2007 survey from Harvard and McLean Hospital, binge eating disorder is the most common eating disorder, and it affects some 3.5 percent of U.S. citizens. It is a dangerous harbinger of various health problems, such as obesity, depression, insomnia, diabetes, heart disease and cancer.

What is unknown, Bulik said, is what effect the mothers’ binge eating disorder will have on the children. She and her colleagues will follow the 100,000 women and their children into adolescence to see how and if fluctuating nutrients during gestation affect a child’s birth weight, development, or eating patterns.

Other Carolina authors of the study, which was published in the August issue of Psychological Medicine, include biostatistician Ann Von Holle; Robert Hamer, professor of psychiatry; Anna Maria Siega-Riz, associate professor of nutrition and epidemiology; and Patrick F. Sullivan, professor of psychiatry and genetics.

Writer: Margarette Nathe
Editor: Neil Caudle

ECM system aids in paperless communications

A Carolina admissions application reviewer pulls up an applicant’s file on her computer to check that all the relevant documents are there: application, transcripts, letters of reference and correspondence. The application is complete. All the documents are scanned, converted to a PDF and attached to the applicant’s secure file.

Across campus, an administrative assistant is asked to collect information on what documents and links appear on his department’s Web site. He uses an automated report function to compile a complete list of what is known as “assets.”

Carolina is about to take an important step to make those scenarios a reality.

On Sept. 19, the University released a public request for information for enterprise-class document management and Web content management applications, two key components of what is commercially known as an enterprise content management (ECM) system.

An ECM provides a single system that manages and delivers content including documents, Web pages, brochures, digital images and electronic forms, much the same way an Enterprise Resource Planning (ERP) system streamlines data transactions and services across an entire organization. An ECM is essential to create a paperless communications system.

“An ECM system is a structured repository where content can be stored in a single Web-accessible place,” said Stephanie Saakal, assistant vice chancellor for Enterprise Resource Planning. “It establishes a workflow for creating, editing and managing content.”

The University has formed an ECM project committee, and Provost Bernadette Gray-Little has asked the group to evaluate and select a campuswide system that meets the University’s broad information management needs in terms of document and Web content management.

“We expect the new enterprise solution to provide broad functionality and to meet the variety of needs across campus in an integrated manner,” said DeAnn Baucom, director of the Office of Student Accounts and University Receivables and chair of the ECM project committee. “We are moving to a more paperless way of doing business.”

It is also important that the new system is able to interact seamlessly with the University’s ERP software, she said.

“We’ve identified several areas within the University’s ERP student implementation that will benefit greatly from an ECM solution,” she said. “It makes sense to ensure that the two will be able to work together and talk to each other moving forward.”

The second part of the committee’s charge is evaluating ECM systems based on their Web content management capability. The University plans to select an application that will support efforts to improve the University’s presence on the World Wide Web.

“There has been a great deal of interest and demand across campus for a Web content management system,” said Audrey Ward, assistant vice chancellor for Information Technology Services communications. “The ECM will provide a long-awaited and much needed way to effectively and efficiently manage University Web sites.”

The application will play a key role in the redesign of the University’s main site and allow for centralized control of branding, site architecture, navigation and presentation. As a result, the University’s home page and other top-level pages will have a consistent look and clear navigation. It will also give editors across campus who may have limited time and/or technical ability a manageable tool for publishing and managing high-quality Web content.

Vendors will have one month to respond to the request for information, and the committee plans to choose a solution by the end of the year.

Charlie Green, from Information Technology Services, dons head gear before he embarks on a virtual reality tour. The tours were offered in conjunction with the Oct. 3 Games4Learning Symposium, which explored multiplayer online and computer games and their use in the curriculum at UNC. To join a community of interest, see LearnIT.unc.edu/Games4Learning.
Honors program gift yields expansion, creation of 5 professorships

A $5 million gift will increase the number of first-year students in Carolina's honors program by 30 percent and recognize the contributions of two alumni by creating five new professorships in their names. The gift, from an anonymous donor, qualifies for a $2.5 million grant from the North Carolina Distinguished Professors Endowment Trust, bringing the gift's total value to $7.5 million when matching state funds become available.

These recent professorships will allow the honors program to offer more courses. They will honor Peter T. Grauer, who earned a bachelor's degree in English in 1968, and William B. Harrison Jr., a 1966 graduate with a bachelor's degree in economics. Grauer is chair and president of Bloomberg LP in New York and has chaired the honors advisory board in the College of Arts and Sciences since July 1997.

