March roars in
… on little cat feet

MIXING METAPHORS Borrowing on the old adage and with apologies to Carl Sandburg, March did arrive with a vengeance on Sunday and brought with it the possibility of a significant snowfall. That failed to materialize, but the few inches of snow that the Triangle received were enough to make the roads slick Monday morning, delay classes until 10 a.m. and leave campus with a winter-wonderland look, captured in these photos taken at 6 a.m. Monday by Dan Sears, University photographer. The inch of rain that fell during the day on Sunday was a necessary inconvenience because the area had been at a 3-inch deficit for the year.

Thorp creates fund to help employees during hard times

The University, like all state agencies, is in a holding pattern of sorts. Everyone expects next year’s budget news to be bad, but no one knows yet just how bad it will be.

Until Gov. Beverly Perdue and the N.C. General Assembly prepare their versions of the state budget, and officials can get a handle on North Carolina’s income tax revenue — after April 15 — the extent of anticipated funding cuts will remain a question mark.

Despite the uncertainty, Carolina administrators have to plan for managing cuts in next fiscal year’s state appropriations coupled with reductions in the University’s endowment income. The endowment was down 16.5 percent through the end of 2008, Chancellor Holden Thorp told the Faculty Council on Feb. 20.

Although Carolina fared better than many others — large endowments across the country were down 23 percent on average, Thorp said — administrators had to prepare for the overall financial impact.

“We’re in extremely difficult circumstances,” he said. “The circumstances haven’t gotten profoundly worse, but we’re getting closer to the reality of dealing with the circumstances we’re in.”

Even so, he assured faculty that reality did not include eliminating tenured faculty positions, canceling fixed-term contracts in the middle of their terms or discharging tenure-track faculty members because of the economic situation. Budget constraints would not be the basis for making tenure decisions, he said.

“I would have to initiate the process of declaring financial exigency to take these measures,” Thorp said. “I haven’t done that and don’t intend to do that, and I can’t foresee the circumstances in which that would have to happen.”

University administrators also want to help ease the financial burden on faculty and staff.

“In South Building, we are committed to undergoing budget cuts at least as large as those taken by the rest of the campus,” Thorp said.

The vice chancellors and deans support using furloughs to cope with budget cuts, he said. If the legislature grants General Administration the authority to use furloughs, Carolina administrators favor targeting higher-paid employees more than lower-paid employees.
Paul Sharp, UNC’s chancellor during turbulent ’60s, dies Feb. 19

Paul Frederick Sharp, chancellor of the University from 1964 to 1966, died Feb. 19 in Norman, Okla. He was 91.

Soon after arriving in Chapel Hill, Sharp called “the rediscovery of the student” the theme of his work. In addition, he said, “Our University calls upon all of us to accept challenges of service to our state and nation, larger than life size and greater than our own visions.”

During his brief tenure, Sharp noted the physical and academic challenges faced by the prospective growth of the student body, to 20,000. He stressed academic excellence, boosting the number of faculty, improving the scholarly lives of students and the importance of achieving national eminence for the University.

Sharp left Carolina to become president of Drake University in Des Moines and later was president of the University of Oklahoma from 1971 to 1978 until a stroke forced him to step down. He continued his service as a professor of history and higher education, and Oklahoma presented him with a distinguished service citation in 1978.

When he came to Carolina from the presidency of Hiram College in Ohio, Sharp was described by then-UNC system President Bill Friday as a “brilliant, dedicated and successful educator.”

As Sharp assumed his duties at Carolina, the campus was coping with continuing controversy over the state’s recently passed Speaker Ban Law and student unrest over the war in Vietnam, according to an article that will appear in the March/April issue of the alumni publication, Carolina Alumni Review. The law forbade individuals who were known to be members of the Communist Party from speaking on UNC campuses.

Sharp received a telegram in 1965 from the Southern Association of Colleges and Schools, which threatened to withdraw accreditation from the University because of the law, which it called political interference that hampered educational pursuits.

The threat led Gov. Dan Moore to form a legislative commission that eventually amended the measure. Sharp told the commission that the law “has already damaged the University; its effects are currently injurious to the University; and unless the legislation is removed, the damage already suffered is only a tithe of the injury we will sustain.”

Also while at Carolina, Sharp pursued an administrative initiative to bring together academic affairs, health affairs and research administration under one office.

Born in Kirksville, Mo., and raised in Crookston, Minn., Sharp earned a bachelor’s degree from Phillips University in Enid, Okla., where he received a distinguished achievement award. He earned a doctorate in history from the University of Minnesota.

He taught at Minnesota before and after his service in the U.S. Navy during World War II, where he advanced to the rank of lieutenant. Minnesota gave Sharp its outstanding achievement award in 1975. He went on to teach at Iowa State University at Ames and the University of Wisconsin-Madison before becoming president of Hiram in 1957.

A memorial service was held Feb. 22 in Norman. Donations may be made to the Reach Out and Read Program through the University of Oklahoma Foundation Inc., 100 Timberdell Road, Norman, Okla. 73019.
BUDGET CHALLENGES: Looking for solutions

The University has been seeking suggestions from the campus community for ways to save money at budgetideas@unc.edu. Some of the most frequently mentioned ideas involve using furloughs or reductions in salary or work hours as ways to avoid layoffs.

In the second of an occasional series examining some of these ideas, the Gazette spoke with Brenda Malone, associate vice chancellor for human resources, about the University’s options for SPA and EPA non-faculty employees. (Faculty appointments and policies are managed through the Academic Personnel Office in the Provost’s Office.)

Gazette: How is the University coping with budget projections that could call for losing some positions next year?

Malone: We believe that the University needs to have a variety of options available to meet budget challenges during these difficult economic times. The Office of Human Resources is working with General Administration to ensure that Carolina has the maximum range of options available to help and protect the interests of our employees.

