A n estimated 2,300 students marked the completion of their degree programs during mid-year commencement Dec. 14 in the Dean E. Smith Center.

Noted chemist Valerie Ashby, a Carolina alumna and Gordon and Bowman Gray Distinguished Term Professor, encouraged students not only to appreciate the gift of their education, but also to use it in the true spirit of service. Following are excerpts of her speech:

I’ll begin today by saying to the graduates that you have received an awesome gift. ... What I appreciate and love about students at this University is that you get it. You get that when we receive a gift like this, the response is SERVICE -- service to each other, service to our families, service to the community, the nation and the world.

Now, before we go off to save the world, allow me to share a few thoughts that I have gathered from wise people over the years regarding effective service. ...

Enthusiasm is no substitute for preparation. And this is why the achievements marked by the receipt of your degrees today are so significant and so commendable. ...

So when you felt like you were pushed to your limit and wondered if your professors had lost touch with reality, the answer was ... maybe, sometimes. But our service to every student who enters this University is to challenge you to exercise your intellectual muscles. We know that you have the enthusiasm and that you are smart coming in the door, but we also realize how important putting in the time to build mental discipline through a rigorous intellectual approach is. ...

Authenticity is essential for service that inspires.

I have discovered that there are few things that inspire like people who act from a place of genuineness, knowing who they are and being true to themselves. Now that may sound easy, but when pushed and pulled in a...
ON THE WEB

BEWARE PHISHING AND MALWARE
Campus ITS encourages us to take an extra moment to think before clicking this busy, festive season. A link might send us to a phishing site that schemes to gather personal information like passwords and credit card numbers, and clicking on what seems like an eCard link could load malware software on our computers.

REDESIGNING THE HOME PAGE
To assist with the redesign of www.unc.edu, Carolina’s main Web portal, the Office of University Relations is conducting an anonymous survey of site users. The survey takes only a few minutes and asks questions about how you use www.unc.edu and changes you would like to see.

EXPLORE ITUNES U
Carolina’s iTunes U site has been up and running since the summer. From student projects to instructional podcasts, from campus life to civic engagement and public outreach, the site provides educational content on a variety of topics from many different schools and departments.

Employee Forum advised not to react to fear and rumors about job security

Fears of an ever-worsening economy and deeper budget cuts have many people on edge.

Wayne Blair, one of the University's two ombuds, said at the Dec. 3 Employee Forum meeting that a growing number of University employees are coming to the Ombuds Office because of those fears. Some people are reacting to rumors and innuendo.

Blair’s advice to employees: “Chill out. I understand the pressure, but everybody needs to take it easy and relax.”

Things may indeed get worse before they get better. But in the absence of solid information, Blair said the best course of action would be to keep calm and wait.

Brenda Malone, associate vice chancellor for Human Resources, echoed Blair’s comments. She also urged employees who were worried about their jobs to contact the Office of Human Resources about their concerns.

“People don’t need to make life-altering decisions based on misinformation,” Malone said.

Blair advised people who have questions about their future job status to ask for information in writing from the department or unit rather than making assumptions.

One forum member asked Malone about the possibility of a reduction in force, or RIF.

Malone said she had been reviewing the policies governing RIFs in case they were needed, but she said that every effort would be made to have RIFs happen only as a last resort to address anticipated budget cuts for the 2009–10 fiscal year that begins July 1.

In other matters, Van Dobson, who became assistant vice chancellor for Facilities Services in September, reviewed his leadership philosophy with forum members. His announcement that supervisor training would start this month drew applause.

Dobson described Facilities Services as a team of a thousand people with a budget of $100 million, where every team member has a responsibility to be a good steward of that money by striving to be more efficient and finding ways to improve services.

“Everybody should be treated fairly, but not identically, because everybody has different motivations,” Dobson said.

He believes both in customer satisfaction and taking care of his team, he said, and striking a balance between those two goals will be an important part of his leadership style.

Dobson said he also believed in being honest with employees and telling them the truth, even if they might not like what he had to say or like him for saying it.

A retired Naval officer with 24 years’ experience, Dobson came to Carolina after serving as commanding officer of the Naval Construction Battalion Center in Gulfport, Miss. He said he looked for a university setting in which he could use his experience in facilities engineering, management and services.

After only three months at Carolina, he said, he had found exactly what he was looking for. “I’m really excited to be here,” Dobson said. “It’s what I want to do. I love the school and the team I’m on.”

The forum also heard a lengthy presentation of a consultant’s report to the General Assembly about state personnel practices and career banding. To read more about state personnel practices and career banding, refer to www.ncleg.net/PED/Reports/Recent Reports.html.
The global economic crisis continues to have an impact on North Carolina. As state revenue projections decline, all state agencies are being asked to tighten their belts once again—this time with permanent budget cuts.

“In preparing next year’s budget, we have been asked to prepare scenarios to reflect what we would do with permanent cuts of 3 percent, 5 percent and 7 percent,” Bernadette Gray-Little, executive vice chancellor and provost, told Faculty Council members at last week’s meeting. “Our deans and vice chancellors are working on those scenarios now.”

Earlier this month, Gray-Little asked administrators to begin working on budget planning documents for the 2009–10 fiscal year. Last week, Gov. Mike Easley asked state agencies to develop a list of cuts reflecting 3, 5 or 7 percent reductions while trying to minimize the impact on direct services. The proposals are due Jan. 14, 2009.

“At the University, we are having discussions about strategies the University as a whole should take,” Gray-Little told the council. She said communications from the governor and UNC General Administration called for preserving core functions and focusing on things that were duplicative or of dubious quality—“although there is nothing like that here,” she quipped.

At the request of Faculty Chair Joe Templeton, Gray-Little also discussed UNC system-proposed changes in credit-hour tuition charges.

Currently, Carolina undergraduates who are enrolled for 12 credit hours pay full tuition, and that cost does not change if students take 15 or even 18 credit hours, she said. If a student’s course load is reduced to part-time, the student sees a rate reduction but it is not based on a percentage of credit hours.

General Administration favors charging by the credit-hour, Gray-Little said, so a student taking 12 hours would pay less than a student taking 15 hours. At Carolina, undergraduates currently take an average of 14.7 credit-hours per semester, primarily because so many have AP credits.

“This discussion started about 10 years ago,” she said. “We at Carolina have been very vocal against the credit-hour tuition charge. It isn’t the culture of this campus, and we’re concerned that students wouldn’t be as willing to explore courses.”

Students are not in favor of the credit-hour charge because it could discourage students who are double majors or who come from high schools that offer only a few AP courses, said Student Body President J.J. Raynor, who has voiced students’ concerns directly to General Administration.

The Faculty Council unanimously approved an impromptu resolution supporting block tuition over setting tuition based on credit-hours. Judith Wegner, chair of the UNC Faculty Assembly, said she would report the council’s decision to the assembly, which is made up of delegates from the 17 UNC institutions.

Even so, the University is taking steps to implement the credit-hour tuition charges because it has no choice.

Chancellor Holden Thorp said, “We had to make a decision to go ahead and proceed, because we would spend money on a fight we couldn’t win.”

The money has to do with the Enterprise Resource Planning (ERP) project, the University-wide effort to replace its aging software systems. First on the list of core systems to be updated are those related to student services.

