Tutu inspires graduates with his heartfelt oration

A rchbishop Emeritus Desmond Tutu exhorted the crowd of about 30,000 gathered in Kenan Stadium for Carolina’s May 10 commencement ceremony to become God’s partners in fighting injustice and oppression wherever it exists throughout the world.

“You fantastic people over there, God says, ‘Go on dreaming. Go on being the idealistic people you are. Go on being the ones who believe that poverty can indeed be made history,’” said Tutu (pictured below), recipient of the 1984 Nobel Peace Prize for his efforts in opposition to South African Apartheid.

“Please, please, help me to make this world a little more compassionate — to make the world a little more gentle, help me, please.” (See the full text, video highlights and slideshow at uncnews.unc.edu.)

Nearly 5,700 students completed their degrees, including around 3,371 bachelor’s degrees, 1,363 master’s degrees, 286 doctoral and 662 professional degrees (from the schools of dentistry, law, medicine, nursing and pharmacy). On May 9, 2009, 5,700 students received their diplomas in Kenan Stadium. This year marks the centennial of University commencement ceremonies.

Faculty and staff take salary cut of 0.5% this fiscal year

All Carolina faculty and staff will feel the sting of the state’s financial crisis, both before the end of the current fiscal year and after the beginning of the new fiscal year, which now is projected to have a budget shortfall approaching $5 billion.

On April 28, Gov. Beverly Perdue issued an executive order for a flexible furlough plan that will reduce all teachers’ and state employees’ annual salaries by 0.5 percent before the fiscal year ends on June 30. In return, each permanent full-time employee will receive 10 hours of flexible leave that can be taken between June 1 and Dec. 31.

The 0.5 percent decrease in annual salary applies to all University employees, regardless of how their salaries are funded, said Brian Usichon, senior director of benefits services, and Betsy Snipes, director of payroll services in a campus-wide e-mail last week.

The aim of the policy is to apply the decrease fairly across the board to all state employees, they said.

The impact on a faculty or staff member who earns $42,000, for example, is a $210 reduction in gross earnings.

Although the University has not received final implementation instructions, University officials expect the reduction to be spread over
The University dedicated the new 300,000-square-foot Genetic Medicine Research Building, a joint venture between the Eshelman School of Pharmacy and the School of Medicine.

In 2005, the two schools broke ground on the state-of-the-art research facility, which was designed to promote interdisciplinary research. The $110 million Genetic Medicine Research Building, completed in 2008, is located off Mason Farm Road.

The seven-story building includes five lab floors and two vivarium floors, and accommodates 600 employees. It provides space for research in pharmacology, genetics, pharmacy, biochemistry and biophysics.

The center of the building provides space for shared equipment, microscopy and dark rooms, autoclaves, limited additional freezer storage, chemical storage and meeting rooms. A space for a small nuclear magnetic resonance spectrometer is located on the first floor.

Featured speakers at the May 6 dedication were (from left in photo above): Board of Trustees Chair Roger Perry, UNC President Erskine Bowles, Eshelman School of Pharmacy Dean Robert Blouin, School of Medicine Dean Bill Roper and Chancellor Holden Thorp. At right, Thorp takes his turn at the podium.

A new quad is planned for the space between the front of the building and the Lineberger Comprehensive Cancer Center when the Biomedical Research Imaging Building, now under construction, is completed and when Mason Farm Road is relocated to the south, between the Ambulatory Care Center and the EPA building.
Faculty Council expresses its appreciation to Joe Templeton, welcomes McKay Coble

Joe Templeton presided over his last Faculty Council meeting on April 24. After three years as Faculty Chair, Templeton will pass the gavel to his successor, McKay Coble, on July 1.

Chancellor Holden Thorp thanked Templeton, the Francis Preston Venable Professor of Chemistry, for his leadership and service to the University.

“You’re our champion, too,” Thorp said, presenting Templeton with a No. 50 basketball jersey. He referred to the University’s Web ad following Carolina’s national basketball championship, which celebrated the University’s champions both on and off the court. The University has retired Tyler Hansbrough’s well-known No. 50.

