



UNIVERSITY Gazette

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N.C. legislators' commitment to higher education evident in budget

University officials are reacting positively to the newly approved \$19 billion state budget that state legislators have hammered out for the 2009–11 biennium. They are relieved the final budget was not much worse.

“Considering the state’s revenue picture and this budget’s impact on other state agencies, our legislators have treated the UNC system very fairly overall,” said Chancellor Holden Thorp.

Dwayne Pinkney, assistant vice chancellor for finance and administration and the University’s state government liaison, said the General Assembly’s commitment to education and higher education was evident.

“Legislative leaders worked hard to minimize cuts and they have allowed some flexibility in how those cuts will be taken,” he said.

As the Gazette went to press, UNC General Administration had projected an overall 6 percent reduction in state appropriations for the UNC system’s base budget.

Even before the budget was approved, Chancellor Holden Thorp had issued two orders to cut spending levels for state appropriations by a total of 10 percent from the amount allocated last year.

The initial 5 percent cut went into effect in March; the second 5 percent cut went into effect in July in anticipation of budget cuts to come.

See BUDGT page 11

Nelson Ferebee Taylor Residence Hall dedicated

THE UNIVERSITY NAMED an apartment-style south campus residence hall in honor of N. Ferebee Taylor, Carolina’s fifth chancellor, on Aug. 3.

The 115,500-square-foot residence hall is part of the five-building Rams Village Community, which accommodates more than 900 undergraduates. Construction of the complex began in 2004 and was completed in 2006 at a total cost of \$88.2 million. Revenues of the housing and residential education department funded the project.

“It is fitting that Ferebee Taylor’s name now graces a residence hall situated in the heart of south campus where so many students live. It was the students who benefitted most from his efforts,” Chancellor Holden Thorp said at the dedication.

Taylor, who served as chancellor from 1972 to 1980, was the first to lead the University under the UNC system structure.

He created a more welcoming climate for women and minorities, dealt with a growing student body and burgeoning research enterprise, coped with budget challenges and rebuilt a connection with the people of the state following the turmoil of the 1960s, Thorp said.

Taylor worked to ensure that Carolina kept the proceeds from the sale of the University’s utilities and that most of the money was



CUTTING THE RIBBON for the Aug. 3 dedication of the Nelson Ferebee Taylor Residence Hall are Diane Taylor, center, wife of the late chancellor; Board of Trustees Chair Bob Winston, left of Taylor; and Chancellor Holden Thorp, right of Taylor. At the far left are Donald Boulton and Peggy Jablonski, former and current vice chancellors of student affairs, respectively. At far right are Lindy Beaugard, Diane Taylor’s sister, and her husband, Bob Higgins.

earmarked to strengthen the University Libraries. That money led to the construction of Davis Library, an addition for special collections in

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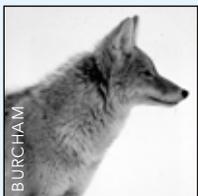
ON THE WEB



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LOCAL FOOD GETS GOOD PRESS

In the past month Chapel Hill made Huffington Post's slide show of 10 Best U.S. Cities for Local Food, sitting shoulder-to-shoulder with the likes of perennial green giants Seattle, Portland and San Francisco. One shout-out went to Sandwhich, which was also featured in the August Vanity Fair's section of its favorite things.



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WHERE THE WILD THINGS ARE

Summer has brought an increase in reports of coyote sightings at Carolina North Forest. It's worth keeping in mind when visiting to be on the lookout and never to let dogs run free. Travel down the trails with the forest bloggers and read what it's like to come face-to-face with a watchful coyote.



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BLUEBERRIES BOOST LINEBERGER

Women's basketball coach Sylvia Hatchell invited the public to pick from the 200 blueberry bushes next to her mountain cabin, as long as the pickers were willing to pay \$5 a gallon for them on the honor system. The twist: Payment was by check, to be mailed to UNC Lineberger Comprehensive Cancer Center.

Board endorses \$24 permits for scooters



Scooter riders at the University will pay \$24 for one-year parking permits as of Aug. 15, but broader questions about scooter parking and how scooter riding might be encouraged will likely undergo further study.

The Board of Trustees on July 23 agreed to the \$24 fee after learning that failure to act would trigger a reversion to higher fees the board had approved in May (the permit regulations are a municipal ordinance already on file with the N.C. Secretary of State's office).

The board reconsidered the original fees — which would have charged employees from \$171 to \$371, depending on their salary levels, and students \$175 — in response to objections raised in the Carolina community.

Brian Moynihan, a graduate student in information science, created an online petition protesting the new fees and regulations. He told trustees the \$24 fee was “a minor concession” to the 380 people who had signed the petition. A lingering issue, he said, was whether scooters should have to be parked in overcrowded lots now designated for motorcycles.

Moynihan said scooter riders were being

treated much better at Duke and N.C. State universities. At Duke, scooter riders can park their vehicles in bike racks and can register their scooters for free, he said, and at N.C. State, scooter riders are free to park wherever they want and registration fees range from free to \$5.

Moynihan also advocated that the University, with its emphasis on sustainable growth, be more supportive of this increasingly popular eco-friendly alternative.

Trustees Chair Bob Winston said the manner and substance of Moynihan's presentation made it easier for trustees to listen to the argument with an “open ear.”

Chancellor Holden Thorp said the University would work to ensure that adequate parking spaces were available next year for both motorcycles and scooters. He also made it clear that encouraging and supporting the use of scooters would be reviewed in the coming year with the development of a new five-year campus transportation plan. 

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Trustees welcome new chair, five new board members



WINSTON

New leaders at Carolina often acknowledge that they stand on the shoulders of those who came before.

When Robert W. Winston III was installed as chair of the Board of Trustees on July 23, he spoke about the ways the Winston family had benefitted from its association with the University for more than 150 years.

Among the handful of students on hand when the University reopened after the Civil War in September 1875 was Winston's great grandfather, Robert Winston of Bertie County, who narrowly lost out to his brother Francis in becoming the first student to enroll then.

“They raced to the Old Well to sign up,” Winston said, and Francis got there first.

Their older brother, George Tayloe Winston, was one of the six professors at Carolina at the time. He taught literature and in 1891 was named University president, succeeding Kemp Plummer Battle.

That sense of continuous improvement

cannot be allowed to waver — even during hard times — Winston said, as he laid out his goals and objectives for the board. But there is nothing wrong with having some fun along the way, he added.

Winston, a 1984 graduate who serves as a director of the Research Triangle Foundation, has been a member of the board since 2003. The role of trustees, as it has always been, is to give back to the University by working to make it a better place than it was when they were students, Winston said.

He talked about the tough financial predicament the University faced, which will mean less state support in the foreseeable future and the resulting challenge ahead in learning how to manage with less.

“Hard choices have already been made but there will be more to come,” Winston said. “We must be strategically proactive by allocating our resources in a way that moves us ahead rather than be reactionary.”

He pointed to the recently completed Bain & Company efficiency study as well as the

recommendations from the “Carolina: Best Place to Teach, Learn and Discover” initiative as crucial guidelines in that effort.

Winston also acknowledged the leadership of outgoing chair Roger Perry, pointing specifically to the vital role Perry played in helping the University reach a development agreement with the Town of Chapel Hill for Carolina North.

A board resolution commended Perry for “bringing people together, working toward consensus on sensitive issues and accomplishing what many thought was impossible through patience and an appreciation of the potential benefits for both the University and the community.”

Five new trustees were sworn in on July 22:

■ Donald W. Curtis of Raleigh, chair and chief executive officer of the Curtis Media Group, is a 1963 Carolina graduate. In 2005, he received the University's prestigious William R. Davie Award recognizing

Bain report identifies areas to increase efficiency, reduce costs

The final Bain & Company report presented to the Board of Trustees on July 23 provides both opportunity and challenge.