The cost to program ERP to accommodate both block and credit-hour tuition charges would be prohibitive, Gray-Little said. And since General Administration advocated the tuition credit-hour model, Carolina administrators had to make the call to proceed.

In other action, the chancellor discussed his proposal for meeting the ACC requirement that each conference school play one home football game on a Thursday night.

As a result of a 1999 Faculty Council resolution opposing the scheduling of a home football game on a weekday or weekend, Carolina has met this obligation in the past by scheduling its “home” game in Charlotte.

Thorp proposed requesting Carolina’s home game to be scheduled on the Thursday evening of fall break. That way, he said, the University could meet its obligation without playing football on an evening that classes were in session—and without requiring people to travel to Charlotte.

“If we can work out the logistics, I don’t see any reason not to do that,” he said. The council supported the idea.
A consistent and uncompromising standard of service

Charlotte Hines came to Carolina on a temporary basis. More than 42 years later, she is still here. She remembers the exact day (July 28) and hour (2 p.m.) she started work, and the pay she earned ($1.57 an hour) beginning the day she walked into Bynum Hall to see Marvin Woodard, the University cashier, about a job.

At the time, Hines had just graduated from Mars Hill College with a four-year degree in secretarial administration, but she had no experience.

The idea was to get a temporary job so she could gain work experience, so when Woodard asked if she could fill in for a few days for a woman on maternity leave, she agreed.

But the days stretched into weeks, then months. When the woman came back from maternity leave, she was moved into a teller’s position. And this time, when Woodard summoned Hines to his office, he offered her the chance to stay on.

Her first official day was Sept. 1, 1966. Four decades later, nothing about the job is exactly the same as it was back then — not even Hines.

**A FAMILY TURNED UPSIDE DOWN**

Putting down roots in one place was hard for Hines to imagine when she was a little girl moving with her family from town to town across North Carolina.

Her father was a town manager, and it was the nature of his profession that the way to advance was to leapfrog from one town to the next in search of a better opportunity and bigger paycheck.

Hines and her mother, Evelyn, and big sister, Holly, got used to all the moving. Born in Raleigh during World War II, Hines also lived in Sanford and Jacksonville. From there the family moved to Rocky Mount, then to Greensboro after her father landed his dream job as city manager.

But cancer stole that dream and eventually took her father from them. He died three months after Hines headed to Mars Hill College, where Holly was already a student and where their mother had graduated years before.

The two sisters roomed together for a year before Holly transferred to Baptist Hospital School of Nursing in Winston-Salem. Months later, she developed the same form of virulent lymphoma that had killed her father. Within months, Holly was gone, too.

**PLANTING ROOTS**

It was Hines’ mother who suggested that Hines would do well to concentrate on a field leading to a job that would be easy to get but hard to lose.

Hines had been interested in art as a child, but she thought the world already had enough starving artists. The decision to live in Chapel Hill was an easy one.

Hines’ mother was a registered nurse as a young woman, but after the death of her husband and daughter she could not bear the thought of going back to work in a hospital every day. At age 50, Evelyn earned an undergraduate degree in teaching at Carolina. After completing her librarian certification, she became the librarian at Glenwood Elementary in Chapel Hill, where she stayed 15 years.

At first the two women rented an apartment in Glen Lennox and liked the neighborhood so much they decided to buy a house there when one became available. Hines wanted a neat little lawn to mow. Her mother wanted space for a flower garden.

They moved into their house in 1969 and have lived there ever since. At the time, they figured one would get the house if the other got married, but that was not to be.

Over the years, Hines and her mother, who is now 93, have learned to lean on each other in a way that has made them both stronger. They have mastered the delicate art of staying out of each other’s way yet always being there when needed.

“We are best friends,” Hines said.

In retrospect, Hines said she might have been better off majoring in business administration, but she wasn’t particularly interested at the time in being in charge of anything.

She knows she is an aberration in today’s fast-paced world where staying in one place is seldom the way to get ahead. For Hines, though, after her father and sister died, getting ahead was less on her mind than being able to stand on her own two feet and survive.

And her job at the cashier’s office has proved to be everything she wanted and all that she has needed. In the early years, it was the place to go that helped her forget what she had lost.

“I was very depressed when I came here and I kind of needed something to keep me busy,” Hines said. “I chose the right job.”

**‘BEYOND THE CALL OF DUTY’**

Steadiness. Responsibility. Dedication. Duty. These qualities have enabled Hines to do her job in the Office of Student Accounts and University Receivables so well for so long — and to earn a 2008 C. Knox Massey Distinguished Service Award.

DeAhn Baucom, the office’s director, described Hines as a model of service to the University.

“She exhibits a consistent and uncompromising standard of service to our students. She is meticulous and careful. Charlotte talks to many students and their parents on a daily basis, always going the extra mile to assist them, never losing her temper,” Baucom said.

“She has literally given her life to the University, and has done so cheerfully and with grace.”

Beth Williams, the assistant director, said Hines serves unofficially as the office historian, who remembers fondly the days when staff members each received a tray of some 1,200 color-coded ledger cards to write out students’ bills by hand.

Back then, it took about a week to go through a tray. With today’s computerized billing, the same process can be completed with the click of a mouse.

See HINES page 10

---

**COMMENCEMENT from page 1**

variety of directions, or when a host of wonderful opportunities are presented to you (and they will be), or when some activities have more visibility and recognition, but less meaning to you, it may take a conscious decision and a little courage to remain true to who you are and to what is important to you. …

I arrived at UNC as a naive 17-year-old. … Here, I met people whose service to the University was made more powerful by their authenticity. Their names and faces I can never forget. …

And, I remember like it was yesterday, Professor Henry Frierson telling me when I was a still-uncertain senior, ‘You’re not a medical student. You’re a scientist and a teacher. You want to direct your own research program, and you are going to need a Ph.D.’

And if I ever lose sight of the importance of investing time in the training of students, I’ll remember a young Joseph DeSimone, my Ph.D. adviser, who would drink coffee with me at 6:30 in the morning, in his office. … He would teach me not only how to think about synthetic polymer chemistry, but also show me how to navigate graduate school. …

And so … ask yourselves, where am I now uniquely suited for service? If that answer is still evolving for you, keep asking questions … What injustice makes you stand on your soap box? What great need is there for which you have a creative idea? What great divide can your skills help to bridge? With which people do you identify or have great compassion? …

What I know is that when you find it, and when your gifts and talents are uniquely suited for it, and when you are not just enthusiastic, but prepared and deeply committed to it … you will have the power to inspire.

Service often requires a sacrifice. … And so as I close, my challenge to you is to remember that impact is always more than what you can see, and may not be immediate. …

After all, maybe it’s possible that your service might be like that of a community organizer, freshly graduated from Columbia University, who at the age of 24, used his gifts and talents to change the lives of just the few around him, in a South Side Chicago inner city neighborhood, never imagining that those efforts might lead him to a place where he could influence millions not just in this country, but around the world. …
Cameron to chair new UNC IT Security Council

The new UNC IT Security Council has been created to enhance information sharing among the UNC system institutions and develop common approaches to information security challenges. William Cameron, assistant vice chancellor for information security at Carolina, has been named council chair.