Some options under consideration may require legislation to enact – such as the furlough concept recently suggested by President Bowles. Similarly, a flat percentage salary reduction for all employees, or a University-wide reduction in hours worked, with a corresponding reduction in salary, could require legislative action or approval from the Office of State Personnel and/or General Administration.

Gazette: Can the University use any of these options now?

Malone: Yes, a reduction in work hours is an action that we can currently take for individual SPA employees. If a department wishes to make a permanent reduction in hours for an employee covered by the University’s layoff policy, the employee is given the choice to accept either a reduction in hours or a layoff.

Without legislative action, we cannot institute furloughs or an across-the-board flat reduction in salary for SPA employees — that is, reducing salaries by a certain percentage for all employees.

Gazette: Which options would have a more significant impact on the budget situation?

Malone: In general, furloughs are better suited for one-time budget reductions rather than long-term cost savings, while a flat salary reduction obviously has a long-term effect on the budget.

However, many issues would have to be addressed before instituting furloughs. For example, among the details to be addressed are items related to maintaining employees’ uninterrupted eligibility for benefits and the University’s ongoing contributions to those benefits.

It is important to remember that these are only options the UNC system is considering. No decision has been made yet about enacting any of these options, but President Bowles has indicated that he wants to be able to give UNC system campuses the opportunity to offer furloughs. Of course, that depends on legislative authorization. In addition, we have no details on what any of these programs may look like until legislation is passed.

See BUDGET Q&A page 11

EMPLOYEE ASSISTANCE FUND

“Some managers are already contemplating laying off state employees, and we have to face up to the fact that this is coming,” Thorp said.

He has authorized the creation of an Employee Assistance Fund to provide enhanced outplacement services for employees who are laid off.

The fund, totaling $445,000, will be created through $250,000 from an unrestricted gift that Thorp can designate for a high-priority need, a $100,000 gift from the Department of Athletics, $70,000 saved by canceling this year’s Tar Heel Bus Tour for new faculty members and a $25,000 gift from Thorp and his wife, Patti.

The effort, to be led by Brenda Malone, associate vice chancellor for human resources, will also explore ways to expand support offered by the Employee Assistance Program during challenging times like these. (See related information in the question-and-answer feature with Malone at left.)

Moving forward, the University will have to make many key budget-related decisions during the summer, Thorp said. He pledged to work with the Faculty Executive Committee, Employee Forum and Student Government to solicit input from the entire campus community.

“I consider this the greatest responsibility I’ve ever had, to help Carolina make the right decisions and to make those decisions consistent with the way we have always operated as a university,” he said.

Where things stand now

Last week, University administrators received word that another 1 percent of state appropriations for the current fiscal year would have to be reverted to the state. This brings the total reversion for the 2008-09 year to 7 percent.

“Although we have anticipated this additional reduction, I recognize that it places further strain on your already-challenged state resources,” Bernadette Gray-Little, executive vice chancellor and provost, said in her Feb. 27 correspondence with vice chancellors, deans and directors.

By comparison, many other state agencies have been asked to reduce their budgets by 9 percent this fiscal year.

The final reversions must be in the Budget Office by March 15, Gray-Little said.
An energy system show-and-tell

Carolina operates one of the largest and best university-run energy systems around. Ray DuBose wants people to know how the system works, and why that matters.

The intricate, interconnected network of chilled-water, electric, and steam cogeneration systems is in many ways a marvel to behold.

Yet, because these systems have grown so big, so complex and so good at delivering vast amounts of cheap, reliable energy, their magic is hidden by their ongoing methodical efficiency.

Hidden, at least, until you get that first peek under the hood and begin to see what makes the systems go. Last fall, a group of students from Chapel Hill Homeschoolers did just that during a two-hour tour of the Cogeneration Facility on West Cameron Avenue.

One of the teachers was so impressed by the presentation Tim Aucoin and Mike Buzzard from Energy Services gave to the students, she sent a note to Chancellor Holden Thorp: “I just wanted to let you know what a great job those guys are doing at the west end of Cameron Avenue.”

Director of Energy Services Ray DuBose, who came to the University in 1975, said the University has given tours of its energy systems since at least 1940. That was the year the power plant began operation on the site of the current Cogeneration Facility, when engineers from across the Southeast came to see how the modern, state-of-the-art facility worked.

Today, people are still coming to see how it works, DuBose said, including a contingent from all over the country who arrived last month for a four-day conference of the International District Energy Association (IDEA).

They, too, were impressed with how Carolina’s system works. “We believe we do our job well and we are proud of that,” DuBose said of their outreach efforts. “Telling people about what we do has always been an important part of what we do. We want to share what we are doing, both with the local community and with our peers throughout the world.”

A MODEST BEGINNING

It began inauspiciously enough, said William Lowery, an engineer for the cogeneration facility, to IDEA conference participants in describing how the University got into the utility business.

Historians credit Joshua W. Gore, a science, engineering and philosophy professor at Carolina, with the first electrical generation on campus and electrical lights in Person Hall in 1890. Gore also designed the campus’ first electrical generation plant in 1895 and oversaw its operation until his death in 1908.

When this plant underwent a major expansion in 1901 to form the beginnings of the campus’ first district heating system, Gore actually constructed the University’s first cogeneration system, Lowery said. Cogeneration simply means that two or more useful forms of energy are delivered in one seamless process. These techniques can double the efficiency of a typical power plant.

“Gore was using exhaust steam from his steam-driven electrical generators to heat the buildings on campus, a technique we use to this day,” Lowery said.