The opportunity is to squeeze greater efficiency from shrinking dollars to protect academics. The challenge comes in making hard decisions about what areas of the University enterprise can be squeezed — and by how much — to realize these efficiencies.

Chancellor Holden Thorp told trustees that the completion of the report could not have come at a more crucial time.

It appears likely that the state's unemployment rate will continue to rise for several quarters, which will put a strain on the state budget, he said. He also cited diminishing public confidence in the way universities are managed.

Thorp said he was proud that the University had initiated a study that puts it at the forefront in achieving efficiencies that would help to save money and restore the public trust.

"Our objective is to make our administration work as efficiently and effectively as we possibly can," Thorp said, adding that Carolina's willingness both to authorize the report and to respond to various options shows that the University is serious about effecting real change.

An anonymous donor paid for the study, and Bain will remain involved with the University as the process of choosing and implementing options unfolds. Bain offered to return pro bono, probably in 2010, to do a "10,000-mile check-up" to assess the changes, Thorp said. He added that he welcomed the visit as a way to ensure that the options chosen by the University would be effective.

PINPOINTING PROBLEMS

Ritch Allison, a partner with Bain and a Carolina alumnus, highlighted the level of input from the University community when he reviewed the final report with trustees. Allison said the multiplicity of responses from students, staff and faculty helped Bain pinpoint problem areas and develop options for addressing them. Allison said the University had multiple layers of management that exacerbated complexity and led to inefficiency and redundancy. More than half of supervisors, for instance, managed no more than three people, and in some instances there were nine layers of management between the chancellor and employees.

He said the University had more than 400 separate departments as well, far more than would be expected for a university of this size.

The scope of the study includes University administration, all 14 schools, General Institutional Support Funds and auxiliary enterprises (Energy Services, Facilities Services, Printing and Tar Heel Temps). It excludes the UNC Health Care System, UNC Physicians and Associates, new sources of revenue and capital projects.

Among the areas Bain identified for the largest potential

BAIN & COMPANY FINAL REPORT: IDENTIFYING, DESIGNING, VETTING OPTIONS

Through a collaborative process, Bain talked with more than 300 faculty, staff and students before identifying options for the University to streamline its operations and become more efficient and effective.

- Gathered data from a variety of sources
 - Budget idea e-mails
 - Data analysis and research
 - Campuswide interviews
- Codified long list of ideas
- Used guiding principles to identify high-potential options
 - Costs evaluated against relative value
- Worked with key stakeholders to define and vet options, articulate likely benefits and risks
- Summarized options
- Chancellor Holden Thorp will lead selection and prioritization of ultimate options to pursue

savings were procurement, information technology, human resources, centers and institutes, and energy services.

Already, Thorp said, the University has moved to achieve energy reductions by adjusting building temperatures and has begun to make some of the proposed changes for achieving cost savings with centers and institutes.

Thorp said he would also announce some personnel changes that would help to simplify the organizational flow chart (see related story on page 5).

"I hope everyone understands that by asking (Bain consultants) to come back and check up on us in a certain amount of time we are putting ourselves on the hook as much as we can to get this done," he said.

See BAIN REPORT page 7

Public Safety briefs forum on personal safety measures

No one expects to be hit by lightning. Of course, most people know not to stand next to a metal pole during a thunderstorm.

Similarly, most people go to work each day not thinking that someone might enter the building armed with a weapon with the intention of killing them.

Connie Bullock and Lori Palazzo, both lieutenants with the University Department of Public Safety, told Employee Forum members on Aug. 5 that it was perhaps no more likely that such an attack would happen to them as it was to be hit by lightning.

But it is no less impossible. Every day, somewhere around the world, someone is struck by lightning. And there are news stories all too often about a person entering a building with a gun and opening fire.

The first reaction for anyone who hears gunshots inside their building is surprise and fear, Palazzo said. The fear can quickly turn into panic and a descent into helplessness, she said. But if you have trained yourself to think about what you should do in this situation, you can commit to act.

Bullock went through the options to think through in advance — options she described as "get out, hide out and take out."

After you figure out what is happening and where it is happening, your first thought should be to get out through an exit away from where the intruder is approaching.

"If you can get out, get out and get out fast," Bullock said. "Don't wait for others to validate your decision."

As soon as you are out of the building, the next thing is to "call out" by calling 911 and giving the police as much detailed information

about the situation as you can, she said.

Palazzo said it was important to be mindful, not fearful. There is a reason airline flight attendants tell their passengers before every flight where the emergency exits are located. Similarly, in your work situation, you should develop an idea of where the various emergency exits would be in the event of an attack.

If you cannot escape, Bullock said, cowering under your desk is seldom the best option. If you are in your office alone and hear the attacker coming down the hall, lock and barricade your door. And if your office has a window, think about throwing a chair through it and jumping out.

If you should find yourself face-to-face with the attacker, total commitment and absolute resolve will be critical to your survival, Bullock said.

The closest fire extinguisher can be a good weapon. With it, you can spray the assailant in the face to catch him off guard, or you can use it to "give him a lick upside the head," she said.

"If I was in that situation, I would hit the assailant as hard as I could with the intention of taking him out with one shot," Bullock said.

If you are in a roomful of people, develop a plan to act as a team before the intruder enters the room. Turn off radios and silence cell phones or pagers. And spread out, she said, because it is easier to shoot people if they are huddled together.

"Don't everybody sit on the floor and cower like sheep," Bullock said. "Disrupt his actions or incapacitate him. Do whatever it takes and do it without hesitation."

See FORUM page 4

ITS to launch new Webmail on Aug 17

Beginning Aug. 17, Carolina faculty, students and staff will be able to use a new-and-improved version of the University's Webmail.

"The current version is somewhat outdated and not very user-friendly," said Timothy McGuire, Information Technology Services (ITS) messaging systems manager. "The new version has the look and feel of a desktop client like Thunderbird or Outlook and is much more intuitive. It will provide a much better overall user experience."

The new Webmail software, RoundCube, is open source, software in which the source code is available and may be used, copied and distributed with or without modifications. Open-source software may be offered with or without a fee, and any alterations to the software can be kept private or returned to the community for future releases.

Because it will run on existing equipment, the Webmail upgrade will not incur any capital costs to the University.

The new version received positive reviews following evaluation and testing by members of student government, ITS and other campus groups. Features include easy navigation, spell check, an improved interface, a new message pop-up screen, a find-as-you-type address book and faster performance.

Larry Conrad, vice chancellor for information technology and chief information officer, said, "We have been hearing from our customers all over campus for some time now that the old Webmail system needed to be replaced with something more current and similar to products students, faculty and staff have experience with, such as Google or Yahoo."

"Last year's budget cuts prevented ITS from addressing this sooner. Fortunately, ITS has found a way to pursue an upgrade despite the ongoing budget challenges for the University."

The old version of Webmail will continue to be available through a link on the log-in page (webmail.unc.edu) for the next few months to give people time to transition to the new version. 

MURAP STUDENT RESEARCHERS



AMONG THE STUDENTS presenting their research projects on campus this summer during MURAP (the Moore Undergraduate Research Apprenticeship Program), from left, are Katherine Wright, Keyana Parks and Camille Cabalo. MURAP, now in its 20th year, brings 22 undergraduates from colleges and universities across the country to Carolina for 10 weeks. The students work with faculty mentors to design and carry out individual research projects.

Wright, a senior from N.C. State University, examined the impact of parental incarceration on family development. Parks, a senior from Spelman College, explored the boundaries of black masculinity. And Cabalo, a junior from the University of Hawaii at Manoa, studied the experimental use of Chinese immigrants as contract laborers on Southern plantations and why the effort failed.