Larry Conrad, Carolina’s vice chancellor for information technology and chief information officer, proposed creating the council, which met for the first time in October.

“Information security is THE thing that keeps most CIOs up at night,” he said. “The steady ‘drum-beat’ of top-notch universities which have had very public exposures is a testament on how difficult it is to protect our institutions in today’s wide-open Internet climate. The hackers are smart, capable, networked and relentless. This new organization will allow the UNC system to leverage each other’s knowledge and experience to better protect our institutions.”

The council is made up of security officers from all the UNC campuses. Its key objectives include sharing information about information security threats, vulnerabilities, tools, policies, design principles and best practices.

“This is an opportunity to develop common approaches to the dynamic and prolific threats that are part of the unique challenge we all face in an academic environment,” Cameron said.

Crowell named to new vice president post at Scripps Research Institute

Mark Crowell, who has led economic development and technology transfer efforts at the University for the past eight-and-a-half years, has been appointed vice president for business and technology development at the Scripps Research Institute. He will leave his UNC position at the end of this month.

Crowell will lead technology transfer, pharmaceutical and biotechnology industry relations and research partnerships, and business development initiatives for Scripps’ campuses in La Jolla, Calif., and Jupiter, Fla. The La Jolla-based institute is one of the world’s largest independent, non-profit biomedical research organizations.

Scripps researchers are internationally recognized for their discoveries in immunology, molecular and cellular biology, chemistry, neurosciences, autoimmune, cardiovascular and infectious diseases, and synthetic vaccine development. Scripps’ 3,000 employees include scientists, postdoctoral fellows, scientific technicians and doctoral degree graduate students.

As Carolina’s associate vice chancellor for economic development and technology transfer, Crowell has guided and expanded the Office of Technology Development, added economic development policy responsibilities to its portfolio and enhanced regional, national and international engagement in business development and industry relations.

The office has become a national leader in electronic technology transfer and intellectual property management systems. Since Crowell came to UNC, faculty research has spawned more than 40 start-up companies, and eight pharmaceutical agents are in clinical trials at the Phase 1 through Phase 3 levels. He initiated the proposed Innovation Center public-private partnership between UNC and Alexandria Real Estate Equities Inc. and has played a role in planning for Carolina North.

In 2005, Crowell served as president of the Association of University Technology Managers (AUTM) and is the founding president of the AUTM Foundation. In his AUTM role, Crowell lectured and consulted on technology transfer around the world. He recently became co-chair of the technology transfer committee of the Biotechnology Industry Organization, the world’s largest biotechnology organization, with more than 1,200 corporate members.

Tony Waldrop, vice chancellor for research and economic development, praised Crowell’s international expertise in technology transfer. In Thailand, for instance, he said Crowell was instrumental in advancing the University’s interests working through the Kenan Institute Asia and conducting popular training sessions for university and government leaders.

“Mark’s professional networks and expertise with international innovation strategies have helped make him an excellent representative for the University as we have broadened the faculty’s research presence around the world,” Waldrop said.

Dhiren Thakker, professor in the Eshelman School of Pharmacy, said, “Mark Crowell has been a significant influence in shaping the technology and economic development functions at UNC-Chapel Hill, elevating them to national and international prominence. With Mark at the helm of technology development, the campus has experienced a robust growth in ... entrepreneurial activities.”

Crowell, who holds two degrees from Carolina, came back to UNC in 2000 after leading key technology-transfer initiatives at N.C. State University during an eight-year stint. He started as assistant vice chancellor and director of technology administration and development and later became the associate vice chancellor for technology transfer and industry research. He co-founded N.C. State’s Centennial Venture Fund and played a major role in planning Centennial Campus.

Crowell’s wife, Marjorie, will remain at the University, where she is assistant provost for international affairs. “I’ll be spending lots of time on airplanes between California and North Carolina,” Mark Crowell said.

HONORS

ETTA PISANO
BARBARA K. RIMER

Pisano, vice dean for academic affairs in the School of Medicine, and Rimer, dean of the Gillings School of Global Public Health, are among the 65 new members elected in October to the Institute of Medicine, considered one of the nation’s highest honors for those in the fields of health and medicine.

The institute, part of the National Academy of Sciences, now has 17 members from UNC.

TERESA TARRANT

Assistant professor of rheumatology in the School of Medicine, Tarrant has received the school’s James W. Woods Junior Faculty Award. The award supports promising young members of the medical school’s clinical faculty early in their academic careers. Tarrant will receive $3,000 to explore new ideas and ways of teaching students and treating patients or to investigate biological problems.

JAMES E. BEAR
KATHLEEN M. CARON
MARK T. HEISE

Bear, assistant professor of cell and developmental biology, Caron, assistant professor of cell and molecular physiology, and Heise, assistant professor in the departments of genetics and microbiology and immunology, have been awarded Jefferson Pilot Fellowships in Academic Medicine. Each will receive $20,000 over the next four years.

The Jefferson-Pilot Fellowship program aims to attract and retain promising junior faculty in the School of Medicine and offer them greater freedom to explore new ideas and ways of teaching students and treating patients or to investigate biological problems.

CATHERINE MARSHALL

Professor of educational leadership and policy in the School of Education, Marshall has been selected as the recipient of the 2008 Roald F. Campbell Lifetime Achievement Award from the University Council for Educational Administration. The award was presented at the group’s annual conference in Orlando, Fla., on Nov. 1. The award recognizes a senior professor in the field of educational administration whose professional life has been characterized by “extraordinary commitment, excellence, leadership, productivity, generosity and service.”

DEBORAH BENDER

Public health professor of health policy and management, Bender has been awarded a Fulbright Scholar grant to teach in China. She will lecture about putting public health policy into practice at Sichuan University in Chengdu, China.
June goal set for Carolina North zoning, development plan

University and Chapel Hill town planners will work together in the first half of 2009 to reach a shared goal: completion of a rezoning and development agreement for Carolina North, to be submitted to the Chapel Hill Town Council for action by June.

Both University and town officials have signaled a turning point in the cumbersome process for the planned mixed-used academic campus a mile north of Franklin Street off of Martin Luther King Jr. Boulevard.

In his remarks before University trustees on Nov. 19, Chancellor Holden Thorp said University and town leaders agreed about the need to push ahead to outline a new zoning district and complete a development agreement for town council action in June.

Once town approval for zoning and a development plan is in place, the University could begin construction when funding becomes available for specific projects.

REPLACING THE AIRPORT

The 250 acres to be developed engulfs the Horace Williams Airport, which will be closed. The airport site is the flattest part of the tract, Thorp said, and would be the easiest to develop and have the least impact on environmentally sensitive areas.

Although state funds have been frozen to build the necessary infrastructure for the new law school building at Carolina North, Thorp reminded trustees that plans call for the building to be located on a section of the current runway.

Intermediate plans call for AHEC (the N.C. Area Health Education Centers Program), which has been an integral part of Carolina’s public service mission to the state, to fly out of a hangar that is being built at Raleigh-Durham International Airport, he said.

In the longer run, the General Assembly has authorized the creation of an airport authority — with members appointed by local governments and the University — to explore the site recommendation and development of a new general aviation airport in Orange County.

Earlier this fall, residents of the White Cross community in rural Orange County organized to oppose a new airport. Their concerns focus on White Cross appearing on a list of possible airport sites identified in a 2005 consultant’s study in connection with Carolina North.

