University to take 5 percent cuts in next year’s budget

Chancellor Holden Thorp directed vice chancellors, deans and other senior administrators to cut programs, operations and staffing equal to a 5 percent recurring state budget reduction in conjunction with the July 1 start of a new fiscal year.

Although the state budget is in flux, the longer the University waits to enact inevitable cuts, the deeper the cuts likely will be, Thorp said in a March 19 e-mail message to campus.

“We already know that what we at Carolina do — and how we do it — will be significantly affected,” he said.

Thorp told the Faculty Council on March 20 that he remained committed to sharing information about the upcoming budget with the University community as soon as he received it. He pledged to continue a spirit of openness while acknowledging that the facts could be a two-edged sword, lowering the anxiety level for some while raising it for others.

Gov. Beverly Perdue’s budget proposal, announced earlier that week, called for $192 million in budget cuts from the UNC system — for a 6.5 percent reduction.

As grim as that budget proposal would be, Thorp told faculty members, Rob Nelson, UNC system vice president for finance, warned that Perdue’s budget might be better than proposals still to come from the N.C. Senate and House.

While acknowledging the difficult decisions that will have to be made to balance the state’s budget, UNC President Erskine Bowles has pushed for funding for enrollment growth and need-based financial aid.

Bowles also asked to hold budget cuts to 5 percent, make them nonrecurring and ensure managerial flexibility for the campuses and chancellors. He has said that permanent cuts in the governor’s proposal could result in the loss of hundreds of jobs across the UNC system.

PROCEEDING WITH CUTS

Thorp told Faculty Council members that he supported Bowles’ position and that the University did not have the luxury of avoiding or delaying the decision to proceed with 5 percent cuts.

To achieve any savings for next fiscal year, he said, units had to move forward now to identify $29 million in permanent cuts. And that comes on top of $36 million in one-time cuts the University has already absorbed this fiscal year.

The cuts are not just line items on a piece of paper, Thorp said. Real people will lose jobs they have performed loyally and well. But as difficult as these decisions are, there is no other choice.

Thorp said the sooner cuts were made, the greater the accumulated cost savings would be, something that could help reduce the need for additional cuts next year.

Although about 50 faculty searches were suspended this spring, Thorp laid out two broad objectives to safeguard current faculty members.

The first was to protect tenured and tenure-track positions and honor all commitments to faculty members on fixed-term contracts. Second, Thorp said he wanted to put the University in a position to hire some faculty members next academic year that deans identify as vital to educating Carolina students and keeping the University from losing ground with its peers.

REVENUE SOURCES

Vice Chancellor for Finance and Administration Dick Mann made two recent budget presentations to committees of the Board of Governors and Carolina’s Board of Trustees. He emphasized that the University’s budget is built on a combination of revenue sources, many of which have usage restrictions and cannot be considered to address the current situation.
Keeping Carolina ‘best’ while increasing enrollment is daunting

Can Carolina grow in size without shrinking in stature? The question may seem simple enough, but it has no fast or easy answers, as Student Body President J.J. Raynor and Trustee John Ellison understand well.

Raynor and Ellison were asked by Board of Trustees Chair Roger Perry to explore strategies Carolina could employ to raise the level of quality while adding 4,000 to 5,000 students to the current enrollment of nearly 29,000 by 2017.

Last week, the pair presented their findings to trustees in the 16-page “Best Place to Teach, Learn and Discover Report.” The report incorporated ideas and suggestions from faculty members, students and staff members who participated in the process through various forums, meetings and e-mail.

“Can Carolina grow in size without shrinking in stature? The question may seem simple enough, but it has no fast or easy answers,” said Student Body President J.J. Raynor and Trustee John Ellison.

This daunting challenge, Ellison said, rests on the assumption that there will be 30,000 additional students graduating from North Carolina high schools in 2017 and that an increased percentage of them will seek admission to the UNC system.

Ellison said it was important to remember that the numbers were projections, not facts. But if these demographic changes occurred, he said, the University would be hard pressed to maintain quality because the number of highly qualified high school graduates within the state was not growing at the same rate as the total number of high school graduates.

A marketing study conducted last summer by the Arts and Science Group LLC revealed that prospective students’ perception of the University’s quality is influenced primarily by the academic quality of their potential classmates.

And therein lies the rub.

In 2005, for instance, 4,430 high school graduates had SAT scores of 1300 or higher; three years later, the number fell to 4,319. The report also found that if Carolina grows without maintaining quality, the result would be a dramatic drop in applications — as much as 20 percent.

Ellison also reviewed the challenges of recruiting top graduate students. The graduate programs have a large number of top students who apply, but the yield rates are less than desirable because peer institutions often offer more.

Harrison advocates strategy for globalizing Carolina

If Carolina is to remain a leading university, it must establish a stronger presence on the world stage.

William B. Harrison Jr., a 1966 UNC graduate and retired chair and director of JPMorgan Chase & Co., is doing all he can to help make that happen.

Harrison chaired the University’s Global Leadership Circle, a blue-ribbon task force that spent the past 18 months identifying both the strengths that Carolina must build upon and the challenges it must overcome in order to become a top global university.

Last Thursday, Harrison presented to the Board of Trustees a comprehensive report, the “Strategic Roadmap for Globalizing UNC-Chapel Hill,” that identified the priorities, strategies, timelines and resources needed to fulfill that vision.

At the same meeting, Chancellor Holden Thorp announced Harrison’s $1 million pledge to support Carolina’s future international efforts, including support for a Global Research Institute, which was the task force’s top recommendation.

The institute, to be housed on the fourth floor of the FedEx Global Education Center, will advance knowledge in issues where the University has strengths as a way to help attract international scholars here to collaborate with Carolina faculty members, Harrison said.

The inaugural theme will be globalization, the economic crisis and the future of North Carolina’s economy.

Among the challenges, he said, is the lack of a visible platform — stage presence — to amplify Carolina’s mission globally. That is why the development of the institute was such a high priority.

The University must also add faculty depth in regional studies of Asia and Africa to complement existing strengths in European and Latin American studies, Harrison said.

He acknowledged that another challenge will be raising the money to fund these recommendations.

In addition to $20 million for the Global Research Institute, the report calls for spending $15 million for internationally oriented faculty, $30 million for strategic partnerships and exchanges, $2 million for global communication and unspecified amounts for infrastructure and resource development and for building North Carolina’s global economy.