Other student research included the effect of representations of women of color in the music industry on the self-image of young girls of color, the effects of zero tolerance on the juvenile justice system and post-traumatic stress disorder and urban community trauma.

MURAP's overall goal is to increase the representation of ethnically diverse doctoral students in the humanities, fine arts and social sciences across the country. The program is supported by the Andrew W. Mellon Foundation, with additional funding provided by Carolina's Office of the Executive Vice Chancellor and Provost and the Vice Chancellor for Research and Economic Development.

Scholarship recognizes long-time Carolina employee

Anika Fisher will find it a little easier financially to attend Carolina this year. A senior from New Bern who is double majoring in communications and American studies, Fisher is the recipient of a scholarship awarded in recognition of long-time University employee Ron Taylor.

The Office of Scholarships and Student Aid honored Taylor, who worked at Carolina for 34 years before retiring in 2006, with a one-time scholarship in his name, which was awarded to a student with need.

"When Ron retired from Information Technology Services, he requested that he not be given a fancy going-away party, but rather that an equivalent amount of money be provided to the Office of Scholarships and Student Aid to be given to a student instead. And that's what happened," said Shirley Ort, associate provost and director of scholarships and student aid.

Taylor returned to the University last year to work on the implementation of ConnectCarolina, the University's new integrated administrative computer system.

"His work on the new student information system has been a

vital part of the project," said Ort. "He has tremendous institutional knowledge and is as dedicated as they come. I kept thinking how best to recognize him. That's when I came up with the idea of giving a one-time scholarship in his name."

The \$5,000 scholarship comes from unrestricted private sources and marks the first time an employee has been recognized in this way.

"Ron is a terrific example of the kind of dedicated, hard-working employee that makes Carolina such a special place," said Larry Conrad, vice chancellor for information technology and chief information officer. "I also want to thank the Office of Scholarships and Student Aid for supporting this unique way of recognizing Ron's many accomplishments over the course of his career."

Fisher said being considered for a scholarship that was named for a Carolina employee was an honor.

"I hope to attend graduate school for higher education administration. This type of effort bridges the gap between administrators and students," she said. 

FORUM from page 3

Palazzo said most situations like these end before police arrive.

However, if police arrive while the attacker is still loose, it is important for people to know that any person they encounter is a potential suspect.

If an officer points a weapon at you, your first response should be to raise your arms and spread your fingers to show that you have nothing in your hands. "Officers are trained that hands kill," she said.

IN OTHER ACTION

The forum's only formal action was to ratify a letter from Chair Tommy Griffin to Chancellor Holden Thorp opposing a legislative proposal to reduce the employee tuition waiver program from three available classes each year to two. Griffin said although this was a legislative matter, the forum wanted to express its view. 

NEWS Faculty/Staff

Malone named vice chancellor for human resources

Brenda Richardson Malone, Carolina's associate vice chancellor for human resources since 2007, became vice chancellor at the beginning of this month.

Because the University's employees are its most important asset and resource, Chancellor Holden Thorp said, he wanted the senior administrator who heads the Office of Human Resources to report directly to him and serve in his cabinet along with the executive vice chancellor and provost, Carolina's senior administrator with comparable responsibility for faculty members.



MALONE

The Board of Trustees approved the

See MALONE page 11

TRUDIER HARRIS, LONGTIME ENGLISH PROFESSOR, FACULTY MARSHAL, RETIRES

For the past five years, Trudier Harris proudly led faculty processions during special University ceremonies such as commencement and University Day.

And for three decades, she was an award-winning faculty member who taught courses and conducted groundbreaking research in African-American literature and folklore.

On June 30, the faculty marshal and J. Carlyle Sitterson Professor of English, retired.

In the years since Harris arrived at Carolina in 1979, she accumulated an impressive list of honors.

In 2005, she received the prestigious Board of Governors Award for Excellence in Teaching, which honors exceptional teaching across the UNC system. She was also a recipient of the Roscoe B. Tanner Award for Excellence in Undergraduate Teaching, the William C. Friday/Class of 1986 Award for Excellence in Teaching and an outstanding teaching award from the South Atlantic Modern Language Association.



One of the leading scholars of African-American literature, Harris wrote or edited numerous books, editions, book chapters and articles and was invited to speak and present throughout the United States and in nearly a dozen foreign countries.

In 2008, she was awarded the first George H. Johnson Prize for Distinguished Achievement by an Institute for the Arts and Humanities (IAH) Fellow. The IAH created the prize to recognize "exemplary contributions by faculty in the arts, humanities or qualitative social sciences." Harris was a member of the inaugural class of IAH Leadership Fellows in 2002. 

HONORS

MILLY BARRANGER, Alumni Distinguished Professor Emerita of Theatre History and Theory, was selected to receive an award for Outstanding Teacher of Theatre from the Association of Theatre in Higher Education during its annual meeting in New York this week. Barranger, also a former chair of the Department of Dramatic Art and former producing director of PlayMakers Repertory Company, was honored for her skill as an administrator, producer and director and for her outstanding teaching.

Preservation Librarian **ANDY HART** received a Presidential Citation from the Association for Library Collections and Technical Services at the 2009 annual conference of the American Library Association. Hart was cited for his leadership in developing a new organizational structure for the Preservation and Reformatting Section.

The School of Medicine Academy of Educators recognized seven faculty members for teaching excellence at its annual Evening of Scholarship event in May. **MARIANNA HENRY**, associate professor of pediatrics, and **SURESH NAGAPPAN**, clinical assistant professor of pediatrics, received the Clinical Preceptor Excellence in Teaching Award.

JANE BRICE, associate professor in the Department of Emergency Medicine, received the Medical Student Research Mentor Award. **LEONARD A. PARKER JR.**, associate

professor in the Department of Radiology, received the Medical Student Advisor Award.

Also receiving awards were **KURT GILLILAND**, assistant professor in the Department of Cell and Developmental Biology, and **KENYA MCNEAL-TRICE**, assistant professor of pediatrics, who were chosen to receive the Innovation in Teaching Award. **ROYCE MONTGOMERY**, professor in the Department of Cell and Developmental Biology, received the Lifetime Achievement Award.

PATRICIA SHANE, assistant director of the Center for Mathematics and Science Education and clinical professor of science education, began her term June 1 as president of the National Science Teachers Association (NSTA). NSTA is the largest professional organization in the world that promotes excellence and innovation in science teaching and learning.

WILLIAM KIM, assistant professor of medicine, and **C. RYAN MILLER**, assistant professor of pathology and laboratory medicine in the School of Medicine, have been named 2009 Damon Runyon Cancer Research Foundation Clinical Investigators. Kim was selected as the Damon Runyon-Merck Clinical Investigator and Miller was selected as the Damon Runyon-Genentech Clinical Investigator. Each will receive \$450,000 to support the development of cancer research.

DEREK LOCHBAUM, director of trademarks and licensing, has been elected president of the International Collegiate Licensing Association. The association offers educational and networking opportunities, espouses acceptable operating standards and ethics, and seeks to boost understanding of collegiate licensing.

SVETLANA LAZEBNIK, assistant professor of computer science, has received a Microsoft New Faculty Fellowship Award. The awards, granted by Microsoft Research, recognize and support early-career professors engaged in innovative computing research. Each fellow receives an unrestricted cash gift of \$200,000.

Lazebnik is exploring new ways for computers to interpret digital images. She is designing methods to search large digital image collections based on what can be seen in the picture, rather than what is described in textual tags.