During the April faculty elections, Coble, professor of design and chair of the Department of Dramatic Art, was elected as the next Faculty Chair. A Carolina faculty member since 1986, Coble is the resident scenic and costume designer for PlayMakers Repertory Company. She has served the College of Arts and Sciences as a member of its administrative board and as chair of its Division of Fine Arts. Currently, Coble is a member of the college’s Fixed Term Faculty Committee.

Thorp also announced that George Lensing, Bowman and Gordon Gray Professor of English and director of the Office of Distinguished Scholarships, has been honored by his peers as the 2009 recipient of the Thomas Jefferson Award. Lensing, who was out of the country during the April meeting, will receive the award when Faculty Council convenes again on Sept. 11.

BUDGET UPDATE

To date, the University has given back 7 percent of state funding for this fiscal year, but officials will not know until the end of the fiscal year if additional funds must be reverted, Thorp said. In addition, all flexible spending has been frozen, and a freeze affects all hiring with state money until June 30. See universityrelations.unc.edu/budget for details.

After reviewing operations in the chancellor’s office, Thorp said, his office is reverting 11 percent of its budget back to the University’s Budget Committee for reallocation to campus priorities.

BAIN & COMPANY

Representatives from Bain & Company, the consulting firm hired to look at University operations and how they might be made more effective, presented their interim report. They made the same report to the Employee Forum’s Executive Committee earlier that day and later at the forum’s May 6 meeting. The final report is expected to be ready in June.

Overall, the group’s findings were consistent with employee feedback, and the University is too complex, too bureaucratic and growing faster than its systems can handle, Thorp said.

“They are working with us on a menu of options but it’s up to us to decide what options we’ll implement,” Thorp said. The presentation is posted on the Carolina Budget Information Web site, universityrelations.unc.edu/budget.

When asked how ConnectCarolina, the University’s comprehensive effort to update and integrate its aging computer systems, would dovetail with the Bain study, Bernadette Gray-Little, executive vice president of information technology, said: “We have to be very conscious of our mission numbers and state constraints, both on and off the court. The University has retired Tyler Hansbrough’s well-known No. 50.

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BAIN & COMPANY INTERIM REPORT

- Insufficient finance, human resources systems
- Multiple layers of management exacerbate complexity
- Frontline workers are disconnected from strategy and decisions
- Leadership is filtered from what is happening
- Employees are not empowered
- Complexity leads to inefficiency and redundancy
- Fragmentation and lack of scale exists in many operations
- Too many manual, paper-based processes
- More than half of supervisors manage no more than three people

TIMELINE:

1–2 months Select options and identify opportunities
3–6 months Design detailed solution
5 months Build diagnostic and establish baseline (completed)
24–36 months Vet options and execute change

See INTERIM REPORT page 10

See FACULTY COUNCIL page 10

Bain & Company interim report advocates better processes, fewer administrative layers

A university’s core mission may be vastly different from that of a corporation, but many of the bureaucratic processes are not.

The corporation, by creating modern systems to perform those processes efficiently, can use the money it saves to boost profits. The university can stretch dollars to do more things tied to its core mission of teaching, discovery and service.

That message was at the heart of what Chancellor Holden Thorp and consultants from Bain & Company told the Employee Forum on May 6.

This semester, Bain began to identify ways to streamline the University’s operations. The group’s interim report detailed the need to modernize processes and reorganize administrative layers between the chancellor and Carolina’s employees.

Thorp emphasized that greater efficiency would not only serve the needs of the institution, but also empower workers in a way that would make their jobs more clearly defined, more purposeful and ultimately more rewarding. Jeff Denneen, a Bain partner, said in some instances there were 10 layers of managers separating frontline workers from the chancellor, a situation that made it impossible for workers to understand the University’s strategic vision. Just as importantly, it made it difficult for Thorp to know what was going on with workers.

Every communication, from the top down and from the bottom up, went through too many filters, Denneen said. Compressing some of those layers would benefit both the chancellor and the workers.

“When you have much clearer and tighter lines to your leadership, you have fewer people looking over your shoulder from a management perspective,” Denneen said. “We find in most organizations that that creates a much more fulfilling work environment for people.”