University officials said that information is dated. No airport site has been selected, and the new airport authority will need to conduct its own study to assess the needs and identify a new site. The Orange County Board of Commissioners will have zoning authority.

INNOVATION CENTER

Thorp also said officials of Alexandria Real Estate Equities Inc. of Pasadena, Calif., had reaffirmed their interest in building an Innovation Center at Carolina North — a business and research development accelerator similar in scope to others Alexandria has built around the world.

The Innovation Center was planned as the first building for Carolina North, although the timing of the project has not been determined because of the current economic climate. Alexandria’s new projects are on hold.

At its Nov. 24 meeting, the town council agreed to the University’s request to defer the public hearing for the Innovation Center special-use permit until Jan. 26, 2009.

CONVERSATIONS, SHARED INFORMATION

In a Nov. 19 report to the trustees’ Building and Grounds Committee, Jack Evans, executive director for Carolina North, said discussions about the zoning and development process for Carolina North will involve close collaboration between the town and University staffs on various documents and will focus on talks between trustees and town council members to reach agreement on shared policy objectives.

The town has held a series of information sessions for the public at large. At one session, held just hours after Evans and Thorp spoke with trustees, Evans spoke, along with David Owens, a professor from the School of Government. Owens emphasized that the sheer scale of the project will make putting together the development agreement a formidable task.

Thorp told trustees he was grateful for all the crucial work that has been done and signaled his interest in engaging the faculty in on shared policy objectives.

“We are working on a map of the Carolina North property with squares that represent buildings,” Thorp said. “I want our faculty to help me generate some world-changing ideas for what we do inside these buildings.”

RECYCLE, REUSE AND ... FLY

I am planning to give hand-decorated paper kites for holiday gifts this year. Over Thanksgiving, I held a kite-making workshop for children in my neighborhood.

I’ve already made several of these kites that I use for holiday decorations on my front door. They are very fun to make, and it’s even better to make a party out of the process. These kites do fly if the tail is long enough!

Norma Hawthorne, School of Nursing

ONE ON ONE

My mom spent the last four years of her life in an assisted-living facility and a nursing home. I know they were the hardest years for her.

I think one of the greatest things I ever gave Mama was myself. Just a visit or a call. Just an afternoon by her bedside as we watched a movie or the birds dancing around the feeder outside her window.

It is not that I am great company, or entertaining. But I was there to see her. And she did not have to fight for my attention. Never underestimate the value of your time. It is one of the greatest gifts.

Ruth A. Holt, Benefit Program Administration
THE GIFT OF HOPE
I purchased gifts for my family at an alternative holiday market held at the United Church of Christ. I chose to shop through the Church World Service, which works to end hunger and poverty to promote peace and justice around the world.

My brother loves to garden, so I purchased agricultural tools and seeds that will be sent in his name to a farmer in a developing country. For my sister who teaches, a literacy kit will go to a woman or a child; and for my daughter, who’s a businesswoman, I purchased a share in a sewing machine for a woman in a Third World country to start her own business.

Tomee Howard, Information Technology Services

NO PRICE TAGS ATTACHED
Every day is an opportunity to give, so I try to volunteer and help others throughout the year. This season, I’m going to enjoy hearth and home and be grateful that I already have all I need, the kinds of things that don’t come with price tags attached.

I won’t be asking my adult children what to buy the grandchildren. How do I explain so that they truly understand they have gifts already — loving parents, a home, health and a future? Maybe I’ll enlist their parents. I’d like to think I’ve raised socially conscious children. Now is the time to find out.

Suzanne LaMet Beden, Gillings School of Global Public Health

REACHING OUT
Our staff is a small but close-knit group. This year during the holidays we decided to look outward.

Globally, we decided to contribute to Heifer International, a nonprofit organization that provides livestock and plants to families in need around the world.

With our pooled $250 donation, we will purchase a water buffalo for a family.

We also wanted to contribute locally. We spent an afternoon in the Hyde Hall kitchen baking casseroles and cookies for Urban Ministries of Durham. We provided the recipes, ingredients and culinary skills to provide a warm meal for those in need.

Opportunities like these help others, but they also draw us together and remind us what the holidays are all about.

The Institute for the Arts and Humanities staff

BOG to consider proposed campus-based tuition increases

The UNC Board of Governors next month will consider tuition proposals that the University Board of Trustees approved Nov. 19. University trustees unanimously approved without change the tuition recommendations of Chancellor Holden Thorp, which were closely aligned with those proposed to him by the Tuition and Fees Task Force.

Trustee Chair Roger Perry said the proposals struck the right balance between the need to generate revenues for campus priorities with sensitivity to the financial hardships that students’ families would face in a faltering economy.

Under the recommendations approved by trustees, in-state undergraduate tuition would increase by 6.5 percent. This would amount to an increase of $240, raising tuition to $3,945 for the 2009–10 academic year. Out-of-state undergraduate tuition would increase $1,150, to $21,753.

Both in-state and out-of-state graduate students would pay an increase of $400, bringing the in-state rate to $5,413 and the out-of-state rate to $19,811.

Undergraduates’ fees would increase 4.4 percent, or $74.67 — from $1,691.74 to $1,766.41. The same increase would take place for graduate students as well.

Aside from the 35 percent of tuition and fees always reserved for need-based financial aid, Thorp increased to 35 percent the amount to help fund faculty salaries. The remaining 30 percent would target quality improvement initiatives.

At the Dec. 12 Faculty Council meeting, Thorp commended Student Body President J.J. Raynor for making the case to students for how the University uses tuition revenues to protect and enhance the quality of the education students receive here.

“We are so fortunate to have J.J. as student body president,” Thorp said.

Trustees also approved tuition increases for the School of Pharmacy and Kenan-Flagler Business School.

The BOG’s recommendations will be sent to the General Assembly for final approval.

With our pooled $250 donation, we will purchase a water buffalo for a family.

We also wanted to contribute locally. We spent an afternoon in the Hyde Hall kitchen baking casseroles and cookies for Urban Ministries of Durham. We provided the recipes, ingredients and culinary skills to provide a warm meal for those in need.

Opportunities like these help others, but they also draw us together and remind us what the holidays are all about.

The Institute for the Arts and Humanities staff

BEAR HUGS
The gift I treasure the most is the one my husband gave me Christmas Eve 2003. Earlier that year my father died — a man I loved dearly and admired. He had both legs amputated below the knee but never complained; he treasured every day.

So my dear husband had a friend make a bear out of one of dad’s shirts. Attached to the bear was a card. The last verse said, “For I’m with the angels up above looking down and watching you with love. So look in my little pocket there and there you will find my little angel feather that I dropped and left behind.”

This gift was handmade with love and when I need a lift, I give my bear (dad) a hug.

Martha Mills, General Alumni Association

Thanks go to UNC Athletics, the Bull’s Head Bookshop, UNC Press and Carolina Dining for their gracious donations of prizes, drawn from among those who submitted entries for this year’s writing assignment. The prize winners are listed online.

Tomee Howard, Information Technology Services

DEA
Every member of my family. It wasn’t a tsunami or a fire extinguisher.