In 2007, Chancellor Emeritus James Moeser appointed to the task force alumni who, like Harrison, have extensive international experience in business, government and non-government service, as well as faculty members and administrators to lead development of the roadmap.

Thorp said Harrison had done a masterful job leading the Global Leadership Circle and thanked him for his support for the institute.

“Our future success will depend on nurturing international connections that directly benefit North Carolina, and the Global Research Institute provides a great opportunity to help these efforts,” Thorp said at the meeting.

“We are grateful to Bill for his generosity and leadership and to the Global Leadership Circle members for their input about the changing forces of globalization.”
Q&A

Faculty Chair candidates share views

McKay Coble and Arne Kalleberg, both of whom have more than 20 years of Carolina faculty service, are running for the position of Chair of the Faculty. Coble is professor of design and chair of the Department of Dramatic Art, and Kalleberg is Kenan Distinguished Professor of Sociology.

The elections will be conducted by electronic survey April 13–20 (see Faculty Elections insert), and the new chair will succeed Joe Templeton, who will step down from the post June 30.

Following are responses from both candidates, which have been edited because of space constraints, to questions from the Gazette about faculty governance and pressing faculty issues. The full responses from Coble and Kalleberg are available online, gazette.unc.edu.

What is your view of the role of faculty chair?

COBLE: The faculty chair represents the faculty to the Faculty Council, the chancellor and the Board of Trustees. The chair also represents the chancellor in academic matters, serves the faculty and addresses faculty needs. I would like to see this role work with the department chairs’ council to ascertain whether the Faculty Council could offer more assistance to these unsung heroes.

KALLEBERG: The faculty chair represents the faculty to the University administration and campus, the Board of Trustees and to the public more generally. The chair must be aware of the concerns of faculty members, understand their opinions and needs regarding these issues, and develop strategies, policies and recommendations to address these issues through discussions with faculty members and their representatives. Occasionally, the faculty chair should initiate discussions of topics and issues that the faculty might want to address.

If elected, what are your priorities or goals?

COBLE: First, fixed-term faculty. From teaching here as fixed-term and from a chair’s standpoint, I know these faculty do not have a clear definition from department to department. There is no standard for how we address their academic lives.

Second, faculty benefits. I get quite tickled when I hear the urban legends of what UNC faculty receive as benefits: automatic college acceptance for our children, free tuition, free health care! I would love to say I will work to make all of that true, but on this planet I do think we can do better for all of our employees, especially in terms of health care.

Graduate student support — enough said.

Textbooks. It is very clear that the challenges, processes and mission of the textbook department are not well understood by the faculty. There is a somewhat adversarial relationship here that could be solved fairly easily with communication.

COBLE: People are genuinely worried about keeping their jobs. A few months ago the worries were about having an increased course load and no travel money, but the harsher realities of the situation are here, maybe even in an office down the hall. What is also remarkable is the positive forward movement we still see all around the campus. This is not stopping us; there is a group dynamic forming that represents the fortitude of a really committed faculty.

KALLEBERG: My main priority is to make sure that faculty members are aware of the key issues of the day and their options for addressing them. The faculty chair should facilitate discussion and debate among faculty and then make faculty members’ opinions are heard by the administration and the public.

Faculty time is an invaluable resource and I intend not to waste it. Some issues need to be discussed at Faculty Council and at various venues in which all faculty members are able to participate; others can be dealt with better in more targeted meetings with interested parties.

What pressing issues face faculty members today, particularly in the current budget climate?

COBLE: The timing of budget actions at the UNC system campuses.

KALLEBERG: While we cannot anticipate some of the specific issues that are likely to come up in the next three years, we know that the following topics will be pressing: budget cutbacks that might necessitate strategic reallocation of resources; building out Carolina North; increasing faculty (and staff) salaries and benefits; managing growth in student enrollment; and faculty recruitment and retention.

In all these issues, it is important to have effective communication among faculty members and between faculty and administrators, and transparency regarding decisions is vital.

See Q&A page 10

BUDGET from page 1

Most of Carolina’s state appropriations — $577 million in fiscal 2008–09 — are used to pay employees’ salaries and benefits, accounting for about 88 percent of total spending.

Other budget-cutting challenges, Mann said, include loss in value of Carolina’s endowment and compliance with federal and state standards for animal research care, human subjects, human resources, purchasing and finance.

In addition, ConnectCarolina (formerly called ERP) will replace outdated business systems to create an integrated management system for business processes related to student services, human resources, payroll and finance.

Budget actions may include program reductions, consolidations and eliminations, along with service level reductions, which are affected by the status of vacant and temporary positions, Mann said. Options also include leveraging other funding sources and consolidating administrative functions, such as human resources and finance staffing.

Mann emphasized that reducing non-salary expenditures and then vacant or temporary positions was preferable; cutting filled positions followed only as “no other good choice.”

Each additional percentage cut in the state budget would call for eliminating more filled positions, he said. Uncertainty about continued state funding to support enrollment growth, the impact of budget cuts on class size, and life safety, renovation and repair problems are concerns as well.

Mann also updated the trustees’ Audit and Finance Committee on the privately funded study under way by Bain & Company to help the University identify ways to streamline operations, become more effective and perhaps achieve additional cost savings. The consultants have been culling baseline information and will identify savings based on study guidelines set with the University (posted at universityrelations.unc.edu/budget).

Thorp has pledged to share the results of the study, expected to be completed this summer, with the campus. He stressed that Bain was only providing advice; the campus will decide what to do with the recommendations.

REACTION

Last week’s trustees meeting attracted about 40 protestors — a mix of students, faculty, staff and people outside the University who made demands on Thorp and the trustees about layoffs, the Bain study and open meetings.

Thorp met with the protestors, who later filed into the trustees meeting and briefly addressed board members. Chair Roger Perry told them the administration makes operations decisions on issues like the campus budget.

In the Audit and Finance Committee meeting, Employee Forum Vice Chair Brenda Denuzler shared preliminary results of a forum survey of employees on furloughs and urged the University to maintain openness about budget cut and layoff plans and actions.
Research funding at Carolina remains robust

When Howard McLeod joined the Eshelman School of Pharmacy faculty in 2006, the University gained the expertise of an internationally recognized researcher in the relationship between genetics and responsiveness to drugs used in cancer treatments.

With the scientist came his ability to secure funding for this cutting-edge research.

In turn, McLeod acquired the resources of a renowned research university that has historically supported research with a potential to make a difference in people’s lives.

It is a win-win partnership in which success helps breed success.