GREG KOPSCH, forest manager for the Carolina North Forest, was recently named Hometown Hero and honored with radio station WCHL 1360's Village Pride Award. The award recognizes members of the Chapel Hill-Carrboro community for their commitment and service. Kopsch was cited for the outstanding job he has done coordinating forest recreation and environmental education activities. 

Victory Village earns NAEYC accreditation



Victory Village Day Care Center, also known as the University Child Care Center, has recently earned accreditation through the National Association for the Education of Young Children (NAEYC). The center limits its enrollment to the children of faculty, staff and students from the University and UNC Hospitals.

The home-away-from-home to Carolina's kids for more than 50 years, Victory Village had already achieved the state of North Carolina's highest five-star rating under its Division of Child Development licensing system.

But earning coveted NAEYC accreditation took more than two years of preparation, said Jeanne Wakefield, executive director of Victory Village. "There were some initiatives that we had to put into practice, including fully implementing a new curriculum into our program."

Among other changes made were the

institution of a family-style dining program and improvements to the playground, classroom activities and the center's physical space. In addition, Wakefield said, "We added materials to our classroom to enhance our math, science, social studies and literacy programs."

These changes were painstakingly documented by Wakefield and the center staff. Each of the 11 classrooms made an extensive portfolio to add to the comprehensive program portfolio, and the center's part of the process was completed with a validation visit during which an assessor verified that the required standards were met.

"We are proud of having achieved this national accreditation because it measures some important components of a quality program that are not necessarily assessed in the state's five-star program," said Wakefield. "Most importantly, we believe that

NAEYC is about relationships: between teachers, parents, children, center administration and the community.

"We think that this is an area of strength in our program, and we are pleased to have received our accreditation to reflect that."

Victory Village began in 1953 as a parent cooperative. For 45 years, it was located off Manning Drive, near the neighborhood of the same name that housed married students after World War II.

Since 1998 the University and UNC Health Care have jointly owned the University Child Care Center and have contracted with Victory Village Day Care Center to manage the facility — now located near the Friday Center.

The center offers full-time care for 120 children, who range from 6 weeks to 5 years of age. For information, refer to victory.village.home.mindspring.com.

Slate of campus building projects nears completion

The frenetic pace of campus expansion during the past decade left some to lament that UNC had begun to stand for the "University of Never-ending Construction."

Such jests are waning now that nearly all of the building projects ignited and partially fueled by the 2000 Higher Education Bond Referendum have reached or are nearing completion.

The \$3.1 billion referendum provided more than \$515 million for renovations and new construction. When combined with gifts, faculty research grants and other campus sources, the resulting capital construction program reached \$2.1 billion — one of the largest building programs under way at any major U.S. university.

On July 22, Bruce Runberg, associate vice chancellor for planning and construction, presented the Board of Trustees' Building and Grounds Committee with a report listing the projects completed during the past six months. Those projects include:

- The \$18 million second phase of the Cogeneration Steam Tunnel Rehabilitation Project;
- The \$19.9 million improvement to Boshamer Stadium, home to the Carolina baseball team;
- The \$2.5 million second phase of the water and wastewater facility for University research;
- The \$750,000 renovation of the Skipper Bowles Recreational Court; and
- The \$1.49 renovation of the sprinkler system for residence halls in the upper and lower quads.

Two major projects scheduled for completion this summer include the \$12.5 million N.C. Botanical Gardens Visitors Center and Phase 2A of the Manning Steam Plant and Utility Distribution Tunnel, a \$29.8 million project.

A major project just getting under way is the third phase of the Cogeneration Steam Tunnel Rehabilitation Project. This project is not scheduled for completion until spring 2011.

CASE honors Carolina's success in fundraising

For the 10th time in the past 17 years, a national organization that supports educational advancement efforts has honored the University for its fundraising success.

In announcing the award to the Board of Trustees on July 23, Chancellor Holden Thorp pointed out that no other university — public or private — could match that record.

Carolina received a 2009 CASE-WealthEngine Award for Educational Fundraising in the category of "Overall Performance." CASE (Council for Advancement and Support of Education) works with educational institutions to enhance their alumni relations, communications and development efforts.

The CASE awards are based on the analysis of a panel of peer institution judges who evaluate three years of fundraising data supplied by each school. Institutions do not apply for the awards. Judging is blind and completely data-driven.

In 2009, 1,029 higher education institutions were eligible for consideration for a CASE award. An independent data analyst narrowed the field to 450 colleges and universities. Of those, 66 higher education institutions won an award (40 in overall performance and 29 in overall improvement, with three of those winning both).

FISCAL YEAR 2009 YIELDS \$271.25 MILLION IN GIFTS

Carolina's fundraising efforts brought in \$271.25 million in gifts in fiscal year 2009, representing the University's second highest year in history for this type of support, which accounts for money that is immediately available.

In commitments for the fiscal year that ended June 30, UNC raised \$290.4 million. Commitments include pledges as well as gifts.

"Our supporters have been tremendously generous," said Matt Kupec, vice chancellor for University advancement. "Despite this being a down year for the economy, they've shown remarkable dedication to Carolina. That attests to their belief in Chancellor Thorp's leadership and to what our students, faculty and staff are doing. We're very grateful."

Only fiscal year 2008's gift total of \$301 million tops the 2009 mark. The University was in the final months of the Carolina First Campaign that year.



TRUSTEES from page 2

extraordinary service to Carolina or to society.

- Wade Hampton Hargrove of Raleigh, a national media attorney and partner with Brooks, Pierce, McLendon, Humphrey & Leonard LLP, graduated from Carolina with honors in 1962 and earned his law degree here three years later.
- Edward C. Smith Jr. of Grimesland, chair and chief executive officer of Grady-White Boats Inc., is a 1964 University graduate who with his family established the Edward C. Smith Sr. Family Carolina Scholars Awards. He is the former president of the Educational Foundation Inc.
- John L. Townsend III of Greenwich, Conn., a former managing director and general partner for Goldman Sachs and Co., earned a bachelor's degree in 1977 and a master's degree in business

administration in 1982 — both from Carolina. His family established the Townsend Freshman Seminars and the Townsend Family Professorship.

- Felicia A. Washington of Charlotte, a partner and lawyer who represents businesses in the area of employment law at K&L Gates LLP, earned a bachelor's degree in economics at Carolina in 1987 before going on to the University of Virginia law school.

The sixth new board member, Jasmin Jones, was sworn in May 27 to fill the ex-officio seat held by Carolina's student body president. The trustees also elected as vice chair Barbara Rosser Hyde of Memphis, president of the J.R. Hyde III Family Foundation and director of the J.R. Hyde Sr. Foundation, and as secretary Phillip L. Clay of Boston, chancellor of the Massachusetts Institute of Technology. □



New UNC Board of Trustees officers and trustees were sworn in July 23. From left, they are Barbara Hyde, vice chair; and new trustees Eddie Smith; Don Curtis; John Townsend III; Wade Hargrove and Felicia Washington.

BAIN REPORT from page 3

MOVING FORWARD

As a step toward moving the process forward, Thorp announced on July 24 that Joe Templeton, immediate past faculty chair and former chair of the Department of Chemistry, would manage the University's response to the Bain report. Templeton agreed to take on a part-time role as special assistant to the chancellor for planning and initiatives.

"I think it's imperative that we move quickly to analyze the options presented in the report and to act on those that will help us be a more efficient, effective institution," Thorp said in a campus e-mail.

"Joe's knowledge of the University is extensive, and I can't think of a better colleague to have working next to me. His deep understanding of Carolina's operations and culture is especially important as we examine the Bain report," Thorp said.

Templeton will continue to teach and direct graduate students. He will receive a stipend for the new role, but his nine-month salary will not change.