Smaller Class A extinguisher — a dry chemical extinguisher filled with monoammonium phosphate — is best. It can be easily carried by one person. It is very effective on most ordinary combustible materials that make up most of your possessions. It can be extremely useful as a last gift, but it shows that you love your family.

Carol Ann McCormick, UNC Herbarium

SCALING BACK ON SCALING BACK
Like-minded gifts.

I explain so that they truly understand they have gifts already — loving parents, a home, health and a future? Maybe I’ll enlist their parents. I’d like to think I’ve raised socially conscious children. Now is the time to find out.

Suzanne LaMet Beden, Gillings School of Global Public Health

REACHING OUT
Our staff is a small but close-knit group. This year during the holidays we decided to look outward.

Globally, we decided to contribute to Heifer International, a nonprofit organization that provides livestock and plants to families in need around the world.

With our pooled $250 donation, we will purchase a water buffalo for a family.

We also wanted to contribute locally. We spent an afternoon in the Hyde Hall kitchen baking casseroles and cookies for Urban Ministries of Durham. We provided the recipes, ingredients and culinary skills to provide a warm meal for those in need.

Opportunities like these help others, but they also draw us together and remind us what the holidays are all about.

The Institute for the Arts and Humanities staff

BEAR HUGS
The gift I treasure the most is the one my husband gave me Christmas Eve 2003. Earlier that year my father died — a man I loved dearly and admired. He had both legs amputated below the knee but never complained; he treasured every day.

So my dear husband had a friend make a bear out of one of dad’s shirts. Attached to the bear was a card. The last verse said, “For I’m with the angels up above looking down and watching you with love. So look in my little pocket there and there you will find my little angel feather that I dropped and left behind.”

This gift was handmade with love and when I need a lift, I give my bear (dad) a hug.

Martha Mills, General Alumni Association

Thanks go to UNC Athletics, the Bull’s Head Bookshop, UNC Press and Carolina Dining for their gracious donations of prizes, drawn from among those who submitted entries for this year’s writing assignment. The prize winners are listed online.

Tomee Howard, Information Technology Services

DEA
Every member of my family. It wasn’t a tsunami or a fire extinguisher.

Smaller Class A extinguisher — a dry chemical extinguisher filled with monoammonium phosphate — is best. It can be easily carried by one person. It is very effective on most ordinary combustible materials that make up most of your possessions. It can be extremely useful as a last gift, but it shows that you love your family.

Carol Ann McCormick, UNC Herbarium

SCALING BACK ON SCALING BACK
Like-minded gifts.

I explain so that they truly understand they have gifts already — loving parents, a home, health and a future? Maybe I’ll enlist their parents. I’d like to think I’ve raised socially conscious children. Now is the time to find out.

Suzanne LaMet Beden, Gillings School of Global Public Health

REACHING OUT
Our staff is a small but close-knit group. This year during the holidays we decided to look outward.

Globally, we decided to contribute to Heifer International, a nonprofit organization that provides livestock and plants to families in need around the world.

With our pooled $250 donation, we will purchase a water buffalo for a family.

We also wanted to contribute locally. We spent an afternoon in the Hyde Hall kitchen baking casseroles and cookies for Urban Ministries of Durham. We provided the recipes, ingredients and culinary skills to provide a warm meal for those in need.

Opportunities like these help others, but they also draw us together and remind us what the holidays are all about.

The Institute for the Arts and Humanities staff

BEAR HUGS
The gift I treasure the most is the one my husband gave me Christmas Eve 2003. Earlier that year my father died — a man I loved dearly and admired. He had both legs amputated below the knee but never complained; he treasured every day.

So my dear husband had a friend make a bear out of one of dad’s shirts. Attached to the bear was a card. The last verse said, “For I’m with the angels up above looking down and watching you with love. So look in my little pocket there and there you will find my little angel feather that I dropped and left behind.”

This gift was handmade with love and when I need a lift, I give my bear (dad) a hug.

Martha Mills, General Alumni Association

Thanks go to UNC Athletics, the Bull’s Head Bookshop, UNC Press and Carolina Dining for their gracious donations of prizes, drawn from among those who submitted entries for this year’s writing assignment. The prize winners are listed online.

Tomee Howard, Information Technology Services

Carolina North design guidelines approved

The Board of Trustees also approved a set of design guidelines for Carolina North.

University architect Anna Wu said the design plan sought to capture the “expectations, vision and values for the design and development of Carolina North.”

Design guidelines, she said, have as much to do with open space around buildings as the buildings themselves. In that sense, the design serves as the “bones” or skeletal structure that protects open space and connection networks for everything from utility lines to future transit routes, bikeways and walkways.

Carolina North should not duplicate the Carolina campus, but draw from certain unifying elements, Wu said. The buildings should echo styles and traditions found on campus, but should not be bound by them.

Buildings along Martin Luther King Jr. Boulevard would be as high as six stories and would be densely packed to create an urban atmosphere, and buildings at the intersection of the boulevard and the central greenway would be as high as eight stories. “Entry Drive,” as it is now called, would feature large outdoor areas for seating and gathering places.

In addition to sustainability, Wu emphasized the importance of creating a sense of identity for Carolina North with an iconic building or edifice.

Board Chair Roger Perry, a Chapel Hill developer, said, “It’s the best design guideline I think I’ve ever seen.”

For more information about Carolina North, refer to research.unc.edu/cn.
CAROLINA NAMED BEST VALUE ON KIPLINGER’S LIST

For the eighth consecutive time, in its December issue Kiplinger’s Personal Finance magazine ranks Carolina the number one best value in American public higher education. Carolina has topped this list every time Kiplinger’s has produced it since 1998.

Kiplinger’s top 100 public colleges and universities represent schools offering the best “combination of outstanding academic quality and an affordable price tag.” The universities of Florida, Virginia and Georgia ranked second, third and fourth, respectively, followed by the College of William and Mary and the State University of New York Geneseo — the same order as in Kiplinger’s last ranking.

Kiplinger’s story “Best Values in Public Colleges” that accompanied the ranking quotes Chancellor Holden Thorp as saying, “The experience here is comparable to one you’d get at a major private research university, and we intend to keep it that way.”

APPLY FOR COURSE DEVELOPMENT AWARDS

Feb. 2, 2009, is the deadline to apply for course development awards sponsored by the UNC Program in Latina/o Studies. Applicants are limited to those from the social sciences and professional schools. E-mail Lucia Vargas (lvargas@email.unc.edu) or Altha Cravey (cravey@unc.edu).

CALL FOR NOMINATIONS

Jan. 14, 2009, is the deadline to make nominations for the O. Max Gardner Award that recognizes faculty who have “made the greatest contributions to the welfare of the human race.”

Jan. 16, 2009, is the deadline to make nominations for the Ned Brooks Award for Public Service, the Robert E. Bryan Public Service Award and the Office of the Provost Engaged Scholarship Award. These awards recognize extraordinary public service and engaged scholarship. Winners receive monetary awards and will be honored at the Public Service Awards luncheon on April 17, 2009. Review criteria and make nominations online: www.unc.edu/cps/public-service-awards-index.php.