Research funding accounts for about one-third of the University’s total revenue. Even in a period of flat funding nationally, Carolina faculty members are among the leaders in attracting federal and other funding for research. In fact, Carolina set records in research grants and contracts the past two fiscal years, nearly doubling the amount received a decade ago.

Last year’s $678.2 million total was an 11 percent increase over the record-setting $610 million received the previous year. Further, more than half of the 2008 total showed a 13 percent gain in grants and contracts awarded by the National Institutes of Health (NIH).

“Those are very few universities that can make those claims,” said Tony Waldrop, vice chancellor for research and economic development. “It shows that we’re doing extremely well, even against the best of folks.”

While the School of Medicine typically accounts for the lion’s share of research funding — attracting $356.8 million of last year’s total — disciplines across the spectrum are vital to the University’s aggregate success.

As an example, Waldrop points to the Carolina Population Center, which last year landed a $181 million grant, the University’s largest ever, to continue its efforts to evaluate health, poverty and gender programs worldwide.

And the new collaboration among the School of Information and Library Science, the Renaissance Computing Institute and Data Intensive Cyber Environments (DICE) — based at the University of California-San Diego Super Computing Center — brings together nationally prominent researchers to address the preservation and storage of digital information.

Even in today’s dour economic climate, Carolina’s research funding is 11 percent ahead of the tally at this time last year, Waldrop said, and NIH funding has contributed to that marker.

A three-year comparison of NIH funding at Carolina and Duke University shows the gap closing significantly, he said. In 2005, Duke was ahead by $94 million, but since has dropped 10 percent while Carolina has climbed 13 percent, closing the gap to a little more than $20 million in 2008.

INTERDISCIPLINARY RESEARCH

Carolina’s track record helps attract faculty members like McLeod, who came here because of a culture that encourages researchers to reach across disciplines.

“As a researcher, you make certain levels of contribution based on your science, but taking that up a notch requires using other resources,” he said. “UNC has so many schools and departments that want to work with you to help you accomplish your goals. I wanted to work in a place with that philosophy, where the mission is bigger than one person.”

McLeod is the Fred Eshelman Distinguished Professor of Pharmacogenomics and Individualized Therapy and director of the UNC Institute for Pharmacogenomics and Individualized Therapy.

Howard McLeod, left, works with recent Carolina graduate Anne Dvorak in his lab at the Genetic Medicine Building. McLeod is the Fred Eshelman Distinguished Professor of Pharmacogenomics and Individualized Therapy and director of the UNC Institute for Pharmacogenomics and Individualized Therapy.
Three honored for work in advancing women at UNC

The University helped kick off its 12th annual Women’s Week by honoring three women who have been instrumental in mentoring or promoting women on campus.

Annie Clark, a sophomore political science and psychology double-major in the College of Arts and Sciences, who is also minoring in women’s studies; Aimee Krans, work/life manager in the Office of Human Resources; and Etta Pisano, vice dean and Kenan Professor of Radiology and Biomedical Engineering in the School of Medicine, director of the UNC Translational and Clinical Science Institute and director of the Biomedical Research Imaging Center, received the University Awards for the Advancement of Women at a reception on March 23.

The three were chosen from among 22 nominees. The awards, which were created in 2006 following the retirement of the Cornelia Phillips Spencer Bell Award, honor individuals who have mentored or supported women on campus, elevated the status of women or improved campus policies for them, promoted women’s recruitment and retention, or promoted professional development for women.

“I am a huge believer in striving for gender equity,” said Chancellor Holden Thorp, who presented the awards. “More diverse groups make better decisions.”

Clark is the legislative chair of the Coalition Against Sex Trafficking and has lobbied at the local and national levels for anti-trafficking legislation. She also co-chaired, and still remains active in, Project DinaH, UNC’s women’s safety and empowerment organization dedicated to anti-violence and sexual assault awareness and equality in all relationships.

She spearheaded a project to install reporting boxes for survivors of interpersonal violence to anonymously report their assaults in campus recreational facilities, and she is working to expand the project to campus libraries and schools throughout the Atlantic Coast Conference.

Nominators cited her widespread involvement in women’s issues. “Her impact is far-reaching and understated. There is no better student on campus to receive this award,” a nominator wrote.

Krans has helped many University student-parents and employees access subsidy money for child care. She serves on the Chancellor’s Child Care Advisory Committee, where she worked to expand access to lactation rooms and improve quality child care on campus. She also helped create a program that offers University and hospital employees and students high-quality breast pumps at a tremendous discount.

Pisano is the legislative chair of the Coalition Against Sex Trafficking and has lobbied at the local and national levels for anti-trafficking legislation. She also co-chaired, and still remains active in, Project DinaH, UNC’s women’s safety and empowerment organization dedicated to anti-violence and sexual assault awareness and equality in all relationships.

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Kerry addresses challenges in climate change

Massachusetts Senator John Kerry could not resist taking a jab at the man who defeated him at the polls four years ago.

It was the first day of spring. Kerry noted, “or as George W. Bush used to say, proof that global warming isn’t caused by human beings.”

Kerry chairs the Senate Foreign Relations Committee and is a senior member of the Senate Finance Committee. He won the Democratic nomination in 2004 and ran with former North Carolina Senator John Edwards as his running mate.

But it was global warming, not presidential politics, that Kerry talked about when he delivered the Weil Lecture on American Citizenship on March 20.

Global warming, Kerry argued, is “a life-and-death proposition” that goes to the core of citizenship and involvement and how the nation’s leaders exercise moral leadership. 

“We are generationally responsible so we must leave this place in better shape than it was given to us by our parents,” Kerry said.

Some argue that the country cannot deal with climate change in the middle of an economic crisis, he said, but dealing with climate change is part of the solution to the economic crisis.

The challenge is as much political as it is economic, he added, since some of his colleagues continue to doubt the science on which the warnings of global warming are based.

Former Vice President Al Gore has been a consistent voice on this issue for decades, Kerry said. The evidence he has brought forward is more convincing than ever, and the need to act has never before been more urgent.

Across the world, the effects of global warming are already evident. In Africa, for instance, lakes are drying out and the Sahara Desert is expanding. The Ariel Sea in Russia is also drying up and fishing boats once moored to docks now sit marooned on dry sand.

In January, Gore testified before the Senate Foreign Relations Committee about the growing threat of the climate crisis to economic and national security.