"The Bain report identified lots of opportunities for streamlining our operations that we intend to both explore and exploit," Templeton said. "It will be important to gather input from, and build commitment within, the Carolina community as we move forward in working toward a more efficient and effective University."

For more information about the Bain final report, including video comments from Thorp, refer to universityrelations.unc.edu/budget. Thorp also wrote about the Bain study in a July 29 opinion-editorial column in The News & Observer (www.newsobserver.com/opinion/columns/story/1624789.html). □

STAR HEELS

FRIDAY CENTER

Rondie Clemmons
Angela Lloyd
Sherry Sparks
Brian Thornburg

HEALTH AFFAIRS LIBRARY

Freda McClain
Cynthia Raxter
Teresa Sharpe
Martha Stuckey

HIGHWAY SAFETY RESEARCH CENTER

Austin Brown
Daniel Carter
Michael Daul
Natalie O'Brien

ONE CARD

BJ Riesland
Natha Shafar

INTERNATIONAL AFFAIRS

Noah Kriger
Bogdan Leja
Robert Locke
Tara Muller

LAUNDRY

Marcilius Baker
Melinda Bakken
Matt Hines
Helen Long-McAdoo

MEDICAL SCHOOL ADMINISTRATION

Patricia Oliver
Diane Urlaub

MOREHEAD PLANETARIUM

Mary Apple
Karen Kornegay
Cathy Pike
Mickey Jo Sorrell

MEDICINE

Jo Stevens

MILITARY SCIENCE

Mike Chagaris
Gary Custer
Jon Hart

NURSING

Tevin Boggan
Kathleen Knafel
Kathy Moore
Talat Qazi
Susan Snyder
Jill Summers
Theresa Swift-Scanlan

ORAL SURGERY

Pamela Baldwin
Tasha Curtis
Angel Davis
Eva Keele

PHILOSOPHY

Jennie Dickinson

ORTHODONTICS

Martin Bean
Sheila Eubanks
Faith Patterson
Brandy Teague

PATHOLOGY

Paul Cox
Sandra Elmore
Gwyn Esch
Susan Hadler
Donna Hardee

PURCHASING SERVICES

Steven Gale
John Medlin
Dale Poole
Jeffrey Robbins

PERIODONTOLOGY

Donna Knight
Kristy Pickard
Stacey Vaughn
Trina Wiley

PROSTHODONTICS

Janna Ellington
Ramona Futrell
Cynthia Holt
Sandra Rothenberger

PUBLIC HEALTH IT

Lewis Binkowski
Jennifer Hill
Helen Nulty
Trumella Webb

ENVIRONMENT, HEALTH AND SAFETY

Daniel Gilleski
Joe Sutton

PUBLIC HEALTH

Dixie Brink
Kembrie Greene
Linda Kastleman
Linda Mitchell

PROPERTY OFFICE

Rebecca Ashburn
Jannice Ashley
Brandy Elsenrath
Linda Oakley



FINANCIAL SERVICES FOR THE GREATER GOOD®

IN BRIEF News

JACKSON DIRECTS INSTITUTE OF AFRICAN-AMERICAN RESEARCH

Fatimah L.C. Jackson has been appointed director of the Institute of African American Research. An expert on the health of African-Americans and Africans, Jackson also will be an anthropology professor in the College of Arts and Sciences. She has studied genetics, demographics history and dietary patterns, and conducted research on health disparities.



JACKSON

Jackson came here from the University of Maryland in College Park, where she was professor of biological anthropology and Distinguished Scholar Teacher.

Conducting research in Africa, Jackson co-founded the first human DNA bank on the continent. The bank has archived more than 2,000 DNA samples, which will help with studies of African heritage.

Jackson earned her bachelor's, master's and doctoral degrees from Cornell University, where she went on to teach. She also has taught at the universities of California (Berkeley), Florida and Khartoum in Sudan. She is fluent in five languages.

WHITEHEAD LECTURE SET FOR AUG. 19

Arrel Toews, professor of biochemistry and biophysics, will deliver the School of Medicine's 2009 Richard H. Whitehead

Lecture on Aug. 19 at noon in 2204 Medical Biomolecular Research Building.

Toews' lecture is titled "To Make the Best Better — Farm Stories, Deep Thinkers, Good Doctors." Awards to faculty and students will be presented after the lecture and a reception will follow.

'LOOK HOMEWARD, ANGEL' DRAWINGS NOW ON VIEW

The original drawings for the first illustrated edition of Thomas Wolfe's novel "Look Homeward, Angel" make up an exhibition at the Center for the Study of the American South through Sept. 30.

More than 50 of Douglas Gorsline's pen-and-brush drawings are on loan from the North Carolina Collection. They were commissioned in the 1940s by Charles Scribner's Sons.

The center is located in the Love House and Hutchins Forum at 410 E. Franklin St. Preferred viewing hours are on Thursdays from 1 to 4:30 p.m. A reception for the exhibit, free and open to the public, will be held Aug. 27 from 5 to 7 p.m.

ENTERTAINMENT ON FRANKLIN STREET

The Chapel Hill Downtown Partnership and the Chapel Hill Mayor's Office have initiated a six-week pilot program called Franklin Street Comes Alive! to encourage more people to come downtown at night to support local businesses.

Local artists will play live music or perform in designated areas along the sidewalk on Franklin Street on Friday and Saturday evenings from 7 to 10 p.m.

Performers will be located at three locations on Franklin Street: in front of the Bank of America building, in front of The Bicycle Chain and in front of the UNC ITS building.

For information and to apply to perform, refer to www.site.franklinstreetcomesalive.com.

SUMMER AT THE ACKLAND

■ The Ackland Art Museum stays open late every second Friday of the month from 5 to 9 p.m. for Art After Dark. This month's free event on Aug. 14 will feature clay sculptor Carmen Elliot in the second installment of "Out of Studio," an ongoing initiative to make connections between the Ackland and UNC's community of contemporary artists. In addition, classically trained synthesizer composer Andrew Pollack will perform. snipurl.com/optib

■ Art and Literature in the Galleries continues at the Ackland with a focus on two exhibitions, "Sage in the Bamboo Grove: The Legacy of Sherman E. Lee" and "Aldwyth: Work V./Work N. — Collage and Assemblage 1991 - 2009." Ackland educator Leslie Balkany and Jan Bardsley, associate professor of Asian Studies, will facilitate an Aug. 19 discussion about "The Tale of Genji" by Lady Murasaki Shikibo,

REPRESENTING 20 YEARS OF UNC-THAI COLLABORATION

THAI PRINCESS MAHA CHAKRI SIRINDHORN visits Carolina in late spring, hosted by the Frank Hawkins Kenan Institute of Private Enterprise. Her visit follows two decades of collaboration between UNC and the Thai government coordinated by the Kenan Institute's affiliate in Bangkok, Kenan Institute Asia. Below left, the princess, center, poses at the welcome dinner party with Chancellor Holden Thorp and Joan Gillings, wife of Dennis Gillings. The Gillings School of Global Public Health is named for the couple. Below right, the princess chats with Oliver Smithies, Excellence Professor of Pathology and Laboratory Medicine, at her farewell dinner. Visit www.kenaninstitute.unc.edu to see slides of the princess's visit.



PHOTOS BY EILEEN MIGNONI



translated and abridged by Edward G. Seidensticker. The same piece will be the topic of the Aug. 20 discussion, facilitated by Balkany. Admission is free for Ackland members and is \$5 for non-members.

- In more Ackland news, the museum has recently been awarded reaccreditation from the American Association of Museums, earning the highest national recognition afforded to the nation's museums. All museums must undergo a reaccreditation review at least every 10 years to maintain accredited status. The Ackland is one of only 13 accredited art museums in North Carolina.