GIFT TO SILS FUNDS SCHOLARSHIPS

The School of Information and Library Science is the recipient of a $1.12 million gift, given from the estate of alumna Jane Crutchfield in memory of her mother. The gift benefits the Susan Grey Akers Scholarship Fund. Crutchfield was 92 when she died two years ago. To honor her and to commemorate the gift, the school’s dean will host an annual tea in Crutchfield’s name for the recipients of the Akers scholarships.

NEW PUBLIC HEALTH RESEARCH CENTER

An $8.5 million, five-year grant will create a new research center focused on helping protect North Carolina from a wide range of disasters and threats.

The North Carolina Institute for Public Health, part of the Gillings School of Global Public Health, was selected by the Centers for Disease Control and Prevention (CDC) to head one of seven new Preparedness and Emergency Response Research Centers.

The new center will be known as the North Carolina Public Health Preparedness Systems Research Center. Its researchers will evaluate disease surveillance and reporting systems, emergency alerting systems, regional response systems and the effects of health department accreditation on preparedness and response capacities.

“I believe one of the reasons we secured the grant is that North Carolina is seen as a laboratory for practice research due to its innovative public health preparedness surveillance and response systems,” said Edward L. Baker, institute director and professor of health policy and management. Baker was principal investigator of the grant proposal.

Pia MacDonald, director of the N.C. Center for Public Health Preparedness and research assistant professor of epidemiology, will serve as director of the new center as well as principal investigator of one of the research projects.

The center will be a cooperative effort among researchers from UNC, N.C. State University, the University of Arkansas, the University of Kentucky and public health practitioners from the N.C. Division of Public Health.
OTHER INSTITUTIONS RECEIVING FUNDING FROM THE CDC TO SET UP CENTERS ARE Emory University, Harvard School of Public Health, Johns Hopkins University, the University of Minnesota, the University of Pittsburgh and the University of Washington.

LEARN TO MEDITATE, MANAGE STRESS

The Program on Integrative Medicine offers a series of classes beginning Jan. 20, 2009, that teach meditation and mind-body awareness exercises. See the program Web site for information about dates, costs, class times and registration. pim.med.unc.edu/mindfulness.html.

KIDS CARDS BENEFIT CHILDREN’S HOSPITAL

Cards inspired by the artwork of patients at N.C. Children’s Hospital are on sale to benefit the hospital’s pediatric patients and their families. The Kids Cards Project is a program of the N.C. Children’s Promise and the cards are sold at selected retailers through the holiday season and online throughout the year.

In addition to holiday cards there is a line of all-occasion and thank-you cards, too. Many cards incorporate a tiny footprint or handprint in their design. The “Baby Prints” line is illustrated by neonatal intensive care nurse Karen Thaxton.

www.kidscards.org

SECC EXTENDED THROUGH DECEMBER

The State Employees Combined Campaign has extended its campaign through the end of the year. As of Nov. 26, the University had raised $651,397 toward its $800,000 goal and it is hoped that during the extra month Carolina employees will support the almost 900 carefully screened nonprofit organizations that the SECC benefits. For information, e-mail secc2008@unc.edu, call Dana Caudill (962-6462) or visit ssw.edu/secc.

MEMORY STUDIES SERIES LECTURE

On Jan. 15, 2009, Fitz Brundage, William B. Umstead Professor of History, presents “Revisiting the Southern Past: Memory, Religion and History.” The Memory Studies talk, sponsored by the Institute for the Arts and Humanities and the Working Group on Cultures of Memory, is planned for 4 to 5:30 p.m. in Hyde Hall. iah.unc.edu/calendar/southernpast

EXHIBITS

- A collaborative exhibit mounted in the foyer of the Gillings School of Global Public Health focuses on “Meeting the Public Health Challenges of the 21st Century.” In addition, the display features historical materials about the school from the library’s Special Collections. Free to the public, it is on display through Feb. 27, 2009.
- Photographs of Bald Head Island taken by the late Charles Dennis of Hillsborough are on display Thursdays from 2 to 4:30 p.m. through Jan. 29, 2009, at the Center for the Study of the American South. The images span 1993 to 2003 and focus on marshes and landscapes and also include Dennis’ Hurricane Fran series. A reception is planned Jan. 6, 2009, from 4 to 6 p.m. at the center, located in the Love House and Hutchins Forum. www.uncsouth.org

FOR THE RECORD

The Nov. 19 issue of the Gazette incorrectly stated that the $25 million (5 percent) non-recurring cut in state appropriations equaled 22 percent of the University’s operating budget. The article should have said that state appropriations account for $574 million, or 22 percent, of the University’s total operating budget.

GAZETTE CALENDAR INFORMATION

The deadline for submissions for the Jan. 14, 2009, issue is 5 p.m., Jan. 5. The next calendar includes Jan. 15 – Feb. 4, 2009. E-mail submissions to gazette@unc.edu.

Carolina has been in the news this month for a decision by the University Libraries not to put up Christmas trees this year in the lobbies of Wilson and Davis libraries.

Sara Michalak, associate provost for University Libraries, made the decision after extensive discussion within the library.

N.C. State and Duke libraries also do not display a Christmas tree. Library staff members have always been welcome to decorate their office spaces for the holidays, Michalak said, and that has not changed.

Media reports about the decision nearly two weeks ago prompted e-mails and phone calls from people off campus asking about the decision, which faculty and student leaders said was a non-issue.

In responding to those who contacted the University, Chancellor Holden Thorp said that University departments were free to put up Christmas trees and other holiday decorations if they chose to do so. “And if you take a walk across campus, I think you’ll see that,” he said.

Christmas spirit alive and well on campus
Thousands of decisions are made in a project the size and complexity of the Enterprise Resource Planning (ERP) project, the University-wide effort to replace aging software systems that manage student information, human resources, payroll and finance.

Some are highly technical decisions that affect only the configuration of Oracle’s PeopleSoft Campus Solutions to meet the University needs. But others have an impact on the entire University, particularly how University policy is implemented in ERP administration. Because it is important to document and archive the “why” behind these configuration decisions, the ERP Student Stakeholders Committee has developed a Decision Document template. Decision Documents detail not only how PeopleSoft will be configured to meet University policy and processes, but also how the decisions are reached.

“While the ERP team’s concern is configuration of PeopleSoft, the required decisions often extend beyond technical decisions to affect the way we think about the structure of the University,” said Bernadette Gray-Little, executive vice chancellor and provost. The ERP decision-making process is driven by experts from across the University who collaborate to make sure PeopleSoft is configured to meet Carolina’s needs and to ensure that the policy is recorded accurately in the Decision Documents.

The documents play a vital role in ERP implementation, said Roger Patterson, associate vice chancellor for finance and chair of the student stakeholders. “The ERP team uses these documents, along with configuration workbooks that were developed in conjunction with process experts, to design and code PeopleSoft specifically for the University,” he said.

Most decisions focus on specific configuration determined by University policy, such as terms and sessions and academic eligibility. External forces such as the federal government’s new ethnicity reporting guidelines drive some decisions, while others stem from the new challenges of an administrative infrastructure that integrates previously unrelated computing functions.

The documents will be housed in a central, accessible location, still to be determined, and communication plans are being developed so that the University community will have access to these resources.

ERP is the largest non-capital-improvement project in the history of the University. Ultimately, it will create an integrated management system that increases the efficiency and effectiveness of business processes related to student services, human resources, payroll and finance.