Denneen and Thorp emphasized that the diagnostic look at processes would result in “a multi-year journey” to modernize and streamline essential non-academic functions, which the University would likely continue long after the study was completed.

Thorp reiterated that it will be up to him and his administrative team to take responsibility for whatever changes were made in response to Bain’s suggestions. “I didn’t hire Bain to come in here and make some recommendations that I can hide behind and blame them for,” Thorp said.

Each decision will be tied to the University’s core mission and values, he added.

One of the key findings Denneen highlighted was the pattern of spending between 2004 and 2008 during which administrative expenses per student grew at a rate of 6.6 percent, compared to a growth rate of 4.8 percent for academic expenses per student during the same period.

Thorp has already taken steps to reverse the pattern of administrative costs, beginning with an 11 percent cut...
McNeil honored for leading, mentoring women in science

Laurie E. McNeil, professor of physics and astronomy and of applied and materials sciences, has won the 2009 Mary Turner Lane Award.

Established in 1986, the award recognizes people who make outstanding contributions to the lives of women students, faculty, staff and administrators at Carolina. It is named after Mary Turner Lane, founding director of the Curriculum in Women’s Studies and the first recipient of the award.

The University’s Association for Women Faculty and Professionals presented the award to McNeil April 29 at the group’s annual banquet. McNeil, who has chaired the Department of Physics and Astronomy since 2004, was cited for her leadership of women in science through scholarship and example, not only at Carolina, but also throughout the country and around the world.

One of only six female physics chairs in the United States, McNeil is “the visible face of a department that unites experimental and theoretical science,” said Joy Kasson, professor and chair of American studies, as she read the award citation.

One nominator commented on McNeil’s tireless efforts on behalf of Working on Women in Science (WOWS). As one of four members of the first cohort of WOWS scholars, McNeil has advised department chairs and personnel and search committees in the recruitment, retention and advancement of women faculty. Through the Women in Science lectureship, the group also has brought eminent women researchers to campus.

Another nominator said, “She serves as a terrific role model. She led the college’s recent effort to obtain funding from the National Science Foundation for an ADVANCE program to stimulate gender equity in the sciences at UNC.”

A Carolina faculty member since 1984, McNeil is a condensed matter/materials physicist, specializing in optical spectroscopy of semiconductors and insulators. She held a Bowman and Gordon Gray Professorship for excellence in inspirational teaching of undergraduate students and has worked to transform the teaching of introductory physics at Carolina through a Chapman Family Faculty Fellowship at the Institute for the Arts and Humanities.

McNeil was instrumental in establishing UNC-BEST (UNC Baccalaureate Education in Science and Teaching), a joint program between the College of Arts and Sciences and the School of Education to prepare science majors to become high school science teachers. And she spearheaded the college’s multiyear project to revise Carolina’s undergradate general education curriculum.

An aficionado of classical music with a wry sense of humor, McNeil has worked hard to combat many of the common stereotypes of scientists.

“The evidence, from her students and her colleagues, shows that Laurie McNeil has made a huge difference for women on this campus and beyond,” Kasson said.

Reclaimed water system enhances sustainability

A joint water project between the University and the Orange Water and Sewer Authority (OWASA) is in operation.

The project, inspired by recent droughts in the area, allows the University to use highly treated water from OWASA’s Mason Farm Wastewater Treatment Plant in the cooling towers at the Gary R. Tomkins Chilled Water Operations Center and the South Chiller Plant.

After the regular wastewater treatment process, the reclaimed water is disinfected with ultraviolet light, which is effective in killing pathogens. Chlorine is added to further disinfect the water and minimize the potential for regrowth of pathogens in the reclaimed water system.

The initial system includes a 600,000-gallon storage tank, a pump station that can deliver about 4 million gallons of reclaimed water a day, a monitoring and chemical addition system and more than three miles of pipelines. It enables the University to reduce its use of drinking water for the cooling towers by about 660,000 gallons per day.

In fiscal year 2009-10, the use of reclaimed water for the towers will result in an estimated 30 percent reduction in the University’s demand for potable water from OWASA. In the future, the University’s reclaimed water use could rise to 1.5 to 2 million gallons or more per day and supply 10 percent to 15 percent of its total water needs.