Kerry cited the aerial photos of Arctic ice that Gore presented, which showed the patches of white getting smaller and smaller over time. People need to understand that the disappearing ice could lead to the disappearance of coastal cities all over the world as the ocean level continues to rise, Kerry said.

Kerry said he and others are involved in writing legislation to address global warming, but have already run into resistance as 270 companies have hired 2,470 lobbyists to block it.

But the battle is not lost. “I believe we have a remarkable moment of opportunity,” Kerry said. “We need to seize it.”

‘See the world’ through Carolina Performing Arts

Carolina Performing Arts’ 2009–10 season, its fifth, will give audiences a chance to “see the world” through 38 performances by artists and ensembles from 14 countries.

Season highlights include performances by legendary jazz saxophonist Sonny Rollins (Sept. 22), Indian sitar virtuoso Ravi Shankar with his daughter, Anoushka (Oct. 6), and Brazilian singer-songwriter Gilberto Gil (March 14).

In a new collaboration between Norwegian pianist Leif Ove Andsnes and South African visual artist Robin Rhode, “Pictures Reframed” is a multimedia tour through Modest Mussorgsky’s Pictures at an Exhibition (Nov. 18).

“We present artists from all over the world, and for our fifth season in Memorial Hall, our goal is to continue to light the fire of discovery in all members of our community,” said Emil Kang, executive director for the arts and of Carolina Performing Arts. “With these performances, we hope to foster a society that can respond to the world with insight, imagination and understanding.”

Other performances include:

- The Bill T. Jones/Arnie Zane Dance Company performing a new work based on Abraham Lincoln’s second inaugural speech (Jan. 15);
- A concert by the Soweto Gospel Choir (Jan. 17) in collaboration with a concurrent exhibition of prints by Jacob Lawrence at the Ackland Art Museum;
- Two concerts by the London Philharmonic Orchestra (March 2–3);
- Chinese piano superstar Lang Lang with the Schleswig-Holstein Festival Orchestra (March 23);
- A world premiere collaboration between string quartet Brooklyn Rider and experimental pop band 2 Foot Yard (March 25); and
- Dance companies Pilobolus (March 22), the Alvin Ailey American Dance Theater (April 10–11), appearances by Spain’s Noche Flamenca (Nov. 20) and Compañía Nacional de Danza (April 17–18), Carolina Ballet’s “Nutcracker” (Dec. 5–6) and STREB (Feb. 19–20), whose performances are tied to the University’s humanities, arts and technology festival (Feb. 12–20).

As it has done for two seasons, Carolina Performing Arts will participate in a yearlong Carolina Creative Campus initiative. Tying in to the main thrust of this performance season, the new initiative will explore, through nine performances, global diasporas and examine ideas on issues of migration, nationality and the politics of home.

The season will introduce audiences to a new set of three performances in “The Loading Dock” series in which artists and audiences will share the Memorial Hall stage. Audiences will enter through the building’s loading dock and join artists for a completely different and enveloping artistic experience. The three performances represent a diverse mixing of cultures and topics. For more information about performances and to purchase tickets, refer to www.carolinaperformingarts.org, or call 843-3333.
BY THE NUMBERS: Carolina Covenant program is a success

Good intentions do not always lead to positive results. But a study of the first cohort of Carolina Covenant scholars shows that the program is working even better than envisioned to help disadvantaged students afford to go to college — and to succeed.

Carolina Covenant has become a model for other universities in developing programs for accessibility and affordability geared toward academically prepared students from low-income backgrounds. Shirley Ort, director of the Office of Scholarships and Student Aid who championed the program six years ago, and Lynn Williford, director of the Office of Institutional Research and Assessment, updated the Board of Trustees about Carolina’s successful program last week.

Nearly 1,800 Covenant scholars have benefited since the program started in fall 2004, and 1,476 Covenant scholars are currently enrolled.

Ort cited “Academic Success and Financial Decisions: Helping Students Make Critical Choices,” published by the American Council on Education, demonstrating that large grants, when combined with part-time jobs and limited borrowing, positively influenced the academic success of low-income students.

Ort, in crafting the Covenant, used that research to design a program in which qualified low-income students would not need to borrow any money for up to nine semesters. The median family income of Covenant scholars is $24,242.

Of the five cohorts between 2004 and 2008, the average SAT scores ranged from a low of 1198 in 2006 to a high of 1223 in 2005, while the average high school GPA ranged from a high of 4.3 in 2008 to a low of 4.19 in 2006.

Consistent demographic patterns have emerged within all five cohorts, with 84 percent to 89 percent of the students from North Carolina; 61 percent to 69 percent female students; 60 percent to 63 percent students of color; and 52 percent to 57 percent students who were the first generation in their family to attend college.

Ort said financial aid helped students get into Carolina, but it was what she called the “community embrace,” which helped them to stay and thrive through a comprehensive array of support services and special programming.

Williford presented a study that looked at the inaugural 2004 cohort compared with a control group of students who entered Carolina in fall 2003 and would have qualified as Covenant scholars.

In the 2003 control group, 56.7 percent graduated in eight semesters, compared with 61.9 percent of the 2004 Covenant cohort, Williford said. Similarly, 72.7 percent of the 2004 cohort graduated within nine semesters, compared to 69.6 percent from the 2003 control group.

The number of 2004 Covenant scholars who became academically ineligible was 17 percent lower than the 2003 control group, Williford added. Another encouraging statistic: The average GPA for Covenant scholars at graduation is within two-tenths of a point of their fellow graduates.

Ort has been invited to present the Covenant study results to the national Student Financial Aid Research Network this summer. Read more about the study at snipurl.com/enviro.

GRANTS from page 4

others from companies such as GlaxoSmithKline and LabCorp. Carolina’s emphasis on fostering such multidisciplinary endeavors has paid off, not only in recruiting and retaining top-rated faculty members who generate new knowledge, but also in encouraging research to expand in directions that have been well funded.

“We haven’t changed the way we go after research funding,” Waldrop said. “Collaboration is something we’ve always done as well as anyone, and NIH in particular is geared toward collaborative efforts. So this isn’t a change for us; it’s an expansion.”

Many of the biggest questions in science require expertise beyond one person or one laboratory, something funding agencies increasingly recognize, he said.

For example, Carolina landed more grants than any other university as a result of the 2002 NIH Roadmap for Medical Research, which provided a framework for NIH priorities and identified ways to maximize its impact on the progress of medical research.

“Across the board, our faculty have a knack for finding the leading edge of their respective disciplines and doing the kind of work that’s valued and supported,” Waldrop said.