The first phase focuses on student services, including admissions, student records and registration, financial aid and payment of education expenses. These systems will be implemented in stages in 2009 and 2010. For more information about ERP and the timeline, refer to its.unc.edu/erp.

---

**Five alumni honored with the Davie Award**

The Board of Trustees last month presented five alumni with the William Richardson Davie Award, the board’s highest honor. Recipients were Vaughn and Nancy Bryson of Vero Beach, Fla.; Peter Thacher Grauer of Greenwich, Conn.; C. Knox Massey Jr. of Atlanta; and James (Jim) Horner Winston of Jacksonville, Fla.

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

**BRYSONS**

Both natives of North Carolina, the Brysons studied pharmacy at Carolina. Vaughn Bryson worked at Eli Lilly & Co. for 32 years, serving as its president and CEO from 1991 to 1993. Nancy Bryson has served on the Arts and Sciences Foundation Board, the Friends of the Library Board and the Board of Visitors. Vaughn has been on the pharmacy school dean’s Advisory Board and is now on the board of the General Alumni Association. They both served on the Carolina First Campaign Steering Committee and have received the General Alumni Association’s Distinguished Service Medal.

The Brysons’ generosity includes the first major gift toward Carolina’s new music library building. They also funded a baseball scholarship and created an endowment for baseball, the first for a sport at UNC.

**GRAUER**

Grauer has spent his career in the financial industry. He worked at the investment banks Donaldson, Lufkin and Jenrette, and Credit Suisse First Boston before co-founding DLJ Merchant Banking Partners and DLJ Investment Partners. In 2002, he took over leadership of Bloomberg LP, the worldwide information-services and media company.

Grauer is also lead director of health-care services company DaVita.

At Carolina, Grauer’s generosity includes stewarding the Honors Program in the College of Arts and Sciences, whose external advisory board he has led since 1997 and where an endowed professorship is named in his honor.

**MASSEY**

After working for the Durham advertising firm C. Knox Massey & Associates, founded by his father, Massey moved to Atlanta to merge the firm with Tucker Wayne & Co. As that firm grew to be the largest in the Southeast, Massey eventually served as president, chair and CEO before retiring in 2000.

At Carolina, he has served on the Carolina First Campaign Steering Committee, the Board of Directors of the General Alumni Association, the Board of Visitors, the Arts and Sciences Foundation Board and the Institute for the Arts and Humanities External Advisory Board, among others.

In 1983, Massey and his wife, Mary Ann, joined with Van and Kay Weatherspoon (Massey’s sister) to honor Knox Massey Sr. with a professorship at Kenan-Flagler Business School. The families also created the Massey-Weatherspoon Fund, which supports the C. Knox Massey Distinguished Service Awards and the Carolina Seminars.

**WINSTON**

Beginning with Patrick Henry Winston in 1844, six generations of Winston’s family have been Carolina students and leaders. Among them were George Taylor Winston, who served as president of the University from 1891 to 1896, and Winston’s uncle, James, who was the first Carolina student to win a Rhodes Scholarship.

Winston is chair of LPMC Inc., a real estate investment firm in Jacksonville, Fla., and is president of White Oak Land and Development Co. He is also president of Omega Insurance Co., a property and casualty insurance company.

Winston provided the leadership gift to name the European Study Center in London, which serves faculty, students and alumni for a variety of classes, academic conferences and enrichment activities.

---

**HINES from page 4**

The office has gone through five directors and countless changes in process and organization since Hines arrived.

In 1998, the cashier’s office merged with Loan Repayment Services, then located in Battle/Vance/Pettigrew. Nine years later, the two offices came together under one roof when the new Student and Academic Services Building opened.

What has remained constant is Hines’ calm, steady presence, Williams said.

“Many times, she will make the effort to follow up with telephone callers after office hours,” Williams said. “She is normally the last person to leave our office every day, making sure our work space is secure. We are often lost when she is not here.”

The first thing a caller notices about Hines is her lilting, almost rhapicic voice — a voice that exudes a down-home, down-to-business warmth. Think of Aunt Bee’s soaring trill toned down a bit, then add a Southern accent that Hines describes as a cross between her mother’s mountain twang and her father’s coastal drawl.

These phone calls with parents are often the highlight of her day, Hines said.

“One of the things I enjoy is when parents call and they tell you their child is the first one in their family ever to go to college, and you can just hear the pride,” Hines said. “They are so thrilled and so pleased, and no matter what kind of day you are having you’ve got to be happy, too.”

Hines said there is also a quiet satisfaction in knowing a job thoroughly and doing it well. She admits she will always be a small cog in a big machine, but she understands that the small cogs help keep the machine functioning.

Hines said, “I do nothing stupendous, nothing momentous.” But essential, nonetheless.
Supplemental retirement plan to offer consistent fund lineup

The state’s 401(k) and 457(b) supplemental retirement plans will share a plan administrator and offer a consistent fund lineup beginning next month, in a move to streamline administration and offer a refreshed lineup at reduced costs.

“During the 2007 session of the N.C. General Assembly, legislation was enacted that consolidated the boards of trustees for the 401(k) plan and the 457 Deferred Compensation Plan into one board of trustees,” said Brian Usischon, senior director of benefits and employee services.

“This newly consolidated board recently approved the combining of these plans under one plan administrator, Prudential Retirement. The 457(b) plan administration will transition from Great West to Prudential this month, and Prudential will assume all administrative duties beginning Dec. 22.”

Here are some of the expected changes:
- Beginning Jan. 23, 2009, both plans will have a consistent fund lineup composed of North Carolina institutional fund offerings;
- Existing account assets and future contributions will be “mapped” (moved to similar investment-style funds) to the new funds automatically unless the option is exercised to have assets remain in the current funds;
- Those who elect to opt out of the mapping and have their existing account assets remain invested in the current funds will be charged an additional annual fee of 10.5 basis points (0.105 percent of the account’s assets) to cover administrative costs. For example, for an account balance of $10,000, an additional annual fee of $10.50 will be charged;
- To opt out of the mapping and have accounts remain invested in the current funds, calls should be made to 866-627-5267 beginning Dec. 22, but no later than 4 p.m. Jan. 16, 2009; and
- No future contributions can be made to the current fund offerings. All future contributions must be invested with the new funds. Participants will receive additional information from Prudential Retirement on specific fund offerings and associated fees. For questions about the fund offerings, call Prudential’s customer service line at 866-627-5267.

CONSTRUCTION from page 1

such as cancer and Parkinson’s disease, and to track how new treatments work.

Bruce Runberg, associate vice chancellor for facilities planning, said the infusion of cash was particularly well timed. The University received enough initial funding to keep the project moving forward without interruption; without the funding, the project would have started running out of money by February or March, he said.

This is a particularly advantageous time for construction projects, Runberg said. When the economy slows down, competition for bids intensifies, which makes it possible to build more with less money.

In the past six months, for example, the number of contractors bidding for each project has doubled.

“Instead of getting three or four bids for a project, we are now getting between eight and 10,” Runberg said.

The University will also save money by avoiding costs associated with delaying the project, as well as from historically low interest rates, he said.

DENTAL SCIENCES BUILDING

Another important University project that Runberg said he expected to stay on track is the 216,000-square-foot Dental Sciences Building.