SUNSET SERENADE

As part of free back-to-school events, Carolina's students will entertain for an hour of a cappella music on Polk Place in front of Wilson Library on Aug. 24, from 8 to 9 p.m.

www.alumni.unc.edu

'LAUNCHING THE VENTURE' ADDS INTRODUCTORY CLASS

The popular "Launching the Venture" series (LTV) offered by the Office of Technology Development and the Carolina Entrepreneurial Initiative has added a new introductory class for everyone in the UNC community with any type of entrepreneurial idea.

The course meets Monday evenings for the first half of the fall semester. The purpose of this new course is to help participants build their teams and prepare their applications to get into the next LTV course. Students who have already taken an introductory entrepreneurship course and have a team may skip the intro class and apply directly for LTV II, which begins in October.

www.unc.edu/cei/launch

AMBULATORY CARE CENTER BUS STOP RELOCATES AUG. 24

Beginning Aug. 24, the bus stop and shelter at the Ambulatory Care Center (ACC) will be relocated eastward to the side of the pedestrian crosswalk on Mason Farm Road to provide safer access to buses.

All bus routes and schedule times for Chapel Hill Transit and Triangle Transit will remain unchanged. An ADA-accessible sidewalk is available to and from the ACC and the new bus stop.

To see a map of the area, refer to www.dps.unc.edu/News-Links/MasonFarmWeb/BusStops.pdf.

SHAPING THE LIBRARY'S DIGITAL PRESENCE THROUGH COLLABORATION

Kirill Fesenko, director of the Carolina Digital Library and Archives (CDLA), will present an overview Sept. 2 of the

REMEMBERING, RECLAIMING FRAGMENTS OF OUR COLLECTIVE

STORY Paperhand Puppet Intervention's annual performances at Forest Theatre make use of giant puppets, painted cardboard, masks, stilts, shadows and live music to transform the amphitheater every Friday, Saturday and Sunday night through Sept. 7, including Labor Day. Each show begins at 7 p.m. with a different pre-show each night at 6:20 p.m. Pre-shows this weekend are the Tim Smith Band (Aug. 14) and John Dyer (Aug. 15, 16). General admission tickets are sold at the door with a suggested donation of \$10 - 15 (adults), \$7 (children ages 3 - 12) and free for children 2 and under. www.paperhand.org



'THE LIVING SEA OF MEMORY'

during the show's public reception, to be held Sept. 17 at 7 p.m. when artist Kip Fulbeck will be in attendance.

A VoiceThread blog on the hapa project is currently being created through a partnership with Carolina Creative Campus, an ongoing project led by the Office of the Executive Director for the Arts. Clips from the film along with selected exhibit portraits will be used to spur dialogue about diasporas, this year's Creative Campus focus.

The use of VoiceThread has expanded tremendously among educators seeking a creative learning tool that is appealing to students. For this reason, International Affairs plans to use VoiceThread and the clips from the film to create age-appropriate activities for North Carolina's K-12 schools.

MINDFULNESS CAN MAKE A DIFFERENCE

The UNC Mindfulness-based Pro-

gram for Stress and Pain Management offers training in meditation and mind-body awareness that teaches how to slow down, set priorities and stay calm, focused and relaxed in the midst of a busy life.

These practices will enhance the body's natural adaptive healing ability and will cultivate the mind's clarity and insight.

Fall day classes begin Sept. 15 through Nov. 10. Evening classes begin Oct. 12 through Nov. 30.

pim.med.unc.edu/mindfulness.html

'HEALTHY AGING PROGRAM' CONFERENCE AT FRIDAY CENTER

The Friday Center will host a conference Sept. 15 - 16 sponsored by the Centers for Disease Control and Prevention and many additional groups, among them Carolina centers and institutes. Registration is open now for "Promoting Environmental and Policy Change to Support Healthy Aging."

Featured speakers will be Larry Adelman, co-director of California Newsreel and executive producer of the PBS series "Unnatural Causes: Is Inequality Making Us Sick?," and Leonard Syme, professor emeritus at the University of California, Berkeley.

rc-hanconferences.com/2009-conference ■

CDLA program, services and the challenges and opportunities created by librarian-scholar collaborations working to define the future of the digital collection and services. The event is scheduled for 2:15 p.m. in Wilson Library's Pleasants Family Assembly Room.

A tour of the CDLA will be offered at 1:30 p.m. To register for the free event, refer to tinyurl.com/cdla-unc-edu. Indicate at registration whether you will attend the tour.

The CDLA was established in 2007 to build and manage digital collections at Carolina to improve access to intellectual and cultural resources in all formats. The event is co-sponsored by ITS Teaching and Learning, the Odum Institute's Working Group on Scholarly Communication and the Center for Faculty Excellence. cdla.unc.edu

FOCUS OF HAPA EXHIBIT EXPANDS

The Office of International Affairs is using a combination of film and new online communication technologies to broaden the focus of the exhibition titled "kip fulbeck: part asian, 100% hapa," currently at the FedEx Global Education Center.

The 80-photograph display that features portraits of individuals with Asian and Pacific Rim ancestry includes the participants' handwritten responses to the question "What are you?" — a question often asked of those with ethnically ambiguous physical features.

To expand the focus of the exhibition, International Affairs is encouraging people of different backgrounds and ethnicities to share their own stories in a film that will be included in the exhibition and shared online through the interactive Web site VoiceThread (voicethread.com). The first version of the film debuted July 30. The film will be updated as more people participate, creating a constantly evolving reflection of the community. The VoiceThread projects will go live by the beginning of September.

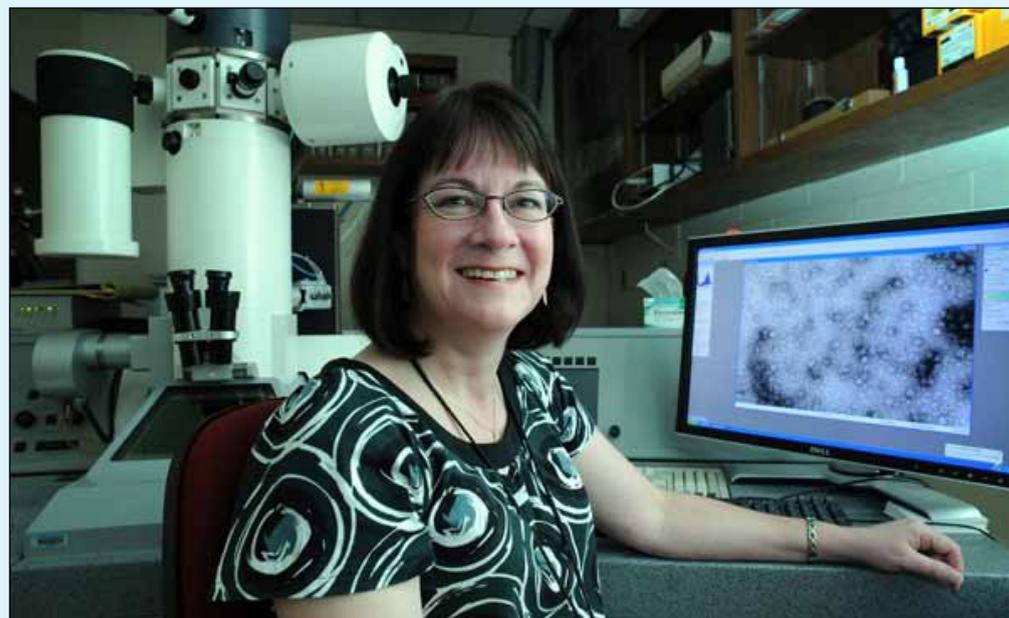
The Global Education Center will offer a filming opportunity

NEWS IN BRIEF SUBMISSIONS

Next issue includes events from Aug. 27 to Sept. 16. Deadline for submissions is 5 p.m., Mon., Aug. 17. E-mail gazette@unc.edu. Fax: 843-5966; clearly mark for the Gazette. Campus Box# 6205. The Gazette events page includes only items of general interest geared toward a broad audience. For complete listings of events, including athletics, see the Carolina Events Calendars at www.unc.edu/events.