CANCER RESEARCH

Enhancing that success is the impact of the University Cancer Research Fund (UCRF), approved by the N.C. General Assembly in 2007 to help propel the University, through the Lineberger Comprehensive Cancer Center, to national leadership in cancer research and patient care. The legislature allocated $25 million in 2007, $40 million in 2008 and $50 million in 2009 for the fund.

Already, the results are transformative. Because of new initiatives in cancer research, the University has recruited more than 30 people to join the 425-plus faculty, staff and trainees who are partially supported by UCRF on projects to help unravel cancer’s mysteries and fight the disease in all its forms.

Newly recruited people represent specialties ranging from adult and pediatric bone marrow transplant to geriatric oncology, from oncologists in multiple disease groups to basic cancer geneticians, and from bioinformatics to drug discovery. Faculty searches are under way for population scientists, health outcomes and patient support researchers, and cell biologists and tumor virologists.

“The UCRF is allowing us to support innovative research in laboratory, clinical and population sciences across the University,” said Shelton Earp III, professor of medicine and pharmacology and Lineberger Center director.

“A large-scale project in breast cancer across 44 North Carolina counties and a 10,000-patient cancer survivorship cohort study are being launched. These will provide research opportunities at UNC and at other UNC campuses. Our goal is to make an impact in the lives of patients and their families through world-leading health cancer research.”

FEDERAL STIMULUS

Although it is too soon to know the impact the dollar impact the federal stimulus package will have for Carolina, some NIH funding will supplement grants that have already been funded, Waldrop said.

He also expects to see funding for challenge grants and for those that narrowly missed funding but were seen as scientifically meritorious. In addition, the package includes money for infrastructure and for renovating core facilities.

“If you calculate the same rate of success we’ve had so far in each of these categories, we should do extremely well,” Waldrop said.

Research is a team effort. “Beyond the science itself, it takes quite an infrastructure to manage the grants, take care of the animals, oversee compliance and coordinate the many other things that have to happen at the department, school and campus levels,” he said.

In fact, administrators expect the stimulus package to create a need for additional jobs to support the University’s increasing research efforts.

F&A FUNDS HELP SUSTAIN CAROLINA RESEARCH

The University’s recent construction boom, fueled by the state’s $3.1 billion Higher Education Bond Ref- erendum, has helped create a network of enhanced research facilities across campus. As a result, attracting new researchers to Carolina has become a little easier.

“We’re definitely seeing the impact of that generos- ity from the legislature,” said Tony Waldrop, vice chancellor for research and economic development. “We couldn’t attract faculty members without adequate research facilities.”

Supporting many of these and other University capital projects are facilities and administrative (F&A) funds, also known as overhead receipts from con- tracts and grants. These funds not only help support the overall cost of doing research, they also help fund capital projects and debt service on buildings.

Overall, F&A research funds back more than $300 million in debt service on buildings constructed with money from the bond referendum.

For new construction, just last year the funds were applied toward the Science Complex, the Dental Sciences Building and the Research Resource Facility.

And F&A funds are likely to be applied toward other upcoming construction projects when the Uni- versity gets the green light to proceed with them.

In addition, F&A funds help equip laboratories and support the University’s broad research compliance efforts. Faculty members whose research was funded one year but narrowly missed being funded again can apply F&A funds as a bridge to keep their research and labs going — and people employed — until they can secure funding.

Statistics from February show that around 1,100 employees were paid at least in part from the $32.3 million in F&A funds devoted to salaries campuswide.

Outside research, these funds regularly support areas including the University’s libraries and a variety of instructional and public service projects.
HUNT FOR EGGS ON APRIL 4
The annual Children’s Egg Hunt Celebration is set for April 4 at the future New Hope Park on the corner of Highway 86 and New Hope Road. Activities include live entertainment by the Juggle Boy. Separate hunts are planned for children aged 2–4, 5–7 and 8–10, and there also is a hunt planned for children with special needs.

Entertainment begins at 9:30 a.m.; the hunt begins at 10:30 a.m. and activities continue through 1 p.m. Rain date is April 5 at 2 p.m.

RECORD SALE BENEFITS SOUTHERN FOLKLIKE COLLECTION
Check out the record sale April 4 from 9:30 a.m. to noon in Wilson Library’s Pleasants Family Assembly Room on the main floor where thousands of country, bluegrass, blue and rock recordings will be on sale as LPs, 45 rpm records and audio cassettes. Proceeds go to the Southern Folklife Collection.

snipurl.com/ehog6

EXHIBIT HONORS JAMES JOYCE GIFT
A collection of books by 20th-century Irish writer and poet James Joyce are the highlight of “Joycean Generosity, Joycean Special Needs.” An exhibition that runs April 17 through June 30 at Wilson Special Collections Library.

The Rare Book Collection exhibition opens April 17 with a lecture by Scott Klein, professor of English at Wake Forest University. The free public talk begins at 5:45 p.m. in the library’s Pleasants Family Assembly Room. A reception precedes it at 5 p.m.

The exhibit honors gifts of James R. and Mary M. Patton to the UNC Library. In addition to 30 Joyce items, the show features works by poets Sylvia Plath, Ted Hughes, Seamus Heaney and James Dickey — all gifts of the Pattons.

On May 15 and June 16, Libby Chenault, rare book collection librarian, leads free public gallery talks from 3:30 to 4:30 p.m., walking visitors through the exhibition and introducing them to Patton’s collection. snipurl.com/ehog6

PLAYMAKERS’ ANNUAL AUCTION BEGINS APRIL 16
PlayMakers Repertory Company runs its 2009 Online Auction from April 16 through April 25 with items such as a weeklong stay London, pottery, china and jewelry, private dinners with celebrity guests and Duke vs. Carolina basketball tickets on the auction block. www.playmakersrep.org

LUNCH AND LEARN: PHYSICIAN AS PATIENT
The Parr Center for Ethics holds a noon Lunch and Learn Workshop on April 16, “The Physician as Patient,” addressing the issue of physicians conducting research on themselves. The discussion is free but registration is required. snipurl.com/e60g

MINDFULNESS COURSES TEACH ‘ART OF CONSCIOUS LIVING’
The Carolina Mindfulness-based Program for Stress and Pain Management offers training in meditation and mind-body awareness that teaches how to slow down, focus and relax in the midst of a busy life. Classes are Monday evenings, April 20 – June 15, and Tuesday mornings and evenings, May 5 – June 30. Courses are sponsored by the Program on Integrative Medicine. pim.med.unc.edu/mindfulness.html

CONSORTIUM ‘MEET AND GREET’ PLANNED FOR APRIL 22
The UNC African-American Studies Consortium plans a Southern dessert reception April 22 to provide a low-key networking atmosphere for UNC researchers of African-American Studies. It is scheduled for 4–6 p.m. in the Anne Queen Faculty Commons Room of the Campus Y. See www.unc.edu/iaar or call 962-6810.