“It is a joy to see the reclaimed water system in operation after six years of effort by UNC and OWASA following the 2002 drought,” said Carolyn Elfland, associate vice chancellor for campus services. “We value our effective partnership with OWASA and are pleased to be a part of this project that benefits the entire community.”

The University also plans to extend the reclaimed water system in the near future to serve additional cooling towers, toilet flushing and irrigation needs on the main campus.

Daniel Arneman, the University’s greenhouse gas emissions specialist, said the use of reclaimed water will help reduce the energy needed to meet the University’s water needs.

The University paid to build the reclaimed water system, excluding state and federal grants received for the project.
Karen M. Gil, Lee G. Pedersen Distinguished Professor of Psychology and professor of psychiatry, will be recommended to the Board of Trustees at their meeting later this month as the next dean of the College of Arts and Sciences, Bernadette Gray-Little, executive vice chancellor and provost, announced to the campus community last week. If the recommendation is approved, Gil’s appointment will be effective July 1.

After a national search to fill the position led by an advisory search committee headed by Jack Boger, dean of the School of Law, Gil was selected by Chancellor Holden Thorp and Gray-Little.

“We felt that Dr. Gil was a perfect fit for Carolina in many ways,” Gray-Little said.

A Carolina faculty member since 1995, Gil twice has served as senior associate dean in the college. Currently she is senior associate dean for social sciences and international programs, where she oversees all of the college’s social sciences departments as well as its international programs based in the FedEx Global Education Center.

From 2001 to 2004, she served as senior associate dean for undergraduate education, and from 2004 to 2007, Gil chaired the Department of Psychology. She is a fellow of the American Psychological Association and the Society of Behavioral Medicine, and has been the author of numerous publications on health psychology, acute and chronic pain, stress and coping, and childhood medical illness.

“We are fortunate to have someone with Dr. Gil’s impressive credentials and stature as a candidate to head our University’s largest and oldest academic unit,” Gray-Little said.

With her background as a faculty member, researcher and administrator within the college, she is ideally suited to lead our faculty, staff and students in addressing future challenges, not only on our campus but also around the world.”

Gray-Little thanked Bruce Carney, Samuel Baron Distinguished Professor of Physics and Astronomy and senior associate dean for the sciences, who has served as interim dean of the college since last July.

“Dr. Carney is a true citizen of the University and one of the college’s strongest advocates. The Carolina community is grateful to him for stepping into this crucial role and keeping the college moving forward during the search process,” Gray-Little said.

Gil received a doctorate in clinical psychology from West Virginia University in 1985 and a bachelor of arts degree in psychology with highest honors from the State University of New York at Stony Brook in 1978. Before coming to UNC, she was a faculty member at Duke University for a decade.

Walden to lead Center for Faculty Excellence

Ruth Walden, the James Howard and Hallie McLean Parker Distinguished Professor of Journalism and Mass Communication, will become director of the Center for Faculty Excellence beginning July 1.

The center was created last summer to promote faculty development in teaching, research and leadership. Walden, who has been at Carolina since 1985, is widely respected by colleagues and regarded as an excellent role model and mentor, said Bernadette Gray-Little, executive vice chancellor and provost, in announcing Walden’s appointment.

“Dr. Walden is an accomplished scholar with an in-depth understanding of the issues related to enhancing success for faculty members in...

See WALDEN page 10
Back PAIN is on the rise in North Carolina

If you’ve had back pain that won’t go away, you’re not alone. More than 10 percent of North Carolinians have debilitating chronic low back pain, a huge increase from last decade.

In 1992, UNC researchers found that 3.9 percent of North Carolinians had chronic low back pain. In 2006, the team used the same surveying techniques and found that 10.2 percent of the population suffered with the condition. The dramatic increase was seen in both men and women, and across all ages and racial and ethnic groups.

“These findings are alarming, considering the social and economic costs of chronic low back pain,” said Tim Carey, the study’s principal investigator. Carey is the director of the Cecil G. Sheps Center for Health Services and Research and Sarah Graham Kenan Professor in the departments of medicine and social medicine in the School of Medicine.