Harrison, retired chair of JPMorganChase and Co., received the William R. Davie Award in 2004, the highest honor bestowed by the Board of Trustees. Both men live in Greenwich, Conn., with their families. The gift's expanded impact has long been nationally recognized by The Fiske Guide to Colleges as "one of the best and most accessible in the country." Established in 1954, the program continues to serve as a national model for universities.

"This generous gift provides the means for the general faculty to offer students an especially rich academic experience through special seminars and undergraduate courses," said Chancellor James Moeser. Of the $5 million, $2 million will be used to establish five new professorships — and more available honors courses — 260 students in future classes will receive invitations.

"Thanks to this gift, we will be able to greatly enhance Carolina's ability to recruit top undergraduate students. We're particularly excited by the fact that it will help us keep north Carolina's best and brightest here at home," said James Leloudis, associate dean for honors.

Any of the 120 honors courses are open on a space-available basis to all students with a "B" average. Students who are not invited to join the program may apply during their first year with special consideration.

The gift puts the Carolina First Campaign over its goal of creating 200 endowed professorships; these latest five professorships make a total of 204 during the comprehensive, multi-year, private fundraising campaign that has raised more than $2 billion to support Carolina's vision of becoming the nation's leading public university.

Carolinas North from page 1

Moeser in spring 2006. In addition, it was informed by a series of public sessions held to gain additional community input on various land use plans that were considered. And it had been subjected to analysis during a series of technical workshops and a detailed ecological assessment report. Together, they form the basis of a land use plan on the already-developed portion of the tract, the Horace William Airport.

The plan will be refined based on a transit study that the University commissioned in partnership with the towns of Chapel Hill and Carrboro. In addition, Evans said, a six-month fiscal impact study is about to begin.

In the first phase of the project covering the first 15 years of development, an estimated $220 million will be invested in infrastructure alone. Evans said those investments would capitalize on opportunities to enhance sustainability and to make use of advances in technology yet to be developed.

Bob Winston, chair of the trustees' Buildings and Grounds committee, said he had been involved with large real estate projects through his business, but he had never seen this much knowledge brought to bear on a project from its inception. Evans said the next step was to make necessary changes to respond to trustees' comments and then move forward with the plan's permit process. As for how long that would take, Evans said, "I would not try to handicap that one."

Tuition from page 3

6.5 percent for the 2007-08 school year. For increases about to be considered for the 2008-09 school year, that formula may get more complicated, Gray-Little said. That's because the board guidelines linked the size of tuition increases allowed in subsequent years to the level of operating appropriations from the General Assembly that were above 6 percent.

For example, if the General Assembly appropriated a 7 percent increase in University appropriations one year, it would be 1 percent over the 6 percent threshold in the formula. As a result, the 6.5 percent increase on tuition and fees might be reduced by a corresponding 1 percent, down to 5.5 percent.

Not knowing exactly how the percentage of increase in state appropriations will be calculated further complicates this formula, Gray-Little said.

Board of Governors officials said last week that percentage increases in state appropriations varied from institution to institution last year and that the exact numbers have not yet been calculated.

Moeser, in his comments to trustees, said he did not think this was the year to seek large increases in light of the generous state support that made the current fiscal year one of the best in years for state support.

The tuition task force, which always includes two trustees as members, will also explore how much out-of-state tuition can be raised without reducing access and quality in the pool of highly-qualified students from outside North Carolina who apply here.

During the board's Audit and Finance Committee, Gray-Little presented data to show that the University could eke out additional tuition revenues, so long as the size of the increase, by applying campus-based increases to all students across the campus. Currently, professional students subject to school-based tuition increases are exempt from the campus-based tuition increase all other students pay.

For increases since 2004-05 campus-based tuition increases at Carolina have generated a total of $35.45 million, Gray-Little reported. Of that amount, $13.69 million was reserved for need-based student aid based on a fixed policy of reserving at least 35 percent of total revenues for that purpose.

Of the remaining revenues, $14.9 million since 2004 have been earmarked for strategic pay raises for faculty, $2.56 million for fringe benefits, $3.13 million for teacher assistant salaries and $1.15 million for campus-funded graduate tuition remission and academic support.