FREE SCREENINGS CHECK FOR ORAL, HEAD AND NECK CANCER
Free screenings for head and neck cancer are scheduled in the Ear, Nose and Throat Clinic at UNC Hospitals from 1 to 4 p.m. on April 29 as part of Oral, Head and Neck Cancer Awareness Week. The screenings are offered on a first-come, first-served basis. No appointments are required.

For more information, contact Laura Lyndon Miller (966-9717 or llyndon@unch.unc.edu). snipurl.com/e60g

APPLY NOW FOR BRIDGES PROGRAM
The BRIDGES Academic Leadership Program for Women is accepting applications through May 1 for its fall 2009 program, which will be conducted on four weekends between Sept. 11 and Nov. 14.

BRIDGES is an intensive professional development program for women in higher education who seek to gain or strengthen their academic leadership capabilities. It is designed to help women identify, understand and move into leadership roles in the academy.

www.fridaycenter.unc.edu/bridges

LECTURES, CONFERENCES AND SYMPOSIA
April 2 — “Marriage and Family Rights: Who’s Allowed and Who Decides?” Marriage, family rights seminar is hosted by Parr Center for Ethics, LGBTQ Center and the Center for Global Initiatives. Author Frank Schaeffer gives the keynote presentation. It is scheduled for 6:30 p.m. in the auditorium of the FedEx Global Education Center. snipurl.com/ee5sz

April 2 — Carolina Innovations Seminar: “What to Expect When You’re Inventing.” Presentations by Scott Singleton, Kuris Keller and Collin McKinney. It is held in Room 014 of Sitterson Hall from 5:30 to 6:30 p.m. snipurl.com/eex30

April 9 — “Poverty and the Recession in North Carolina: Challenges and Opportunities.” The meeting is sponsored by Center of Poverty, Work and Opportunity. Keynote speaker is Joe Hackney, speaker of N.C. House of Representatives. It is scheduled to be held at the Hill Alumni Center from 9 a.m. to 4:30 p.m. snipurl.com/ejcid

April 15–18 — 2009 Scholarly Conference on College Sport. The meeting features a free April 16 symposium at the Friday Center from 8:15 a.m. to 4:30 p.m., hosted by the Sports Research Institute. The institute relocated to UNC last fall and is housed in the Department of Exercise and Sport Science. Keynote speaker is Jerry Bloom, former pro football player and world-champion skier. In conjunction with the meeting, the tee Off for Tar Heels golf tournament will be held at Finley Golf Course. www.crsciconference.org

April 16 — “Immigration Panel on the 287(g) Program in North Carolina.” Hannah Gill, Mai Nguyen, Deborah Weiseman present their findings on the program. It is scheduled for Room S042 in the School of Law at 5:30 p.m.

April 16–18 — “Gender, Islam and Health in Africa.” African Studies hosts an interdisciplinary conference sponsored by more than 10 UNC units. Fatou Sow, researcher at Centre National de la Recherche Scientifique in Paris, gives the keynote address. It is scheduled for Room 4003 of the FedEx Global Education Center. snipurl.com/ee76w

SUMMER LINEUP ANNOUNCED FOR ADVENTURES IN IDEAS
A report card on President Obama’s first 100 days in office kicks off a lively mix of seminars that place current events into a broader framework of interdisciplinary thought. The panel and discussion on Obama’s new administration features William E. Leuchtenburg, William Rand Kenan Jr. Professor Emeritus of History, and Gene R. Nichol, professor of law and director of the Carolina Center on Poverty, Work and Opportunity. It is one of six new Humanities and Human Values summer seminars, called Adventures in Ideas. Refer to the Web site (www.adventuresinideas.unc.edu) for complete information on all the programs, including location, time and cost, or call 962-1544.

‘MOUNTAIN TOP REMOVAL’ SCREENS APRIL 10
The Ackland Art Museum sponsors the April 10 screening of “Mountain Top Removal,” an award-winning documentary directed by Michael O’Connell about the damage done to
Southern Appalachia by mountain-top coal mining. O’Connell introduces the film and takes questions from the audience. It is scheduled for 8:15 p.m. in the auditorium of Hanes Art Center.

ITS OFFERS MASS MEDIA DUPLICATION
UNC faculty and staff can take advantage of Information Technology Services’ mass media duplication service to create CDs and DVDs for purposes such as exams, tutorials and presentations.

The service offers a complete media duplication package that includes the CD or DVD, a thermal printed label and media sleeve. Minimum order is 50 copies.

The duplication service is located on campus in the House Undergraduate Library.

To begin the order procedure, visit the secure Web site (https://software.unc.edu/unconly/massmedia.php), log in with Onyen and password and fill out an order form. More detailed information about the order procedure is located on that page, or call 962-2000.

CAROLINA EMPLOYEES SET SECC RECORD
The annual State Employees Combined Campaign (SECC) ended with UNC employees raising about $814,000 – the highest in the SECC’s 23-year history.

School of Social Work Dean Jack Richman served as chair of Carolina’s arm of the statewide campaign. More than 250 team leaders and volunteers were organized across campus to facilitate the effort, themed “Carolina Cares, Carolina Shares.”

“Despite tough economic times, Carolina employees stood up and supported the community,” said Richman, adding that most of the money raised locally stays in the Triangle.

The SECC is the only charitable giving program authorized for North Carolina state work sites, supporting about 900 local and national charities. UNC employees are the largest contributors to the SECC statewide — raising 16 percent of the 2009 combined campaign total. Since 2001, Carolina employees have contributed more than $5 million.

REGISTER NOW FOR NCDLA VIRTUAL CONFERENCE
The North Carolina Distance Learning Association (NCDLA) is saving time, money and travel budgets through use of its “Get Connected Virtual Conference,” scheduled April 20 – May 1. Sessions are offered mid-morning and mid-afternoon each day throughout the two-week period. Registration ends April 10. www.usdla-nc.org
Q&A from page 2

How have the key issues changed in the 20+ years you’ve been a member of the Carolina faculty?