WORKING AT Carolina

Victoria Madden has an acumen for science and an affinity for people



A UNIQUE SKILL SET

The lab, part of the Department of Pathology and Lab Medicine, takes up only 2,000 square feet in the basement of the Brinkhous-Bullitt Building, but its reach — in terms of the services it provides — extends across disciplines throughout campus.

The lab provides light and electron microscopy services for University research faculty and images needed for the department's outside renal referral service as well as ultrastructural clinical diagnosis for UNC Hospitals.

No wonder Madden sees herself in the middle of a busy intersection where researchers queue for services.

"When I retire, I think I'll be an air traffic controller," Madden said. "I think it would be relaxing."

For 15 of her 23 years, it was just Madden and Bagnell running the lab, trying to keep up with the growing demand for services. That increased demand, of course, was something they both welcomed as a sign of the University's growing research enterprise and the value of the services they provided.

Madden is now on a first-name basis with the more than 250 principal investigators who use the lab. She knows each of them along with their areas of research and

their graduate students, post docs, residents and technologists.

That is why, when Bagnell nominated Madden for a 2009 C. Knox Massey Award, he had no problem getting takers when he asked people across campus to write letters on her behalf.

Among those who responded was Nobel Prize-winner Oliver Smithies, who spoke about Madden's ability to produce images of particles in the kidney — particles so small that Madden had to develop a new technique Smithies said he could not have imagined to capture them.

"We need more technical staff as competent as she, and we need to recognize their merits and reward them in a way that will ensure their retention," Smithies said.

Ralph Baric, a School of Public Health professor, said Madden's technical skill was matched only by her pleasant personality and a willingness to work until the goal was met. "She is an excellent example of the high-quality

staff that make this University a successful research institution," he said.

DEPARTING FROM THE PATH

Madden said she was born restless and was always on the move, thanks to her father's career in the Air Force.

In the middle of her junior year of high school, Madden and her family arrived in Asheboro, her father's hometown. There, she began charting a course that she hoped would take her to one of the country's military academies and eventually on to medical school.

She tried for admission into the Air Force Academy and West Point in 1976, the first year in which women were allowed to enter. She went as far as being a finalist for the academy before a physical revealed her eyesight was not good enough to meet the minimal standard.

It was devastating then, amusing now, she

See MADDEN page 11

UNC complies with N&O's public records request

In response to a public records request from The News & Observer last month, all UNC system campuses released accrued leave information for their employees by name, age, hiring date and salary. This release included balances for sick leave, vacation leave, bonus leave and accrued compensatory time as of June 30 and overtime paid between July 1, 2008, and June 30, 2009.

UNC General Administration made the decision that all UNC system institutions should comply with the newspaper's request based on a legal opinion issued by the N.C. Attorney General's office that this information was not confidential under the State Personnel Act.

General Administration, which provided the same information

about its employees, set a target date of July 15 for system campuses to respond to the request. Carolina administrators released the requested information to The News & Observer on July 14.

"The University responded to the newspaper's request within the timeframe established by General Administration," said Brenda Richardson Malone, vice chancellor for human resources.

"We don't know how The News & Observer plans to use the information because the newspaper is under no obligation to disclose that in advance. But the Attorney General's office determined that the information requested was not confidential, so the UNC system campuses were obliged to comply." 

BUDGET from page 1

The budget, which the General Assembly approved last Wednesday and Gov. Beverly Perdue signed on Friday, filled an estimated \$4.6 billion budget shortfall through a combination of spending cuts, federal stimulus money, higher fees and a much-debated \$990 million revenue package that for a time had held up the deal.

Key components of the tax package include a 1-cent increase in the sales tax, tax increases on beer, wine and cigarettes, and new taxes on digital downloads and online purchases.

In addition, married couples filing jointly who report income of more than \$250,000 a year will pay a 3 percent surcharge on their income tax liability, while married couples reporting between \$100,000 and \$250,000 will pay a 2 percent surcharge.

Perdue had also ordered a spending freeze on all state funds, including state receipts, effective July 24, to help balance the budget. Those emergency spending restrictions were still in effect when the Gazette went to press.

THE GOOD, THE BAD, THE IN-BETWEEN

There are several items in the budget worth cheering about, Pinkney said.

High on that list is \$44 million allocated to the UNC system for enrollment growth funding, including \$5 million for Carolina, Pinkney said. Carolina will also get about \$2 million of the \$11 million in recurring need-based aid and \$12.5 million in non-recurring need-based aid over the two years of the budget.

Sometimes, good news can be found in bad news averted. Such was the case with the University Cancer Research Fund. Legislators had been eyeing a portion of the \$50 million fund as a possible source of revenue, but it was left unscathed. The fund supports basic interdisciplinary research across campus through the UNC Lineberger Comprehensive Cancer Center and the School of Medicine.

Finally, the legislature authorized debt financing of \$223 million for the construction of the Biomedical Research Imaging Center, which will become a central resource for researchers across North Carolina for handling the acquisition, processing, analysis, storage and retrieval of images.

On the other hand, the University's research centers and institutes will suffer in the new budget. Those reductions in available state funding will range from 17 percent to 26 percent, depending on whether the reporting lines are to the provost's office or the vice chancellor for research and economic

development, respectively. Some of those cuts will come with management flexibility.

IMPACT ON EMPLOYEES

As it is, SPA employees (those subject to the State Personnel Act) will receive no pay increases, but neither will they be subject to additional unpaid furloughs based on the approved budget. Faculty and other EPA non-faculty employees (those exempt from the act) will receive no state pay increases or furloughs, either.

For fiscal 2008–09, which ended July 1, the University had eliminated the filled positions of 65 permanent SPA employees and ended the appointments of 184 EPA non-faculty permanent employees for a variety of reasons, including the end of contracts or grants, according to human resources officials. Of the larger number, 12 of the job cuts for EPA non-faculty employees were for budget-related reasons.

It is too soon to know how the 2009–10 budget could affect any future position cuts, said Brenda Richardson Malone, vice chancellor for human resources.

Throughout the budget crisis, Thorp emphasized the importance of protecting classrooms, and by extension, faculty positions despite cancelling dozens of faculty searches.

Under the new budget, General Administration will receive \$2 million in permanent funding for faculty recruitment and retention. Historically, the University has fared well when the funds are distributed to the campuses.

Legislators did not alter the campus-based tuition increases already approved by the Board of Governors for system campuses including Carolina. However, lawmakers have indicated that campus-based tuition increases in 2010–11 will be on hold.

GOOD NEWS FOR UNC INCLUDES:

- \$5 million in enrollment growth funding;
- \$2 million in need-based financial aid;
- \$50 million for the University Cancer Research Fund;
- \$223 million in debt financing for construction of the Biomedical Research Imaging Center; and
- A portion of the \$2 million in permanent funding systemwide for faculty recruitment and retention.

MADDEN from page 10

said, considering that her eyes are the one instrument other than her brain that work the hardest every day in the lab.

She came to Carolina to major in zoology, she thought as a precursor to medical school. As it turned out, a temporary job she landed as a medical technologist led to the job she has now, and although she could not have imagined it at one time, there is nothing else she thinks she would find more rewarding.