Gray-Little showed a chart suggesting how excluding select students from campus-based tuition increases had resulted in the cumulative loss of $7 million over that same period — money that could have been used to raise faculty pay still further and close that $11 million gap in funding needed to reach the 80th percentile in pay.

Paul Fulton, chair of the audit and finance committee, urged the board to consider reviewing the policy in light of the financial implications that Gray-Little's report revealed.

Gray-Little, in a later interview, pointed out that uniformly applying campus-based tuition increases had been the original policy used when campus-based increases were first allowed nearly a decade ago. "I certainly hope we return to that practice," she said.

A year ago, the tuition task force backed a recommendation to do just that, but trustees rejected it.

Ask about Fulton's interest in reviewing that policy, Gray-Little said she viewed it as critically important to the tuition process as it unfolds. "I am very pleased it is going to be reviewed and we are talking about it in a way that the (financial) implications are fully understood," Gray-Little said.

Gray-Little also presented to the full board several different models to consider that differ from the trustees' policy. For example, the board has a guiding policy of seeking to raise tuition for nonresidents up to the 75th percentile of academic peers. Under an alternate model Gray-Little presented for consideration, the target would be reduced to the 50th percentile.

Even with the sizeable increases in out-of-state tuition, the University remains far below the 75th percentile target because other universities have raised out-of-state tuition as aggressively or more than UNC has.

One policy that fits with the Board of Governors' caps makes sure that tuition for in-state students does not exceed the 25th percentile of academic peers.

Innovation Center from page 6

from the NIH and NSF could also be at risk because of the growing push within these organizations to support researchers who can demonstrate their capacity to turn scientific discoveries into a marketable product.

That means the Innovation Center and the services it can provide will be important as a way for University researchers to maintain and build upon the current level of NIH and NSF funding — and to engage in new and expanded research funding partnerships with corporations and foundations as well as in the growing number of research funds in universities able to translate research discoveries into products and services that help people, Crowell said.

Since he announced the goal of raising $1 billion in external research funds by 2015, Moeser has emphasized the vital role that Carolina North will play in that endeavor.

The process, Moeser told the Faculty Council last month, can and should begin now by moving ahead with the Innovation Center.

"I believe our faculty need this facility and they need it now," Moeser said. "Many faculty working on start-up companies have had to find space outside the University."

He also pointed out that because the center would be privately developed by Alexandria, it would benefit the town of Chapel Hill by generating property taxes.
Speech from page 7

The total $2.1 billion building program, including projects funded by gifts, research grants and our own revenues, is giving the campus community the physical space in which to excel in ways we have never been able before. The campus is being transformed.

Serving the state

Carolina has a long and cherished tradition of service to North Carolina, but we can and must do more. Vice Chancellor Mike Smith has formed the Carolina Engagement Council to help set our course, leading a campus dialogue on engaged scholarship. The Golden LEAF Foundation has committed at least $10 million over the next five years to support the faculty’s work in rural communities across North Carolina.

Our ongoing work on this campus ties in naturally with the University of North Carolina Tomorrow Commission created by the Board of Governors and led by President Bowles. … We are continuing our own “Carolina Connects” initiative, launched in 2004, to listen to the people, to understand their needs and to show what this University, with its statewide mission, is doing or ought to be doing to serve them.

Carolina North will be critical to our ability to help build the 21st-century economy for North Carolina. … We have identified our first building for Carolina North — an Innovation Center, where fledging companies, using intellectual capital drawn from faculty research, can take their very first steps toward full viability. This partnership with a private developer, and the companies it creates, will pump new tax dollars into the community and support the local economy. Later, these new companies will create products and procedures that improve human health and the welfare of us all …

One issue closely related to Carolina North is our plan to close the Horace Williams Airport, which is where we will start the first phase of the new campus. Some see closing the airport as a lack of full support for the Area Health Education Centers (AHEC) Program. AHEC is the absolute anchor of this University’s service to North Carolina, and the last thing we would ever do is diminish that service to communities, patients and health professionals across the state. I firmly believe that we can both build Carolina North and strengthen AHEC …

Global perspective

UNC has taken some critical steps toward becoming a great global university, bringing the world to North Carolina and taking North Carolina to the world. On University Day, October 12th, we will dedicate the FedEx Global Education Center and convene for the first time the Global Leadership Circle, a task force of visionary alumni and friends, to help us develop a strategic vision for Carolina’s global engagement.