The cogeneration plant on West Cameron Avenue has undergone upgrades in the past five years, including the replacement of an aging backup boiler with a new 250,000 pounds-per-hour boiler fired by oil and gas. The cogeneration plant was named in Gore’s honor when it began commercial operations in 1992. Today, the plant is one of the cleanest coal-burning energy plants in the nation. It supplies steam for heating, cooling and process steam (used for sterilizing lab equipment or hospital instruments and to clean animal cages) to 175 campus buildings, including UNC Hospitals.

In addition, the plant supplies 32 megawatts of electricity through steam-turbine generation and another 4 megawatts of electricity through diesel electric generation. One megawatt is equal to one million watts.

Task force reinforces Carolina’s ongoing research computing needs

Even in tough times, technology is something a top-level research university cannot afford to neglect for long.

For that reason, Bernadette Gray-Little, executive vice chancellor and provost, and Larry Conrad, vice chancellor for information technology and chief information officer, are grateful for the recent recommendations of a task force Gray-Little appointed last spring to review computing needs at Carolina.

In its final report, Gray-Little said, the task force accurately captured the increasingly vital role that technology plays and will continue to play, particularly in the area of research.

The formula is quite simple, she said.

Excellence in research is one of the three pillars of the University’s reputation, and it is that reputation for excellence that makes talented faculty and students want to come here.

But that self-sustaining cycle rests on technology because, as the task force concluded in its report, “computing has become fundamental to all fields of research.”

That is why the University has already made a substantial investment in research computing across campus, from Information Technology Services (ITS) to the Carolina Population Center to the Center for Bioinformatics and the Renaissance Computing Institute (RENCI), plus a host of research teams, schools and departments, Gray-Little said.

“But as the task force’s recommendations show, still more must be done,” she said. “Despite our fiscal challenges, Mr. Conrad and I believe there are creative ways to leverage existing investments to move the task force’s recommendations forward.”

A key aspect of the report is its emphasis on establishing a new oversight committee governing major research computing decisions for the campus, including options for funding, Conrad said. The committee is now being formed and will be integrated into a broader IT governance structure for the campus now under development.

Ruth Marinhaw, assistant vice chancellor for research computing, will work closely with the oversight committee to implement other task force recommendations and engage with the existing Research Computing Advisory Council, Gray-Little said.

Serving on the task force in addition to Conrad and Marinhaw were Chair Terry Magnuson, Department of Genetics; Tim Elston, Department of Pharmacology; José-Marie Griffiths, School of Information and Library Science; Andy Johns, associate vice chancellor for research; Sarah Michalak, University Librarian; Michael Minion, Department of Mathematics; Jan Prins, Department of Computer Science; and Joseph Viscomi, Department of English and Comparative Literature.

To read the complete report of the task force, refer to its. unc.edu/research-computing.html

See ENERGY page 7
Bulik and Rounds receive mentoring awards from Carolina Women’s Leadership Council


Bulik, the William R. and Jeanne H. Jordan Distinguished Professor of Eating Disorders in the Department of Psychiatry, received the council’s faculty-to-faculty mentoring award. Rounds, a professor in the School of Social Work, received the faculty-to-student award.

The Carolina Women’s Leadership Council, a volunteer committee formed during the Carolina First Campaign, sponsors the awards, which carry a stipend of $5,000 each. They recognize outstanding faculty members who go the extra mile to guide, mentor and lead students or junior faculty members as they make career decisions, embark on research and engage in public service, teaching and educational opportunities.

"Many thanks to the Women’s Leadership Council for honoring and rewarding our faculty for their efforts in mentoring," said Carol P. Tresolini, associate provost for honoring and rewarding our faculty for their efforts in mentoring," said Carol P. Tresolini, associate provost for academic initiatives. "Congratulations to professors Bulik and Rounds for receiving this recognition, and to the faculty who were honored by their colleagues and students by being nominated for the award."

Bulik directs the UNC Eating Disorders program, where she mentors more than a dozen junior faculty, postdoctoral fellows and several advanced graduate students. Outside the University, she has mentored colleagues by sponsoring visiting scholars and by spearheading initiatives to increase student and junior faculty participation and provide educational and mentoring services to people attending the Academy of Eating Disorders and Eating Disorders Research Society annual meetings.

Research Society annual meetings.

One of Bulik’s nominators said she “single-handedly debunks the myth that exceptional scientists have neither the time nor the proclivity for being exceptional teachers. On the contrary, she wholeheartedly embraces her role as mentor and relishes every opportunity to help others spread their wings and fly.”

SUSAN PARISH, assistant professor in the School of Social Work, has received the 2009 Deborah K. Padgett Early Career Award from the Society for Social Work and Research.

The award, presented at the society’s annual conference in New Orleans, recognizes Parish’s notable influence and innovative work in the area of promoting evidence-based practice within the field of developmental disabilities and her advancement of the social work profession.

KAROL MASON, vice chair of the Board of Trustees and a partner in the Atlanta and Raleigh offices of Alston and Bird, has been chosen to receive the Breaking the Glass Ceiling Award from the Leadership Institute for Women of Color Attorneys in Law and Business.

The award is presented this week during the group’s annual conference in Atlanta. It is given to a woman of color attorney who has distinguished herself by reaching the pinnacle of the legal profession. Honorees demonstrate commitment to intellectual development and community service and serve as inspiration to other women attorneys.

MICHAEL REITER, the Lawrence M. Slifkin Distinguished Professor of Computer Science, has been named a fellow of the Association for Computing Machinery, the world’s largest educational and scientific computing society. Reiter is among 44 new fellows chosen for their contributions to computing technology innovations in industry, commerce, entertainment and education. The fellows will be honored in San Diego, Calif., on June 27.