Sometimes you have to give yourself the freedom to get lost on the map before you can find your true calling, Madden believes. She now gives that advice to her two sons — one is a rising high school senior, the other has started college.

Have a plan, she tells them, but be open to the possibility of a new path, perhaps better than the one you are already on. She gives that same kind of advice to everybody who walks into her lab for help.

It is Madden's insatiable quest to keep searching for a better answer that makes Madden invaluable to those who seek her help, Bagnell said. Further evidence of her contributions includes the more than 30 journal articles and book chapters for which Madden was the author or co-author. And that list grows each year.

"Her sense of not being satisfied propels her to constantly improve her craft," he said. "This is enormously beneficial to researchers, for not only do they have access to improved methods, they can interact with someone whose quality of mind is one constantly searching for ways to make their work better."

The reality, he said, is: "She has a restlessness that is motivating to us all."

To see micrographs — images depicting Madden's work — refer to gazette.unc.edu/file.3.html.

TAYLOR from page 1

Wilson Library and an expansion to the Health Sciences Library.

"I don't think we can overstate the importance of Ferebee Taylor's commitment and his decision to make our libraries better," Thorp said. "The quality of any academic research endeavor is tied directly to the quality of the institution's library collections. And by that measure, Carolina ranks as one of the best." (The Association of Research Library ranks Carolina 18th among more than 120 research libraries in North America.)

Taylor earned an undergraduate degree in American history from Carolina in 1942 and a law degree cum laude from Harvard University in 1949 after serving as a midshipman in the U.S. Navy during World War II. He returned to Chapel Hill in 1968 as a visiting law professor and continued to teach after he stepped down as chancellor until his retirement in 1991. He died in 2004.

MALONE from page 5

change during its July 23 meeting.

"This move increases Brenda's access and involvement in the administration's daily activities while at the same time reducing layers of management devoted to our human resources function," Thorp said in a campus e-mail message.

Malone came to Carolina with 30 years of experience in human resources, including the previous 14 years as vice chancellor for faculty and staff relations at The City University of New York.

There, she led a unit of 70 employees. She managed classification and compensation, labor relations, benefits, compliance and diversity, payroll and staff development for an educational system of more than 200,000 students and 30,000 full-time and part-time employees.

"During her time here, Brenda has shown great judgment in applying her knowledge of the best human resources practices to the complex issues that we face in North Carolina and within the University," Thorp said.

Malone acknowledged that the change was especially important as the University began to assess and implement the recommendations of the Bain & Company report.

"With this change comes increased responsibility for all of us in Human Resources. It means that the bar will be raised even higher for us in the future," she said. "In addition to continuing the good work we are already doing, we renew our commitment to provide absolutely the best service possible to the campus community."

Because of the University's budget situation, Malone's salary remained the same.

Carolina North agreement: Owens' success is tied to a rich legacy

David Owens is not one to bask in personal glory, much less seek it out.

But when Chapel Hill Town Manager Roger Stancil sought Owens out a year ago to assist the town in ironing out a development agreement, which included the creation of a new zoning district for Carolina North, a measure of acclaim found him.

Owens' pivotal role in drafting the agreement and parameters of the University-1 zoning district — and getting them approved by both the town and Carolina last month — made it virtually impossible for him to escape the limelight.

Owens, Gladys H. Coates Distinguished Professor in the School of Government, was called upon because of his unparalleled expertise in land-use planning within North Carolina. He also possessed a kind of unflappable affability ideal for a facilitator whose job was to step in when needed to keep both sides working toward a common goal.

Just don't expect Owens to tell you that.

The credibility he carried into Carolina North's long, tedious process had far more to do with the place he works than the individual qualities he might possess, he insisted.

Credibility is the School of Government's stock in trade and has been since Albert Coates founded what originally was the Institute of Government some 80 years ago and began cultivating a culture that embraced service to the state along with research and teaching.

NOT HAVING ALL THE ANSWERS

Owens found himself immersed in that culture soon enough. Nineteen years ago, his phone rang on his first day on the job. It was the phone he had inherited (along with the job) from Phil Green, the legendary land-use lawyer who upon arriving at Carolina in 1949 began writing most of the statutes and virtually all the books on the subject during his 41-year career.

The person on the phone was a town attorney from the western part of the state who needed to talk to Green about a zoning matter he would provide advice to his board about later that night.

As Owens explained to the caller that Green had retired and that he had replaced Green, he understood what the School of Government existed to do — and by extension, what he was there to do.

After exchanging pleasantries for a few minutes, the attorney asked his question and Owens took a stab at answering it. "Fortunately," Owens said, "he asked something on that first day that I knew the answer to."



But not knowing the answer would have been all right, too. In fact, knowing you don't have all the answers is equally important in his line of work, Owens said.

It was that understanding he drew upon in helping the Town of Chapel Hill craft a development agreement that both the town and Carolina governing boards did not merely accept, but embraced. The agreement will guide the development of 3 million square feet of building space for Carolina North on 133 acres during a 20-year period.

"An absolutely key element was that the parties at the outset said they wanted active collaboration in design and eventual implementation of the agreement," Owens said. "The task they asked me to take on was to help them figure out how to effectively do that. I think that mutual interest in and commitment to active, meaningful collaboration was a real key to the success to date."

Owens credited the positive outcome to the executive leadership displayed all around, from Chapel Hill Mayor Kevin Foy to Chancellor Holden Thorp, and from Stancil to Carolina North Executive Director Jack Evans. They made the right decisions at the right times; that was the decisive

factor that led to success, he said.

"Our longstanding tradition, which I think is a good one, is for us to do the behind-the-scenes work," Owens said. "We do the technical work and the staff work, and ultimately it is the city council, the trustees, the legislators who have to make the policy choice and adopt the thing."

"They are the ones who should have the ultimate responsibility, and with that comes the praise, if it is good, and the consequences, if it is not so good."

The development agreement, which was limited to 20 years as required by state law, not only allows for continued negotiations and modifications, it makes them a requirement as the development of Carolina North unfolds during the next two decades.

CREATING A MODEL FOR THE STATE

When Owens went to Mike Smith, dean of the School of Government, to discuss taking on the Carolina North project, they considered whether the town and University could create a model for a development agreement that other municipalities around the state could use.

Owens believes that has been achieved.

Beyond that, the process Owens crafted allowing town and gown leaders to reach agreement may have become a model as well.

A few days after the two governing boards signed the development agreement, Owens got a call from his longtime colleague, David Godschalk. Owens replaced Godschalk as the chair of the chancellor's Building and Grounds Committee when Godschalk retired several years ago.

Make that near retirement. Godschalk called to find out if Owens would be willing to talk to the one class he planned to teach next semester. The class, Godschalk said, was on dispute resolution.

In light of Owens' triumphant experience shepherding the Carolina North agreement, Godschalk said he could not think of anyone more proficient to speak on the subject.

Name the day, Owens told his old friend, and he'd be there. 

OWENS ANSWERS THE CALL

A substantial accounting of David Owens' work life for the past year is buried in the two-foot stack of papers and notebooks on the floor of his fourth-floor office in the Knapp-Sanders Building.

From that pile of papers the recently approved development agreement for Carolina North emerged. But the story behind the agreement runs much deeper.

The creation of the document itself could be fairly described as a Herculean feat. But getting both the University Board of Trustees and the Chapel Hill Town Council to agree to it — unanimously — borders on the miraculous.

Equipped with his professional expertise and intimate familiarity with the inner workings of both the University and town, Owens managed to establish a framework of activity that joined town and gown leaders and staff in the pursuit of a shared goal.

To read more about this collaborative process, refer to the Carolina North Web site, cn.unc.edu.