We are a world power in global health. Building on our faculty’s historic strengths, we have launched the Institute for Global Health and Infectious Diseases. …

Ultimately, achieving our global objectives may be one of the most important things we do for our state. North Carolina’s competition is not South Carolina or Georgia. It is Singapore … China … India. UNC must be a presence in the world so that North Carolina can compete in the world. It is as simple as that.

Challenges and opportunities

Every part of the University is positioned for the kind of distinction that we expect at Carolina. We have come a long way, and I am pleased to report that the state of the University is excellent. However, … we have some real challenges to face. I want to do all I can this year to address the issues that, I believe, will dominate my tenure.

First, enrollment growth will be, without question, the single most critical issue facing my presidency. The UNC system expects to absorb approximately 80,000 additional students by 2017. Chapel Hill is already growing, and we will grow more to respond to the needs of an expanding and more diverse population seeking access to higher education in North Carolina.

This fall, for the first time in our history, enrollment exceeded 28,000, about 4,000 more students than we had when I arrived seven years ago. Under our current trustee-approved plan from several years ago, enrollment will increase to nearly 30,000 by 2015. …

We must ensure that admissions standards for undergraduates remain highly selective, and we must continue to push for higher graduation rates, which in itself will create more capacity. We must do nothing to degrade the quality of the entering class or of a Carolina degree. And we must increase support for graduate students. …

The second most urgent challenge facing the University is the intensifying competition for research support. In my installation address in 2000, I described the investment that we had just made in 18 faculty positions to support a new genomics initiative. That dramatic investment speaks for itself. Seven years later, UNC is a world leader in genomics and genetics research. Later, we made a similar investment in advanced materials science and nanotechnology.

Last year, I announced a goal of securing $1 billion in external research funding by 2015. It remains the audacious goal I described: “to take UNC to another level of excellence and prominence as a research university.” To reach this goal, we must make some fundamental course adjustments. UNC has benefited enormously from the run-up of the NIH, but now we face a new federal reality — the decline in real dollars at NIH and a new federal escalator in the physical sciences, energy and technology areas under legislation signed last month by President Bush. This initiative received initial Congressional funding this year and will ultimately double funding in these areas. …

To be successful in this new environment, we must … increase our research capability in the physical sciences and build even more bridges between the biomedical and physical sciences. …

The third challenge will be to identify the resources for new investments. … Realistically, we cannot expect the state to provide all of the new resources we will need for major new initiatives to the degree that it has done for cancer. We must find these resources internally. …

The fourth challenge is the essential responsibility of resource of people — especially tenured and tenure-stream faculty — the people who do this research and provide service to the state. They are the key to everything. This is the supreme challenge.

Nearly 41 percent of our faculty are 55 years of age or older. … We expect at least 500 tenured faculty members to retire in the next decade. Besides those 500 new hires required by retirements, we will have to replace 1,300 faculty who will resign or not be reappointed, and find another 225 faculty to cover the current enrollment growth projection for 2015. … Hiring 2,000 faculty in eight years is the equivalent of replacing about five of every eight faculty.

Embracing change

… This University is truly unique. It is a place that is open and free, that celebrates excellence wherever it occurs, that honors teaching and embraces selflessly a tradition of public service. We are a university with a healthy ego, but an innate modesty and lack of pretension. We take literally, sometimes too much so, I think, the motto of the State of North Carolina — “Esse quam videri” — to be, rather than to seem. …

I believe this University has the strength of character and maturity to embark on the bold and audacious initiatives I have described and not lose or endanger that wonderful culture of openness, freedom, civility and collegiality. We love this place, but we must not let our love of it lead us to complacency and self-satisfaction. Once again, Carolina is called to lead — to lead change — to reinvent itself for the 21st century, holding fast to the incredible ethos of our bedrock values. …

To read or watch the speech, see: tinyurl.com/2wyfd2.

We have come a long way, and I am pleased to report that the state of the University is excellent.

Search from page 7

to Bowles. Bowles will recommend one candidate to the UNC Board of Governors, which elects the new chancellor.

Other search committee members are trustees Russell “Rusty” Carter of Wilmington, John Ellison Jr. of Greensboro and A. Donald Stallings of Rocky Mount, and Eve Carson of Athens, Ga., Carolina’s student body president and an ex officio board member.