The study is the first in the United States to use similar methods and a consistent definition of chronic low back pain to research the condition’s prevalence over time, Carey said. In the survey, if people reported pain and activity limitations nearly every day for three consecutive months or reported more than 24 episodes of pain that limited activity for one or more days over the course of one year, they qualified as having chronic low back pain.

So, why the drastic increase? “We’re not sure,” Carey said. “That’s one of the things we’re studying next. But what appears to be happening is that today more people are transitioning from acute back pain to chronic back pain. So we asked ourselves: What’s different about our state and country now compared to 1992?”

For one, he said, people are a lot heavier. The percentage of North Carolinians who are obese has doubled. Other studies have linked back pain to increased weight, but Carey doesn’t think that’s the only reason.

Stress and depression could be contributing factors. About 50 percent of people in 2006 who had chronic low back pain also had symptoms of depression; of that group only 30 percent were on antidepressants. Many of those people were taking other medications, such as muscle relaxants, which can actually make you feel more depressed, he said.

Another issue could be the changing nature of the state’s workforce — a decline in the percentage of manufacturing jobs and an increase in construction and service industry jobs since 1992.

“Sedentary lifestyle gets offered up a lot as an explanation because we know that exercise is a good treatment for back pain,” Carey said, “but North Carolinians weren’t all that active in 1992 either.”

On top of this, Carey said, treatments have not been very effective. In fact, his latest study shows that patients are sometimes over-using treatments that don’t work and under-using those that are at least modestly effective, such as structured exercise programs.

In Carey’s study, less than 50 percent of the patients were prescribed exercise even though randomized trials have shown it to be a good treatment option.

In the medical literature that Carey has studied, there’s little to no evidence that many common treatments — including narcotics, steroid injections, traction, shoe inserts and back braces — help patients at all.

He also said that the increase in back pain prevalence has led to rising health costs and a drain on the economy.

“This is quite concerning because once you’re disabled from back pain, you may go on what’s called SSDI disability,” he said.

“These patients don’t generally return to the workforce. They wind up on permanent disability until they turn 65. That’s a double whammy on society because these folks are obviously taking up tax dollars, but also they are suffering and not productive members of the economy. And once someone is on disability for a couple years, it’s very difficult for them to return to the workforce.”

Editor’s Note: The study on back pain prevalence, published in February in The Archives of Internal Medicine, was funded by the National Institute of Arthritis and Musculoskeletal and Skin Disease. The study on treatment effectiveness appeared in the journal Arthritis Care & Research.
Far left, Bernadette Gray-Little, executive vice chancellor and provost, places the hood on Archbishop Emeritus Desmond Tutu on May 10 to commemorate his honorary doctor of divinity degree from Carolina. Tutu received a standing ovation from the crowd in Kenan Stadium following his speech. Second from left, the face of a graduate’s relative reflects her tremendous pride. Middle, graduates celebrate with loved ones in Kenan Stadium. Second from right, a doctoral candidate receives her hood at the May 9 doctoral hooding ceremony in the Smith Center. Far right, Adron Harris, the M. June and J. Virgil Waggoner Chair in Molecular Biology at the University of Texas in Austin, addresses the doctoral candidates during the hooding ceremony. Harris earned his Ph.D. at Carolina.

COMMENCEMENT 2009

God says, ‘Please, please, help me to make this world a little more compassionate — to make the world a little more gentle. Help me, please.’

– Desmond Tutu

At left, Chancellor Holden Thorp presents the diploma to a doctoral candidate during the May 9 hooding ceremony. Approximately 286 doctoral candidates attended the ceremony in the Smith Center. Below, a sea of Carolina blue-robed students celebrates the awarding of their degrees May 10 in Kenan Stadium.