JOHN RUBIN, professor of public law and government at the School of Government, was honored by the North Carolina Commission on Indigent Defense Services (IDS), which has created a new training award in his name. The Professor John Rubin Award for Extraordinary Contributions to IDS Training Programs will honor individuals who volunteer their time and effort to serve as trainers and who have done
McDiarmid steers School of Education to meet North Carolina’s needs

The promise of the future led Bill McDiarmid back to his home state after nearly four decades.

In 1969, he left Carolina with a bachelor’s degree with highest honors in American Studies before embarking on a career rich with credentials in teacher education and learning. Along the way, McDiarmid earned a doctorate in administration, planning and social policy from Harvard University’s Graduate School of Education.

He has helped shape the way teachers motivate and connect with high-needs students in a variety of settings, from rural Alaska to inner-city Seattle.

For the last eight years, McDiarmid was the Boeing Professor of Teacher Education at the University of Washington-Seattle. He was also a senior fellow with the Washington Center for Teaching and Learning and Teachers for a New Era, a national initiative designed to enhance K–12 teaching.

In January, the Raeford native became dean of Carolina’s School of Education.

McDiarmid attributes the move back to the Tar Heel state to several things, including the priority the University places on P–12 and teacher education and the collaborative spirit of learning here.

“I thought that having a chancellor and a provost who made education a priority on campus was a major plus,” he said. “That presented opportunities that I didn’t find at other institutions. That was a primary thing.”

Second was the prominence of education in the University’s plans for the future as outlined in UNC Tomorrow, the effort led by UNC President Erskine Bowles to examine how the UNC system will respond to the state’s most pressing needs in the next 20 years.

“I agree with much of what’s in UNC Tomorrow that speaks to the need to focus attention on the highest needs areas of the state,” McDiarmid said. “I come from rural North Carolina, and I’m aware of what the needs are in those areas. I’m also aware of the strengths there that we can build on.”

The third factor was Carolina’s emphasis in the arts and sciences on teaching and learning, something the new dean said he profited from as a student.

“A lot of my work has been building stronger connections between education and arts and sciences,” he said. “With my experience as an undergraduate here, I knew there were real possibilities in reaching out to people in the arts and sciences in terms of teacher and leader preparation.”

Finally, the third-generation Carolina graduate wanted to give something back to his alma mater. “The University has influenced the course of my life and shaped my intellectual capacities and my moral compass,” he said.

CAPITALIZING STRENGTHS

McDiarmid wants to build on the School of Education’s strengths, beginning with its already-robust relationship with a number of schools and school districts in the state.

“I’d like to see us engaged with educators in the highest need districts in North Carolina, both so we can learn from what they’re attempting to do and so we can provide whatever support for them we can muster,” he said.

Drawing from the strengths of various campus units is key, particularly when it comes to helping schools address their needs and succeed in the current policy environment, he said.

The focus on adequate annual progress reports, for example, creates a lot of pressure on public school educators, both locally and nationally.

“We need to be supporting educators as they try to address the challenges that are imposed on them by the particular policy environment. That’s probably the centerpiece of this effort,” McDiarmid said.

That is where Carolina’s strength in assessment and measurement comes in.

“Schools and districts are challenged by the steady stream of data that’s coming to them. But there’s much less capacity in how to make sense out of those data in ways that inform classroom practice,” McDiarmid said.

Accountability and assessment are — and will be — part of the educational process.

“Making sure we have the kind of assessment instruments we need, making sure our accountability systems are really helping schools instead of just punishing them, and making sure that schools and districts can use the data in the best possible way — we should help with all of these things,” he said.

In addition, McDiarmid sees the School of Education’s strengths in early childhood education, adolescent development and education in poor rural communities, among other areas — combined with cutting-edge research conducted at the FPG Child Development Institute — as a way to create a wealth of resources for the state.

CHALLENGES AND OPPORTUNITIES

North Carolina might be far removed from Alaska or Washington geographically, but McDiarmid sees many similarities between those school systems and the problems North Carolina schools face.

“Whether the setting is rural or urban, the issues we face aren’t radically different in that a lot has to do with how we best engage our youth so that they become the kind of citizens we need to carry on our democracy,” he said.

“The issues don’t change; the setting changes and the context changes. The task for us as educators is the same. It’s really about engagement and caring.”

The current instructional model, which was designed for 19th-century needs, not 21st-century preparation, fails to engage students, he said.

Take communication. “Today, students rely on technology to communicate; yet when they walk into the classroom, teachers immediately tell them to turn off their cell phones, iPods and any other electronics.

“Part of what we have to do is come to terms with whether these institutions we’ve created to acculturate the young are suited to who our young people are today,” McDiarmid said.

Schools of education have to change the way they train people to teach, he said, and educational policy should guide and support rather than restrict.

“The question is, how to create a policy structure in which both the public and the policy makers feel assured that educators are doing what’s in the best interest of kids. At the same time, we don’t want to impose such a stringent regime that educators can’t exercise their professional judgment.”

School of Education faculty members and administrators are revising programs to meet these challenges. In the current budget climate, the key is to focus available resources strategically, McDiarmid said.

And one of the school’s best resources is its people.

“This faculty is so accomplished and talented. They are innovative, intelligent and creative, and they have the right set of values,” he said. “And our students are just as impressive.”
Text messages may be used without sounding sirens

Last week’s test of the University’s emergency sirens and text messaging notification went off without a hitch.

Around noon on Feb. 24, the five sirens sounded and a text message went to people who had signed up to receive emergency text messages. Within the hour, the sirens sounded the all-clear and another text message confirmed that the test was over.

The University tests the emergency sirens at least once a semester so people will know what to do if the sirens sound in an imminent, life-threatening emergency: an armed and dangerous person is on or near campus; a hazardous materials incident occurs; or a tornado is sighted.