Faculty members on the committee are Kenneth Broun, Henry Brandis Professor of Law and former law dean; Lisa Carey, associate professor of medicine in hematology-oncology; Bruce Carney, Samuel Baro Distinguished professor of physics and astronomy and senior associate dean for the sciences in the College of Arts and Sciences; James Johnson, director, Urban Investment Strategies Center, Frank Hawkins Kenan Institute of Private Enterprise, and William R. Kenan Jr. Distinguished professor of entrepreneurship in the Kenan-Flagler Business School; and Joseph Templeton, faculty chair and Frank Preston Venable professor of chemistry. Also on the committee are doctoral student Lauren Anderson, president of the Graduate and Professional Student Federation; Ernie Patterson, chair of the Employee Forum and biology department network manager; and Anna Wu, director of Facilities Planning.

Alumni represented are Julia Sprunt Grumbles of Chapel Hill, retired vice president of Turner Broadcasting; William B. Harrison Jr., of Greenwich, Conn., retired chair and director of JP Morgan Chase & Co.; William J. “Mike” Overlock Jr. of Greenwich, Conn., senior director of Goldman Sachs Group Inc. and co-chair of the Carolina First Campaign; and Willis P. Whichard of Chapel Hill, former associate justice of the N.C. Supreme Court and former dean of the Campbell University law school.
Aging expert Soltys dies at 72

Florence Gray Soltys, a beloved teacher known across North Carolina and the nation as a fearless and tireless advocate for the aged, died Sept. 27. She was 72.

An associate clinical professor in both the School of Medicine and the School of Social Work, Soltys was also an adjunct associate professor in the School of Nursing. She lectured in the areas of occupational and physical therapy in the School of Medicine.

Soltys was the coordinator of the School of Medicine’s Hubbard Program, an interdisciplinary home health program training students in medicine, allied health, nursing, pharmacy, social work and dentistry. Each week Soltys took students on visits to elders in the community. Social work students also accompanied Soltys every week when she worked in the Geriatric Evaluation Clinic at the UNC Ambulatory Care Center.

In 2001, she received the University’s Distinguished Teaching Award for Post-Baccalaureate Instruction, and in 2006, she received the Ned Brooks Award for Public Service.

Soltys retired from the School of Social Work in May after more than 21 years of service. She died of a heart attack nine days after she was hospitalized for injuries she suffered in an automobile accident.

“Florence was a remarkable teacher and was dedicated to her students and the field of social work services to aging populations and their families,” said Jack Richman, School of Social Work dean. “I know first hand how much her inspired teaching meant to her students and also how much her leadership meant to the community.”

A native of Tennessee, Soltys earned an undergraduate degree in nutrition and institutional management from the University of Tennessee, then did postgraduate work at Massachusetts General Hospital in Boston. Her academic career was interrupted for a time by her marriage to John Soltys, a retired University physician, and the births of their daughters, Rebecca and Jacqueline.

An editorial in the Oct. 1 News and Observer referred to the passion, selflessness and courage that she brought to her advocacy for the elderly. “She was simply a remarkable teacher and an inspiration to her students and her colleagues,” the editorial said.

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An editorial in the Oct. 1 News and Observer referred to the passion, selflessness and courage that she brought to her advocacy for the elderly. “She was simply a presence in North Carolina who cannot be replaced.”

Electronic pay from page 2

Employees Credit Union also provides an account in which state employees can have their pay deposited electronically. “As the Office of Payroll Services moves forward with the Pay program, we are working to ensure that employees have the tools and information needed for a smooth transition,” Press said. “We’ve met with HR facilitators and in the coming months we will work with employees and their departments to offer training opportunities forinterested employees.”

Once all employees are enrolled in direct deposit, the next step is to eliminate paper pay stubs.

Effective with the first payroll in April 2008, the University will discontinue all paper payroll notifications, Kelly-Scholle said. Instead, employees will access their payroll information through a secure University Web site — which is already available.

“Even now, faculty and staff who are enrolled for direct deposit can view this information online,” she said.

Employees should go to www.unc.edu/finance/payroll and click on “direct deposit pay stub.” Using their Onyen and password to sign in, employees can view their current and past pay information on the secure site.

The E-Pay system is expected to save the University $20,000 a year. For employees, it means saving time and not worrying. They will not have to take time to deposit a pay check in the bank and they will not have to worry about the possibility of lost checks.

“Even if severe weather or other circumstances prevent employees from picking up their pay checks, the checks will be automatically deposited in the employee’s bank account when the bank opens,” Kelly-Scholle said.