COBLE: Some issues seem cyclical and come up every so many years. Tenure review is a good example; budget, always. Reassessment and self-evaluation are important.

Curricular issues are cyclical as well and I have been disappointed by the latest iteration of undergraduate core requirements.

Diversity (I prefer the term “inclusion”) has become a very important issue at Carolina. It is essential that we speak and hear all tongues.

The size of the University — enrollment growth and the subtle shift from Carolina being comprised mainly of the best North Carolina students to seeking out the best students in and out of state. A superior student body should always be the goal.

One of the issues I hear more and more about is the “Carolina way” — what does it mean? What did it mean? Is there one? This is a fascinating discussion.

KALLEBERG: We have gone through tough economic times before, though the severity of the current crisis is probably unprecedented.

The expansion of dual-earner families has increased pressures to balance work and family and to design accommodations to alleviate these stresses. Competition among universities for faculty members and students has increased in recent years, making issues of recruitment and retention more severe as universities (especially private ones) are providing lucrative opportunities elsewhere.

There has been an increase in the importance of private sources of income for University operations, bringing with it opportunities and challenges as to the conditions underlying the solicitation of these funds and their expenditures. And, while advances in information technology have made communication easier, they have also raised a host of issues that need to be addressed, including copyrights and intellectual property.

What issues are raised by our changing faculty demographics?

COBLE: I think we are going to see more and more fixed-term faculty joining us — that is why I feel strongly that their issues need to be addressed system-wide. I think we are really looking for a paradigm shift when it comes to fixed-term faculty.

KALLEBERG: There has been an expansion in fixed-term faculty in society in general, and in academia and UNC in particular. There are good economic reasons for this, given funding pressures and the need to fill in gaps on a temporary basis. But the widespread use of non-tenure track faculty also brings with it significant dangers, such as the negative consequences for teaching quality, faculty cohesion and erosion of community.

And as faculty approach retirement age, we need to make crucial decisions about how to replace them.

How does being involved in faculty governance benefit both our faculty members and the University as a whole?

COBLE: I am not sure how many folks realize how Draconian faculty governance is at some other institutions. We have an administration that cares what the faculty think. I appreciate the transparency with which the University has worked with budget decisions. There will always be decisions that make people unhappy or maybe even seem capricious — we have the ability here to react and act in those times. The more faculty get involved or just listen to faculty governance issues, the more they will understand that our chair and council system buttress UNC as a true community.

KALLEBERG: The University has a long, proud history of faculty governance. Being involved in it helps faculty members contribute to solving issues and ties faculty more closely into the University’s needs and mission.

Faculty governance and input into key decisions also give the University administration the benefit of faculty expertise. Faculty members are a bottomless well of ideas and inspiration for tackling the issues Carolina will face in the coming years.

DIGGING UP THE OLD WELL

It is April Fool’s Day and we can’t resist. Actually, Tom Jenswold, left, and David Lipofski, who both work in Grounds, dig out and replace many of the azaleas around the Old Well that were affected by last year’s drought.

financial assistance over longer periods, combined with lighter workloads.

As for the ongoing challenge of faculty recruitment and retention, the report cites five strategies to generate the $20 million a year necessary to bring all non-medical school tenured and tenure-track faculty up to the 80th percentile of their peers:

- Increase state funding;
- Increase endowment funds for new distinguished professorships;
- Raise tuition and use a portion of additional revenues to improve faculty pay;
- Use overhead receipts from research grants for salaries of research faculty; and
- Supplement or replace the state benefit package with one that is more competitive with peer institutions.

Based on a 2007–08 faculty salary survey by the American Association of University Professors, full professors at Carolina earned $6,100 less than the 80th percentile of their peers ($144,600); associate professors at Carolina earned $4,200 less than the 80th percentile ($95,100); and assistant professors earned $5,250 less than the 80th percentile ($82,150).

Raynor reviewed the report’s recommendations for improving the academic experience for students, including the creation of a minor in solving the world’s problems. That drew the interests of trustees, including some who suggested working to improve public schools in North Carolina in order to increase the number of top-level students who could become Carolina students.

Other recommendations included expanding first-year seminars, undergraduate research opportunities and the Honors Program, while lowering class size to foster more personalized academic interaction.

In his concluding remarks, Ellison said he hoped the report’s recommendations would be incorporated into the new academic plan to be developed under the leadership of Executive Vice Chancellor and Provost Bernadette Gray-Little as well as the focus of the next fundraising campaign.

Gray-Little praised Ellison and Raynor for the quality of their work and the suggestions solicited from the University community. She said the end product was both reasonable and creative.

The challenge, however, is finding ways to improve quality in a period of economic retraction.

To read the report, refer to bestcarolina.unc.edu.
Hugon Karwowski pushes his students to work as hard as they can and is constantly trying to get the best out of them — whether they like it or not.

Most of the time, they do.

Karwowski’s Physics 352 (“Electronics II”) class, for example, is so popular that enrollment has nearly doubled in the past two years.

One reason for the class’s popularity is that it is a foundational course for students pursuing the biomedical engineering track in the new curriculum in applied sciences and engineering (CASE) in the College of Arts and Sciences.

CASE presents opportunities for students to pursue careers addressing the pressing technical challenges confronting the world in areas such as nanomedicine, alternative energy, environmental protection and cyber security.

Another reason for the class’s popularity is Karwowski himself. In his 25-year career, he has repeatedly distinguished himself as a teacher adept at unlocking the potential within his students by challenging them in ways that force them to dig deeper.

“Students are not challenged often enough,” Karwowski said. “Therefore, they don’t know how good they really are, or how bad they are. What is it that you can do? What is it that you cannot do? In either case, this is very important to know.”

And some find that they are in the wrong place, he said. “Somebody should have told them a year ago, ‘Look, maybe the most difficult major on campus is not for you.’”

Other students, when pushed to work harder than ever before, will discover they are capable of far more than they thought possible.

No matter their ability level, students who do not already have a work ethic have little chance of surviving Karwowski’s class without developing one.

A case in point is the Lockfest event that students in his digital electronics class held on March 5 in Phillips Hall.

The lock in this instance is a free-standing sophisticated electronic circuit designed and built to protect unauthorized entry into a computer system.

Leading up to the event, Karwowski’s students spent about three weeks working on their lock designs. They spent countless hours in the lab during that time, taking the designs from paper sketches to computer design to actually building and testing the locks.