If the sirens are activated, people should go inside or take cover immediately and stay until the all-clear has sounded. The sirens also broadcast short pre-recorded voice messages.

The University also automatically sends a text message to the cell phone numbers registered by students, faculty and staff in the online campus directory.

Because the text messages are being sent simultaneously to more than 24,000 currently registered phone numbers, it may take anywhere from five minutes to 20 minutes for the messages to be delivered.

**NON-SIREN SITUATIONS**

Last month, the Emergency Warning Committee (EWC) adopted procedures for communicating with faculty, staff and students during serious situations that endanger campus safety but do not warrant sounding the sirens.

Examples include a bomb threat, bomb explosion, major fire, major power outage, hostage/barricaded person, riot, other civil disorder or a dangerous weather condition.

If the situation cannot be quickly and easily contained and mitigated, the EWC will announce an alert status on Alert Carolina and the University’s home page.

The University will also send a text message if: There is risk of serious injury to students, faculty or staff; the risk can be mitigated by having people take action — evacuating or avoiding buildings or areas of campus, for example; and direct means of communication, such as voice, bullhorn, fire alarm or public address systems, would not be effective.

Officials developed the protocol for using the non-emergency text messages in response to lessons learned during the bomb threat hoax on campus last month.

The situation did not meet the criteria for sounding the sirens.

“We did use an informational text message, alertcarolina.unc.edu, and campus TVs to provide information to the campus about the bomb threat, but our timing was not fast enough. We know that, and it has led to new protocols for improving communications,” Chancellor Holden Thorp wrote in a column for the Daily Tar Heel.

The University will post any emergency or safety-related information on alertcarolina.unc.edu.

**KEEPING UP WITH GROWTH**

The most daunting challenge for energy services, however, has been keeping up with the rising energy demands spurred by a $2.1 billion construction boom, which in the past eight years added 5.5 million square feet of building space to the existing 12 million square feet of building space on campus.

Energy Services kept pace with that growth thanks to an energy infrastructure master plan approved in 2002 that included $136.3 million to improve campus electrical distribution systems.

DuBose said several new underground duct banks have been added to the system’s electric distribution system to accommodate additional circuit loads from new buildings. The largest of these duct banks were constructed alongside the 4,400-foot walkable tunnel for steam and chilled water.

The utility corridor also includes paths for new potable water, reusable water and data.

A second major project, set for completion this summer, will connect the Cameron Avenue facility to the new Manning Drive substation completed earlier this year.

The infrastructure master plan committed another $142.2 million to expand the capacity of the chilled-water system that is used to help heat and cool 145 campus buildings.

When the $21 million Gary R. Tomkins Chilled Water Operations Center opened in 2006, for instance, it added 6,000 tons of additional chiller capacity and a thermal storage tank capable of generating 55,000 tons per hour of cooling during peak cooling days without having to run more equipment.

The tank accomplishes this task by storing stratified water — cold on the bottom, warm on the top — and discharging that cold water into the system when needed during the heat of the day. The tank is then “re-charged” at night when the price of electricity is lower, readying the tank for the next day’s service.

The same year the operations center opened, construction was under way on the 10,000-ton Cobb Chiller Plant to help serve the northeast corner of campus. Today, the system has a total of 50,385 tons of installed chiller capacity in five interconnected chilled water plants, plus 2,370 tons from a satellite plant.

**PART OF A BIGGER MISSION**

Through the years, Energy Services has won a string of national honors and garnered attention from other universities seeking to follow its lead.

"Many of the IDEA conference attendees who represented peer institutions around the country gave us the highest compliments," DuBose said.

Compliments aside, DuBose sees energy services as being a part of the campus’ broader commitment to protecting the environment. He and his colleagues believe they can teach others — and lead by example — as they demonstrate how the campus operates every day.

Thorp made that same connection in his installation speech last October: ‘On campus, we will continue to demonstrate a humble respect for the environment. Sustainability is not just an academic topic. It’s part of our culture. It’s reflected in everything from our construction to how we conduct business every day’.

And DuBose might add, how it conducts electricity.
IN BRIEF

News

PORTER LECTURES ON COMPETITIVE STRATEGIES MARCH 6

Michael E. Porter, Bishop William Lawrence University Professor at Harvard Business School and director of its Institute for Strategy and Competitiveness, visits Carolina on March 6 to share his insights on competitive strategy and the competitiveness of nations and regions. His talk, part of the Chancellor’s Lecture Series sponsored by Carolina Entrepreneurial Initiatives, is titled “Winning Competitive Strategies in Today’s Shifting Global Marketplace.”

Free and open to the public, it is scheduled for 10:30 a.m. in Gerrard Hall. To attend the lecture, R.S.V.P. to porter_rsvp@unc.edu.

BOGUES GIVES AFRICAN DIASPORA LECTURE

Brown University professor Anthony Bogues gives the African Diaspora Lecture on April 7 at 7 p.m. at the Stone Center: “Reconceptualization of the African Diaspora: The End of Exodus? New Flows and Motions.” snipurl.com/cf7tg

WORLD VIEW’S SPRING SEMINARS BEGIN MARCH 24

World View seminars are focused and substantive with the goal of helping educators learn more about particular regions of the world. Both spring seminars, “Latin America and North Carolina” (March 24–25) and “The Middle East and the West” (March 25–26), are held at the Friday Center.