One area in which the changes are expected to have an impact is Employee Services.

“With mandatory direct deposit coming in January, we recognize that there are many employees in Facilities who rely on their hard-copy paychecks and many who don’t have computer access,” said Mike Freeman, interim director of Facilities Services.

Of the 1,000-plus employees in Facilities, around 300 have direct access to computers in their jobs, he said.

“We are committed to finding a way to give a hard copy of an employee’s pay check on payday to any employee who wants it. We want to be able to do this in a way that protects each person’s privacy,” Freeman said.

“We don’t want to do this forever, of course, but we will certainly work with our employees in the short-term to help them prepare for the long-term.”

Employee Services has expressed an interest in helping employees become familiar with online banking and finding ways to provide necessary education and training. Also, the Finance Division plans to offer training in the fall for E-Pay. Onyen account management and checking account maintenance.

For information, refer to www.unc.edu/finance/payroll/epay.htm or call Stephanie Kidd, 841-0383, skidd@email.unc.edu.
ROMEO AND JULIET

Just in time for the 350th anniversary of Shakespeare's death, "Romeo and Juliet" is performed by the Carolina Players Repertory Company. The play is directed by Daniel Page and performed by the cast of 12. Performances are at 7 pm, Oct 2-5; 2 pm, Oct 6; and 8 pm Oct. 7. Call 843-7529 for more information.


HEALTH SCIENCES LIBRARY

"Plants with a Purpose." Exhibition examines healing impact of plants.

ROBERT AND GAILLE BROWN GALLERY AND MUSEUM

Stone Cr., 150 South Rd. Rd. 92-9001. Gallery hours are 9 am-4 pm, Mon-Fri, and by appt.

"Body and Soul: Paul Robeson, Race and Representation." Opens 10/5-12/08. Opening reception 10/5, 7 pm.

WILSON LIBRARY

Exhibit opens open Mon-Fri, 8 am-5 pm

SUNDAY, OCTOBER 7

Program in the Humanities and Human Values
E. Maynard Adams Lecture: "Fueled, Forgotten, Forsaken: Christianity in Contemporary African-American Culture." Trudier Harris, Aud, Tate-Turner Kurut. 4 pm.

MONDAY, OCTOBER 8

School of Education
School-Based health Promotion Programs Utilizing Peer-to-Peer Education Models. Sharon Powell, president, Princeton Center for Leadership Training. 010 Peabody, 11:30 am-1:15 pm. R.S.V.P to hutkins@email.unc.edu or call 843-2445.

African and Afro-American Studies, Curriculum in Women's Studies, Institute of African American Research

TUESDAY, OCTOBER 9

Center for the Study of the American South

Parr Center for Ethics
Ethics in the Professions Series Public Lecture: "Ethics in Journalism and Reporting." Peter Wallsten, author, reporter, Aud, Union. 7:30 pm.

TUESDAY, OCTOBER 10

Center for Sustainable Enterprise
Distinguished Speaker Series: Martin Eakes (co-founder, CEO of Self Help Community Credit Union). Koury Aud, Kenan-Flagler Business School. 5:30 pm. R.S.V.P to cse@unc.edu.

School of Journalism and Mass Communication
Parr Center for Ethics: Ethics in Professions Series Public Lecture: "Politics in the Marketplace." Deborah Platt Majors, FTC chair. 111 Carroll, 5:30 pm.

College of Arts and Sciences
Thomas W. Lambeth '57 Lectureship in Public Policy inaugural address. Joel Lawrence Feinstein, Duke U. 211 Chapman. 5:30-7 pm.


SUNDAY, OCTOBER 11

School of Journalism and Mass Communication

MONDAY, OCTOBER 15

Center for Health Promotion and Disease Prevention
"Proyecto PADRES: immigration, adolescence and parent/child relationship in the Hispanic community in Durham, NC." and Alex Berry. To be conducted in Spanish with English translation. Rm 236, 1700 MLK Jr. Blvd. 3:30 pm.

TUESDAY, OCTOBER 16

Renaissance Computing Institute

See Calendar, page 15

IT'S ALL ONLINE

The Gazette calendar is geared only toward items of general interest. For complete listings of Carolina events, see the Carolina Calendar in www.unc.edu/calendar. For complete listings on Carolina athletics, see tarheelblue.com.