During the “pick-the-lock” challenge, faculty and student colleagues had 75 minutes to try to crack the code and open the locks. More than 60 professors, grad students, friends and parents tried to break 41 different lock designs.

“The alumni of the class were most successful and broke about a dozen locks,” Karwowski said. “Most locks were not broken at all.”

He said the point of the event was to give his students a long-term project that forced them to think ahead and organize their work. At the same time, the project allowed them to develop practical skills in hard-core electronics that would be useful to them later.

Karwowski’s assertion about the importance of what he teaches would draw little argument from students like Will Eldridge, a junior from Hickory, who is interested both in medical school and getting a Ph.D. to develop biomedical instruments.

Eldridge said Karwowski tells the class what he expects of them and leaves them alone to figure out how to accomplish it. It is through figuring out things on your own, he said, that learning takes place. And in the process of completing the task, he is learning practical skills that he can add to his resume, from circuit design to soldering.

“As for his lock, 55 people tried to break it. One succeeded, and that was a fellow classmate,” said Frances Ni, a junior from Cary who attended the N.C. School of Science and Mathematics, said no one broke her lock. Both students used a multi-layered defense based on a series of locks that, even if figured out, had to be entered within a specified time sequence.

Both Eldridge and Ni know Karwowski is pushing them to the limits of their ability. That is all right with them, because, like Karwowski, they want to find out if they are up to the challenge.

But his students also appreciate the fact that Karwowski pushes himself equally hard. Students who go into the lab on weekends are not surprised to find Karwowski there, too.

He also makes himself available to students by responding to e-mails that stream in at all hours. It is not uncommon for him to answer 40 e-mails from students in a single evening at home.

Karwowski’s dedication to his students earned him a 2008 Johnston Teaching Excellence Award, one of the top honors given for undergraduate teaching at the University. His devotion to teaching and care for students has also been recognized with a Tanner Award and a Bowman and Gordon Gray professorship.

Karwowski said, “I operate under the false impression that what I have to teach them is the most important thing they will ever have to learn — and that I am the one who is going to straighten them up if they are not already straightened up yet.”

No doubt, many of his students would agree.
Carolina Family Scholarship helps make college affordable

Faculty and staff contribute to Carolina in countless ways. During the 2008 Faculty-Staff Campaign, more than 1,700 employees gave $1.79 million to their favorite areas, including building projects, scholarship funds, academic programs and medical research (see the donor honor roll, giving.unc.edu/annualfund/facultystaff/FacStaff.htm). Each gift makes a difference in students’ and colleagues’ lives every day.

As a suggestion to faculty and staff who might want to give to the University but do not have a particular area in mind, the Carolina Annual Fund has chosen the Carolina Family Scholarship as this year’s featured fund.

Launched in 2005, the Carolina Family Scholarship provides need-based tuition scholarships to the children of qualifying Carolina employees who wish to attend any of the UNC campuses or community colleges in the state. Now, Carolina hopes to raise the endowment supporting it to $1 million.

A committee of faculty and staff, assisted by the Office of Scholarships and Student Aid, awards the scholarships. The Carolina parents of students who have received awards so far include office and program assistants, a campus security guard, a construction estimator, a social research assistant and a dental assistant.

To date, 18 students have received awards, and they attend 10 different schools, including Carolina, N.C. State, Appalachian State and Durham Tech.

The endowment supporting the Carolina Family Scholarship now stands at $295,000. Raising it to $1 million would mean the program could distribute an annual average of $45,000 – $50,000 in scholarships.

At the current scholarship level of $2,000 per student, more than 20 students at any time could be supported throughout their college educations. The larger endowment might also allow the scholarship committee to distribute larger awards to fewer students.

Bruce Egan, who directs the Information Technology Services Response Center, spearheaded the effort to establish the fund.

“We all work for an educational institution, so what better program to support than one that helps the children of our colleagues go to college?” he said. “And since they can attend any UNC campus or community college, it’s another example of Carolina helping support education throughout the state.”

Egan contributes to the fund through payroll deduction, which, he said, allows him to make a more significant contribution because it is spread over the year.

A major boost also came from Chancellor Emeritus James Moeser, who designated $232,000 in private dollars to the cause. Gifts to the fund have come in all amounts, Egan said — even one dollar. “It runs the gamut,” he said. “It all counts.”

For his initiative, Egan was honored with the Chancellor’s Award for Excellence and the 2007 State Employees’ Award for Excellence, the highest honor given to a state employee.

THE FUND’S IMPACT

Carolina junior Heather Tate grew up in Chapel Hill and always dreamed of attending UNC. Her dad, Dennis Tate, works as a technician in Facilities Services. “Growing up, he always took me on tours of the campus, teaching me about the different buildings and showing me a preview of campus life,” Heather said.

In fall 2006, Heather became one of the first Carolina Family Scholarship recipients. She said the scholarship was a blessing. “It has helped alleviate some of the financial burden that college tuition can cause. Without this help, attending the university of my choice would have been much more difficult.”

Because of her dad, Heather knows firsthand how many different people work to make Carolina the top-ranked university it is. “I’m thankful to everyone who helped make my education possible,” she said. “Earning this scholarship has motivated me to succeed. I hope to make you proud.”

Heather is majoring in business administration at Kenan-Flagler Business School and applying for summer internships in finance and pharmaceutical sales. In addition to her business courses, Heather recently started studying Korean in honor of her mother, who is Korean.

Heather works part-time for a local real estate company and has served on the General Alumni Association’s Professional Committee, helping to plan events that encourage student-alumni relations.

Father and daughter occasionally bump into each other on campus. “It’s a welcomed break from my hectic routine,” she said. “Plus, knowing that my dad is nearby makes it easy when I forget something at home or need his help with something.”

HOW TO HELP

To give to the Faculty-Staff Campaign through payroll deduction, follow the link at giving.unc.edu/annualfund/facultystaff/index.htm. You will also see a link for making an online gift to the Carolina Family Scholarship Fund.

You can mail a gift supporting the fund to Carolina Annual Fund, c/o Beth Gardner Braxton, Office of University Development, CB# 6100 (make the check payable to UNC-Chapel Hill and note “Carolina Family Scholarship Fund 6797” in the memo line).

For more information, contact Braxton at 962-4388 or beth_braxton@unc.edu.

Editor’s Note: This information appeared in the Spring 2009 issue of Carolina Connections, sniwpul.com/c cla.p e.