Registration fee is $150 per person or $500 for a team of four. www.unc.edu/world/seminars.shtml

SCHOLARS DISCUSS HUMAN RIGHTS ISSUES

The Stone Center hosts human rights activists Grace Chang and Margo Okazawa-Rey for a two-day residency March 19–20. On March 19 at 7 p.m., Chang and Okazawa-Rey lead a roundtable discussion on trafficking, migration, labor and the proliferation of militarism. Contact Ursula Littlejoohn (962-0395 or ulittlejo@email.unc.edu). tinyurl.com/dyk6y3

IARR WORKSHOP FOCUSES ON RESEARCH

The Institute of African American Research plans its 2009 International Scholars Genealogy Workshop March 26 in the University Room of Hyde Hall. The event, titled “Discovering Roots and Traveling Routes: Genealogical Ties that Bind,” is scheduled from 9:15 a.m. to 4:15 p.m. snipurl.com/cl8gv

APPLY FOR KAUFFMAN FELLOWSHIPS

Register by March 9 for Kauffman Junior Faculty Fellowships in Entrepreneurship Research. Each fellow’s university receives $50,000 over two years to support the research activities of the fellow. Nominees must be tenured or tenure-track junior faculty members who received a Ph.D. or equivalent doctoral degree between 2004 and 2007. snipurl.com/cf9ur

SUPPORTING KIDS WITH CANCER

If it’s close to St. Patrick’s Day, it must be time for St. Baldrick’s Foundation events to begin — the extremely entertaining fundraisers in which volunteers step up to have their heads shaved, both as a sign of solidarity with kids who are going through cancer treatments and as a way to collect donations from friends, family and co-workers for a great cause.

The next St. Baldrick’s event in Chapel Hill is March 7 from noon to 4 p.m. at Bailey’s Pub and Grill at 1722 Fordham Blvd. The shavees are affiliated with the University (including Fred Stipe, with Wilson Library’s Digital Production Center and Matthew Mauzy with Information Technology Services), UNC Health Care, the UNC rugby team and the South Orange Rescue Squad. Dalton Sawyer, disaster management coordinator with UNC Hospitals, is organizing the event. snipurl.com/cmjbh

NEWS FROM THE OFFICE OF HUMAN RESOURCES

■ More than 300 vendors will take part in the University’s first Discount Vendor Fair on March 12, sponsored by the Office of Human Resources (OHR). It takes place in the Great Hall of the FPG Student Union from 10 a.m. to 2 p.m. Register for giveaways, meet vendors and enroll in discount programs for employees only. 962-1483

■ The Training and Development Department plans a conversation circle for managers on March 6 to discuss best practices for managing in tough economic times. Lead by OHR facilitators, the group will meet in Toy Lounge of Dey Hall from noon to 1 p.m. Feel free to bring your lunch.

EXPLORE DIVERSITY IN INTERACTIVE CLASS

The Diversity Education team presents a two-hour intensive class on March 27 that explores various aspects of diversity with opportunities to learn about issues of race, class, gender and socioeconomic status. Free and open to faculty, staff and students, the interactive class is scheduled for 10 a.m.—noon in Room G030 of the Bondurant Building.

Register by March 23 by e-mailing Cookie Newsom (newsom@email.unc.edu).

BILLY FRISSELL PERFORMS WITH GREG LEIZS

Free tickets are available from the Carolina Union Box Office (962-1449) for a performance by Grammy-winning jazz guitarist and composer Billy Frisell, who performs on campus with multi-instrumentalist Greg Leisz March 22 at 7 p.m.

The public concert takes place in the Great Hall of the FPG Student Union and is sponsored by the Southern Folklife Collection. snipurl.com/cflqt

GOLF LEAGUE HAS OPENINGS FOR FACULTY, STAFF, SPOUSES

The Finley Golf Course offers a golf league this spring to provide a social environment for faculty and staff, and spouses of UNC employees. Tee times begin from 4:30 to 6:30 p.m. over a 15-week period, from March 10 through June 16.

Entry fee is $40, due by the first round played. Green fee is $25, with an additional
CALENDAR SNAPSHOT

MARCH

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IN MEMORIAM  Gathering to remember Eve Carson on the anniversary of her murder. The Pit. Music begins at 3:45 pm; ceremony begins at 4 pm. Rain location: Aud. Union. snipurl.com/c1q43

SEMINAR  Carolina Innovations Seminar. "Managing Technology Transfer-Related Conflicts of Interest." 014 Sitterson. 5:30-6:30 pm. tinyurl.com/atax9z

ROUNDTABLE DISCUSSION  Current Science Forum with Barbara Frederickson, author of "Positivity." Morehead Planetarium. 7 pm. moreheadplanetarium.org

PERFORMANCE  Saul Williams with the Arditti String Quartet. U.S. premiere of Thomas Kessler’s avant-garde setting of Williams’ poem, "The Dead Emcee Scrolls." Memorial. 7:30 pm. $ music.unc.edu

GALLERY TALK. TOUR  "Presenting John Keats.” Libby Chenault covers highlights of the Keats exhibit celebrating the UNC Library’s six-millionth book. Saltarelli Exhibit Rm, Wilson Library. 3:30 pm.

GARDENING  “Go Green with Moss.” St. Patrick’s Day family workshop on gardening with moss. Participants will create their own moss garden to take home. Botanical Garden. 2-4 pm. $ ncbg.unc.edu/pages/26


CLASS  "Starry Spring Nights": Learn the constellations. Morehead Planetarium. 7:30-9 pm. snipurl.com/cmmfx

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GALLERY TALK. TOUR  "Tiger in Bamboo," shown in detail, is part of the Ackland Art Museum’s four-gallery exhibit "Sage in the Bamboo Grove," which pays homage to the late Sherman Emery Lee — who retired to Chapel Hill in 1983 after serving as director of the Cleveland Museum of Art. Lee lent his expertise in Asian art to the Ackland as it built what is now the most significant collection of Asian art in North Carolina. Lee died last summer, and the museum celebrates his life and contributions with this show. (Utagawa Toyohiro, Japanese, 1773–1828, Edo Period 1615-1868: hanging scroll; color on paper. Gift of Ruth and Sherman Lee)