Above, faculty members applaud the graduates during commencement in Kenan Stadium. Below, Thorp, center, poses with seniors from the championship men’s basketball team. From left are J.B. Tanner, Patrick Moody, Jack Wooten, Mike Copeland, Tyler Hansbrough, head coach Roy Williams, Bobby Frasor, Danny Green and Marcus Ginyard.
IN BRIEF

TECHIE AWARD SUPPORTS SCHOLARSHIPS, IT AWARDS

When the annual IT awards luncheon was held last month, the centerpiece on each table were Techies, whimsical 3-D stick figures crafted from bits and pieces of discarded computers by Diana Woodhouse, who oversees Web development for Student Affairs.

Now they’re being recycled again, this time as part of an online auction whose proceeds will benefit both the UNC Family Scholarship Fund and IT Awards. Bidding closes at noon on May 15.

FUJI.OVCSA.UNC.EDU/TECHIES

DENTAL SCHOOL DROP-OFF AREA CHANGES JUNE 1

The School of Dentistry’s current patient drop-off area closes to patient vehicle traffic after May 30. The new patient drop-off area opens June 1 on Manning Drive and is located just past the intersection with West Drive.

The new centrally located drop-off lane allows passengers ground-floor access to Brauer and Tarrson halls and relieves traffic congestion near Tarrson Hall’s “front door” by separating patient traffic from commercial traffic in that area.

For complete information and map, refer to snipurl.com/hma78.

HIKE IN THE FOOTSTEPS OF NATURALIST JOHN TERRES

Take a leisurely walk around Mason Farm on May 23 from 9 a.m. to noon with Ken Moore, assistant director emeritus of the North Carolina Botanical Garden. He will share old photos and stories of the time that John Terres spent roaming Mason Farm while he was completing his “Audubon Encyclopedia of Birds” in the 1960s.

Fee is $10. Call to register (962-0522).

NCG.UNC.EDU

AWARD-WINNING COMPOSTING PROGRAM

The University has won the Carolina Recycling Association’s annual award for Outstanding Composting or Organics Recycling Program. Selection was based on demonstrated waste reduction and an educational component. The award was presented to UNC on March 26 during the group’s 19th annual conference and trade show in Spartanburg, S.C.

The award-winning Carolina Dining Services, the Department of Lab and Animal Medicine and the Grounds Department were responsible for the achievement. The recycling efforts of these three groups make up 38 percent of this year’s total campus recycling. In total, 2.3 million pounds of food waste, animal bedding and yard waste were composted or recycled from campus last year.

FUJI.OVCSA.UNC.EDU/TECHIES

DEADLINES TO WATCH

Apply by May 15 for UNC Family Scholarships, which provide support to the children of Carolina employees. The scholarships, which are need-based, may be used for study at any accredited North Carolina post-secondary public institution, including any of the 16 institutions in the UNC system as well as local community and technical colleges. Fall 2009 scholarship applications are due May 15. For information and an application form, refer to: www.unc.edu/familyfund/scholarship.html.

In addition, to arrange to make a tax-deductible payroll deduction or even a one-time donation to the Family Scholarship Fund, see www.unc.edu/familyfund.

Register by May 19 for a June 1–5 School of Government workshop titled: “Emerging Leaders: Building Your Capacity to Lead.” It is designed to provide emerging public sector leaders feedback on their leadership style, support in developing a personal leadership plan and coaching to lead more effectively within their organizations.

SOG.UNC.EDU/COURSES/0664

Applications are due to the Institute for the Arts and Humanities (IAH) by Sept. 2 for National Endowment for the Humanities (NEH) Summer Stipends. The IAH Faculty Advisory Board serves as Carolina’s nominating committee for the stipends. The grants support individuals working full-time on a humanities project at any stage of development by providing $6,000 for two consecutive months of full-time research and writing.

SOG.UNC.EDU/COURSES/0664

AROUND CAMPUS IN MAY

Participants hit the course at the start of Campus Recreation’s Spring Fling on May 8 — the annual 3-mile run or 1.5-mile walk.

Carolina’s own “American Idol” contestant Anoop Desai greets his parents Nalini and Manoj Desai at his homecoming celebration May 4 at the Hill Alumni Center. Earlier in the day he was given a key to the city by Chapel Hill Mayor Kevin Foy. Though voted off the show, Desai joins the American Idol 2009 Summer Tour, which stops in Charlotte and Greensboro in August.
Three professors at the School of Information and Library Science have been appointed to leadership positions of the American Society for Information Science & Technology (ASIS&T).