The new $125 million facility will add state-of-the-art instructional, research and academic support space for the School of Dentistry and allow the school to expand its class size to 100. The new building, to be connected to the school’s existing patient/clinical care facility, will also feature a lecture hall, a patient simulation laboratory, and seminar and case study rooms.

Runberg said the first phase of construction — $8.5 million for utilities relocation and demolition of the old dental research building — would be completed this month.

The University already has funding to pay for $18.5 million of additional work through July, including foundations, building infrastructure and excavation for construction up to the ground floor.

To keep the project going without interruption beyond July, the State of North Carolina plans to sell certificates of participation, also known as COPs, in February, Runberg said.

In COPs-funded projects, the state borrows money to fund the projects instead of using appropriations from the General Fund. COPs’ funding is needed for the new dental facility to pay for a second phase of work after July that totals $69 million. It was approved last summer by the General Assembly.

Without this funding, every month of delay on the project would have cost the University an estimated $500,000, Runberg said.

EXCELLENCE IN MENTORING AWARD

Julianne Page, third from left, clinical assistant professor in the School of Nursing, receives the Excellence in Mentoring Award Dec. 9. She was honored for her work in developing a mentoring program for new nursing faculty and for efforts to mentor individual faculty and potential and current nursing students. Also pictured, from left, are Holly Tiemann, professional development specialist in the Office of Human Resources (OHR), who presented the award, and nursing school faculty members Marilyn Oermann and Maggie Miller. The OHR Training and Development department created the award to recognize mentoring efforts on campus. Calandra Ajeta, with ITS phone services, and Harold Woodard, associate dean of student academic counseling, were chosen as finalists for the award.

ONLINE ONLY: UMDP GRADUATES

Check out the Working at Carolina page on the Gazette Web site (gazette.unc.edu/working.html) to see a photo of the 2008 University Management Development Program (UMDP) graduates. The 10-month program is designed for University managers and supervisors. For information on UMDP, see hr.unc.edu/Data/SPA/training/umdp.

December 17, 2008
UNC faculty experts analyze Obama’s experience, his plans for health care and for ending the war

ELECTION 2008

Throughout the election, John McCain’s team leveled the charge that Barack Obama lacked executive experience to be president, while Obama supporters cited the masterful way he ran a two-year presidential campaign as evidence of his managerial capability. What would you say about each of those arguments?

TERRY SULLIVAN associate professor of political science

Neither the McCain attack about nor the Obama defense of “experience to govern” hits the mark. But both campaigns designed their accusations and responses on this topic, not with the knowledge of what constitutes the requirements for governing effectively from the White House, because neither of them knows what constitutes those requirements. Instead both responses focused on things they thought they could “sell” on the hustings [political campaigning activities] and to the American voter.

After a decade of preparing the presidential campaigns from both parties for the transition they might actually win with this sort of advertising, I can tell you that candidates and their campaigns rarely have any appreciation for the subtleties of governing in a checks-and-balances system. And candidates never understand the scale of the American presidency. They always think of winning as going from the Triple-A ballclub, where they have played, up to the major league team. But the transformation they must make presidency. They always think of winning as going

The question is: Will an Obama administration can military leaders to discuss the more incremental reforms could fail?

The Obama administration can make history in health policy, too. Barack Obama has already made history – maybe an Obama administration can sell it as economic reform and mobilize the public. We are, after all, living in extraordinary times and unprecedented economic circumstances, along with our other allies in these campaigns; and undertaking discussions with Iraq’s and Afghanistan’s other neighbors.

Withdrawal most of the American military power inside Iraq and increasing the forces in Afghanistan would thus focus our strength where it is most needed. And bringing most of the troops home would relieve pressure on our military establishment, reducing expenses and permitting us to begin rebuilding our ground forces and addressing the economic crisis. All told, it would be a distinct plus for the U.S. strategically, militarily and economically.

UNC faculty experts analyze Obama’s experience, his plans for health care and for ending the war

THE PRECEDENT-SETTING 2008 election marked the selection of the country’s first African-American president, the state’s first female governor and the first time since 1976 that North Carolina voted for a Democratic president. The Gazette asked several noted Carolina faculty members to shed light on some of the issues raised during the election. These questions and answers from faculty experts focus on what President-elect Barack Obama will need to do as he tries to implement some of the priorities he outlined during the campaign.

Do you think Obama will be successful in implementing his proposal for health care during his first term? What will he have to do to put the issue on the front burner and avoid some of the mistakes Bill Clinton made?

JONATHAN OBERLANDER associate professor of social medicine and health policy and management

It will be extraordinarily difficult for President-elect Obama to make good on his promises of comprehensive health reform. For starters, outside of health care there will be plenty on his plate including the economy, the Wall Street bailout, Iraq, Afghanistan and energy policy. A slowing economy means fewer revenues for the government, and the costs of the bailout and an economic stimulus package are sizable. When Obama takes office in January, the budget deficit could well top $1 trillion. Finding the $100 billion or so a year it would cost to expand insurance coverage to the uninsured will be very difficult in that fiscal environment. Nobody has a politically feasible plan for how to pay for health reform. And the burgeoning budget deficit will make budget hawks in Congress even more skeptical of big new spending commitments like expanding health coverage.

Moreover, health reform is a high-risk proposition, as Bill Clinton discovered in 1993. Many powerful interests oppose reform, many Americans like their current health-care arrangements, and there is no consensus on what reforms should be adopted. And while Obama has sizable Democratic majorities in the House and Senate, they are not large enough to guarantee success on a liberal health reform agenda. Does Obama want to risk his presidency on a partisan, ideologically charged issue where he very well could fail?

However, I do think we will reform. Early in the Obama administration, there will be an effort to expand the children’s Health Insurance Program effort should succeed, provide momentum for health reform other incremental reforms as follow: aid to states to help them pay their Medicaid bills, may investments in electronic medical records, perhaps even credits to small businesses to help them buy health insurance for their workers. And there will be strong pressures to expand Medicare and Medicaid spend deficit balloons.

The question is: Will an Obama administration keep the current trajectory or begin to shrink the number of uninsured Americans? Will Obama’s opposition to the war in Iraq be an asset or a hindrance as the United States moves toward having Iraq stand on its two feet? What are the next steps?

RICHARD H. KOHN professor of history and peace, war and defense

President-elect Obama’s intention to withdraw American combat formations from Iraq in a carefully phased manner over the next two years is likely to accelerate Iraqi independence: first by encouraging the government to expand and strengthen its own security forces more quickly, and second by speeding up the political accommodations needed to lower sectarian violence.

Iraq’s government and the Bush administration both have talked about discussing a date for completing such an exit (one in 2010 and the other in 2011), the Iraqis’ corresponding essentially to Obama’s timeline. All three condition their plans on the situation on the ground. The violence and instability lie rooted in the lack of political progress in a deeply divided and distrustful society.

While Al Qaeda still exists inside that country, what matters are Baghdad’s territorial ambitions. The violent radiating the United States concern to Afghanistan and areas of Pakistan some other dangerous — and the last of so.

The Obama administration will likely take a number of steps in this direction: listing carefully to the results he strategic review that began in Central Com- sitting down with American leaders to discuss the character of the redeploy- g in intense discussions tani and Pakistani govern-