EXHIBIT  "Tiger in Bamboo," shown in detail, is part of the Ackland Art Museum’s four-gallery exhibit "Sage in the Bamboo Grove," which pays homage to the late Sherman Emery Lee — who retired to Chapel Hill in 1983 after serving as director of the Cleveland Museum of Art. Lee lent his expertise in Asian art to the Ackland as it built what is now the most significant collection of Asian art in North Carolina. Lee died last summer, and the museum celebrates his life and contributions with this show. (Utagawa Toyohiro, Japanese, 1773–1828, Edo Period 1615-1868: hanging scroll; color on paper. Gift of Ruth and Sherman Lee)

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PARR WORKSHOP LOOKS AT ‘ETHICS IN JOURNALISM’

The Parr Center for Ethics’ next Lunch & Learn Workshop is scheduled for March 18 at noon and will address “Ethics in Journalism.” The session, open to faculty and students, is led by Lois Boynton. snipurl.com/clj9h

The center’s April 2 public discussion “Marriage and Family Rights: Who’s Allowed and Who Decides?” is co-sponsored with the LGBTQ Center and the Center for Global Initiatives and is planned for 6:30 p.m. in the Mandela Auditorium of the FedEx Global Education Center.

‘LEARNING OUTSIDE THE LINES’ AUTHOR TO GIVE SEMINAR KEYNOTE ADDRESS

Jonathan Mooney, who did not learn to read until he was 12 because of a learning disability, provides the keynote address at this year’s Burnett Seminar, sponsored by the Learning Center. The seminar is March 24 at the Hill Alumni Center from 1 to 4:30 p.m. Register online: snipurl.com/cl97x

Next calendar includes: March 19 — April 1. Deadline for submissions: 5 p.m., Mon., March 9 | E-mail: gazette@unc.edu | Fax: 843-5966: Clearly mark for the Gazette. | Campus Box: 6205. The Gazette calendar 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.
NOBEL PEACE PRIZE WINNER MUHAMMAD YUNUS, considered to be the pioneer of micro-credit — a strategy to reduce poverty by providing small loans to some of the world’s poorest people — signs his latest book on Feb. 5 for Bernadette Gray-Little, executive vice chancellor of micro-credit — a strategy to reduce poverty by providing small loans to some of the world’s poor- est people — signs his latest book on Feb. 5 for Bernadette Gray-Little, executive vice chancellor of micro-credit — a strategy to reduce poverty by providing small loans to some of the world’s poor- est people — signs his latest book on Feb. 5 for Bernadette Gray-Little, executive vice chancellor of micro-credit — a strategy to reduce poverty by providing small loans to some of the world’s poor- est people — signs his latest book on Feb. 5 for Bernadette Gray-Little, executive vice chancellor of micro-credit — a strategy to reduce poverty by providing small loans to some of the world’s poor- est people — signs his latest book on Feb. 5 for Bernadette Gray-Little, executive vice chancellor of micro-credit — a strategy to reduce poverty by providing small loans to some of the world’s poor- est people — signs his latest book on Feb. 5 for Bernadette Gray-Little, executive vice chancellor of micro-credit — a strategy to reduce poverty by providing small loans to some of the world’s poor- est people — signs his latest book on Feb. 5 for Bernadette Gray-Little, executive vice chancellor.
BUDGET Q&A from page 3

Gazette: How does the layoff process work?

Malone: The initial step is for department management to decide that a layoff may be necessary based on business needs, and they develop a layoff plan. That plan is submitted to the Office of Human Resources. We review each plan individually to ensure that it is consistent with state and University policies.

For example, our policy at Carolina states that employees can be laid off only after the department considers all other available alternatives, such as terminating any temporary employees and delaying the filling of any vacant positions.

After the department’s plan has been approved, the department has to provide at least 30 days notice to the affected employees. Those employees then meet with an OHR staff member to discuss benefits and their eligibility for career transition services, and get answers to their questions.

Gazette: Can you tell us more about the new Employee Assistance Fund that Chancellor Thorp recently announced?

Malone: I’m very pleased that we will have these services in place if they’re needed. The Employee Assistance Fund will allow us to expand the career transition services we currently provide to eligible employees upon layoff. It will also let us provide those services to more employees if they are needed.

In addition, we are looking at broadening our current Employee Assistance Program, which gives employees a confidential place to go for help with stress or other challenges — either at home or in the workplace.

We are in the process of establishing this fund, and as details are fine-tuned, we will include information on the Human Resources Web site, hr.unc.edu.

Gazette: How do these policies and procedures apply to faculty positions, both tenure-track faculty and fixed-term appointments?

Malone: The Office of Human Resources manages all SPA and EPA non-faculty positions at Carolina. For more information about HR policies, refer to hr.unc.edu/employees/policies.

Faculty appointments and policies are managed through the Academic Personnel Office in the Provost’s Office. For more information about faculty personnel policies, procedures and guidelines, refer to hr.unc.edu/EPA. (See related budget story on page 1 for Thorp’s comments about faculty appointments.)

CROSSING GUARD ROOSEVELT CONVERS directs traffic Feb. 27 at the intersection of Mason Farm Road and West Drive near UNC Hospitals. The Department of Public Safety contracted with McLaurin Parking for the services of Conyers and Montory Pittman (not shown) to work the area during peak traffic. The congested intersection is challenging to control as the mix of pedestrians, employees and hospital visitors converge. Both Conyers and Pittman have endured impatience and hostility by drivers moving through the area, and they’ve been commended for their courtesy, patience and professionalism.