GARY MARCHIONINI, Cary C. Boshamer Distinguished Professor, has been elected president for a three-year term. DEBORAH BARREAU, associate professor, was elected director-at-large for the organization for a three-year term. And CATHY BLAKE, assistant professor, was named chair-elect of the ASIS&T special interest group of medical informatics.

The American Society for Microbiology has awarded CEI FIRST YEAR SEMINAR GRANTS The Carolina Entrepreneurial Initiative (CEI) has awarded grants to two faculty members in the College of Arts and Sciences to develop new First Year Seminars related to entrepreneurship.


CEI annually offers grants of up to $5,000 to faculty to develop new courses for first-year students in the college on topics related to entrepreneurship. First Year Seminars allow top UNC instructors to work with small groups of students using active learning methods, multidisciplinary experiences and special projects to explore an advanced topic at the frontier of knowledge.

www.unc.edu/cei/fys

HONORS

professor of city and regional planning; MARTIN DOYLE, associate professor of geography; CARL W. ERNST, William R. Kenan Jr. Distinguished Professor of Religious Studies; EVELYNE HUBER, Morehead Alumni Distinguished Professor and chair of the political science department; and JOHN D. STEPHENS, Gerhard E. Lenski Jr. Distinguished Professor of Political Science and Sociology.

WILLIAM M. ROHE, director of the Center for Urban and Regional Studies and Cary C. Boshamer Professor of City and Regional Planning, has been elected chair of the international Urban Affairs Association. The Urban Affairs Association is the international professional organization for urban scholars, researchers and public service providers.

ANITA M. FAREL, clinical professor and associate chair for graduates in the maternal and child health department, has received one of the top awards for faculty from the Gillings School of Global Public Health. She was awarded the Greenberg Alumni Endowment Award for Excellence in teaching, research and service, which was presented at the school’s annual Fred. T. Foard Jr. Memorial Lecture earlier this month.

MARCIE FISHER-BORNE, instructor in the Department of Social Work, was among those receiving awards on April 16 during the APPLES Service-Learning Showcase Celebration when students gave poster presentations representing different APPLES programs. Fisher-Borne received the Faculty Excellence Award.

ROBERT E. GWYTER, professor of family medicine in the School of Medicine, has been chosen to receive the school’s Distinguished Faculty Award. The award recognizes a full-time UNC faculty member for excellence in teaching, contributions to medicine in the state, leadership in continuing education of practicing physicians and accomplishments in improving communications among faculty, alumni and people of the state.

CAROLYN T. HALPERN, associate professor of maternal and child health, has won the 2009 Faculty Award for Excellence in Doctoral Mentoring. Established in 2006, the faculty award recognizes extraordinary performance and achievement in the mentoring of doctoral students. Halpern was presented the award at the doctoral hooding ceremony on May 9.

UNC COMPREHENSIVE TRANSPLANT CENTER received the Medal of Honor for Organ Donation on April 20 from the U.S. Department of Health and Human Services. The honor is awarded to hospitals nationally for achieving and sustaining a donation rate of 75 percent or more of eligible donors. This is the first year UNC Hospitals has received the Medal of Honor.

GARY PARK, president of UNC Hospitals, accepted the award on the hospital’s behalf. Among those speaking during the presentation were Mr. and Mrs. Emmitt Ray, parents of JASON RAY, the former UNC Rameses mascot who became an organ donor after he was killed in a car accident two years ago.

SYMBOLIC SHAPES, COLORS EXPRESS EMOTIONS, PASSION

On display through June 11 in the FedEx Global Education Center galleries is the art of Argentinean artist, Eduardo Lapetina. Lapetina applies paint to canvas by pouring, splashing, dripping and scratching. His pieces, with layer upon layer of paint, create a sensuous and turbulent surface texture that is vital and complicated. Refer to www.eduardolapetina.com to see more of his work.

www.global.unc.edu

(Detail Above the Damp Earth, Aside the Flying Birds – I. Acrylic on Canvas, 40”x30” October 2008

REGISTER NOW FOR CHILDREN’S AFTERSCHOOL PROGRAM

The Morehead Afterschool Program (MAP) at Morehead Planetarium and Science Center is accepting registrations for the 2009–10 school year for children in grades K–5.