WATCHING OUT FOR PEDESTRIAN SAFETY

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Jazz man aspires to ‘reach down … embrace and lift up’

Forgive James Ketch if he used to fret about how well his first jazz combo would play in Peoria.

It was here in this proverbial Illinois town — in the same year the Beatles washed ashore from England — that Ketch started his jazz combo. It was also the same year he started playing trumpet. And seventh grade.

At first, the group played a few parties but eventually appeared on a TV show called “What’s Your Hobby?”

In high school, Ketch’s band director was a “dance-band” trumpeter who started a stage band that allowed Ketch opportunities to perform solos. By his junior and senior years, he had begun collecting jazz records. On stage, he played jazz-styled solos that had been more or less written out. Improvising came later.

But he caught the Bebop bug big time.

A CROSS-POLLINATION OF CREATIVITY

Fast forward 40 years to the current status of jazz in North Carolina where every year, the question asked by high school jazz musicians is: How well will we play in Chapel Hill?

They ask because of the Carolina Jazz Festival that Ketch began in spring 1978, a year after he came to UNC.

The first few years were modest. Ketch said he started the festival to meet high school directors across the state and establish channels to recruit top students. Bringing in world-class artists to work with the students might also help elevate the stature and visibility of the jazz program, he thought.

He had no way of knowing how right he was on both counts.

Last week, that festival marked its 32nd year. It has become a permanent fixture on Carolina’s cultural landscape and a milestone passed by countless young jazz artists on their journeys toward virtuosity.

Tim Carter, David G. Frey Distinguished Professor of Music and chair of the music department, describes the festival as “one jewel in the music department’s crown.”

“Jim’s leadership of the festival, and of jazz studies at Carolina, is wholly remarkable, as generations of Carolina students whom he has trained, or who have listened to his performances, will know,” Carter said. “Whether your tastes in jazz favor the traditional, the modern or even the postmodern, exciting things lie in store.”

David Robinson, band director at Panther Creek High School in Cary, said he has been taking jazz bands to the festival since 1986. The reason: Much like the playing of jazz itself, each festival is an improvisation, different from the one before.

“Every year I learn something new,” Robinson said, and the reason is Ketch.

“Jim has had such a positive influence on our jazz band with his high energy and passion for jazz. If nothing else, I know my kids will come away with a feeling of how important this music is. It is the highlight for our jazz program every year.”

Ryan Raven, a first-year music student now studying jazz trumpet under Ketch’s tutelage, played at the festival all four years he attended South View High School in Fayetteville.

It was exciting just coming to Chapel Hill, Raven said, but thrilling to play in front of famous jazz artists who were there to listen to you — and tell you how you did.

Raven said he felt the same way when he took his first lesson from Ketch the summer before his junior year in high school.

“One of the things I love about him is that anything he wants me to learn he can play himself,” Raven said. “That is what makes him a good teacher. What makes him a great teacher is his ability to explain how he did it, even if he has to explain it three or four different ways to help me figure out how to do it myself.”

Raven said Ketch is not afraid to be tough when it is needed, but he readily offers praise when it is merited. There is no higher compliment, Raven said, then hearing Ketch tell him after playing a piece, “That is exactly what I am talking about.”

KEEP IT UP, BABY

Ketch highlights two turning points in the jazz festival’s long evolution.

In the early 1980s, funding from the Carolina Union Activities Board allowed Ketch to bring in a trio or quartet and to expand to a multi-day format. Then, in 1997, chemistry professor Thomas Meyer, then vice provost for graduate studies and research, told Ketch he wanted to expand the festival still further.

“Tom’s vision was to add a scholarly component to the festival by leaders from the Center for the Study of the American South, the black cultural center and others,” Ketch said. Now a part of the Performing Arts Series, the festival is a four-day event with concerts, educational offerings and a symposium.

Over the years, there have been moments of great pride when his jazz ensemble or individual soloists distinguished themselves on stage. The same can be said of introducing an artist like Branford Marsalis to a packed house at Memorial Hall.

“After 32 years, the lists of artists that we have brought to this campus is truly amazing,” Ketch said.

“It is no less gratifying to me when I see distinguished friends like Dr. Bill Friday attending a high school jazz event, or Chancellor Holden Thorp sitting in — on bass — with the band on a Saturday night, or a student like Ryan Raven elect to come to Carolina because of the relationship that grew between us during several jazz festivals during his high school years.”

Jazz is a deeply passionate music performed by compelling artists, he said.

“Jazz is a kind of music not easily captured in a hurry,” Ketch said. “Jazz is not visual — it is about quieting your mind and listening to a conversation unfold among a number of musicians. In a world where you have 2,500 songs on an iPod and can switch channels on the TV in a split second, jazz has an uphill battle.”

For a few days each year, the jazz festival helps even the odds in the art’s favor.

“When an artist turns a blues phrase on the trumpet into a field holler moan, it connects a student on this campus to the pain of slavery,” Ketch said.

“That’s what we can do to make jazz more than a fond remembrance of things past. It means a great deal to many of us and we hope that we can spread that meaning and feeling to others.”

Ketch said whatever passion he attempts to share with his students was first made real to him as a first-year student at Indiana State University in 1970 when he got the chance to play an eight-bar solo in front of Clark Terry, a swing and bop trumpeter who played with Duke Ellington and Count Basie.

“I was nervous and figured I had sounded terrible, but when he came over to me he said, ‘I heard you, man. That’s good. Keep it up, baby.’

“There was something special about him that went beyond how great he could play,” Ketch said. “There was an inclusive nature of his gift that is rare. There are many wonderful artists. But only one out of 10 have this special ability that he had to reach down and embrace and lift up.”

From that point on, Ketch said, “I wanted to be like him.”

And here at Carolina, for 32 years and counting, that is one high, hard note that Ketch and his trumpet have consistently nailed.