MAP offers science activities, indoor and outdoor play, snacks, crafts and more. Children from Carrboro, Ephesus Road, Frank Porter Graham and McDougle elementary schools travel from school to Morehead via Chapel Hill Transit, escorted by MAP staff members.

www.moreheadplanetarium.org/go/afterschool

May 13, 2009
in the chancellor’s office budget for next fiscal year. Administrative changes under way include abolishing the position of vice chancellor for public service and engagement effective June 30. It has been filled by Mike Smith since it was created. Smith, who also is dean of the School of Government, will continue with several major public service projects in that capacity, Thorp said.

“That is a prudent decision because the faculty, the students and the public service units at our University are so committed to public service that I am confident they will continue to serve the people of North Carolina,” Thorp said.

“They can do that without having a central office to help them. We truly appreciate Mike Smith’s service, and he has a number of very exciting projects in the public service area that this will give him more time to focus on.’’

Thorp defined administration as positions including directors, assistant and associate vice chancellors, the provost and associate provosts, and the chancellor’s office.

“If you look at my definition of administration a year from now, I promise you that it will be smaller than it was before I became chancellor. We are working through that aggressively,” he said.

**Q&A SESSION**

During a question-and-answer session, Thorp emphasized the need to do a better job maintaining campus buildings now that the construction boom of the past decade is coming to an end.

In response to a question about whether Thorp initiated budget cuts early so state funds could be used to cover expenses tied to the University’s shrinking endowment funds, Thorp said that was not the case.

The endowment fund has lost 25 percent of its value over the past year. Thorp said many of the donors have agreed to give additional money to cover the annual costs associated with endowment-funded programs to allow time for the principal to recover. (Donations must be used for the purposes for which they were given.)

The 5 percent cuts made earlier this year were initiated to yield greater savings that could help reduce the number of state jobs that will eventually have to be cut, Thorp explained.

He also noted that in every administrative position he has held at Carolina, he has surprised people with his emphasis on addressing the needs of staff — something he expects to continue as chancellor.

“It is going to take me a while to get my arms around how to help 8,000 people,” Thorp said. “But I feel what we are learning from Bain is going to give me a way to help make this a more satisfying place to work, a place where folks have a career path, where folks know more about their performance and their objectives, and where there is better communication.”

In other action, the forum passed resolutions concerning reductions in force and furloughs. To read each resolution in full, refer to forum.unc.edu/agendas/agenda-0509.htm.

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**INTERIM REPORT from page 3**

**PROJECT SCOPE**

Includes:
- University administration
- All 14 schools
- General Institutional Support Funds (GISF)
- Auxiliary enterprises (Energy Services, Facilities Services, Printing, Tar Heel Temps)

Excludes:
- UNC Health Care System
- UNC Physicians and Associates
- New sources of revenue
- Capital projects

For more information about Bain & Company and the interim report for the privately funded study, refer to universityrelations.unc.edu/budget.

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**RECLAIMED WATER from page 4**

far, the University has invested more than $10 million in the system.

OWASA committed $1.6 million in grant funds received from the North Carolina Clean Water Management Trust Fund to pay the engineering design and permitting costs. OWASA also received $625,500 from the U.S. Environmental Protection Agency to help pay for construction of the system.

As the only current user of the reclaimed water system, the University will pay for all operating, maintenance and administrative costs of reclaimed water service.

The North Carolina Division of Water Quality regulates reclaimed water production.

Reclaimed water is used in nearly 2,000 communities in the United States, primarily in Florida, California and other parts of the arid Southwest.

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**WALDEN from page 5**

As she provides leadership for the center, Walden will continue to teach and conduct research in mass communication law and First Amendment theory. She serves on the editorial boards of Communication Law and Policy and Journalism and Mass Communication Quarterly and is the author of “Insult Laws: An Insult to Press Freedom,” a worldwide study commissioned by the World Press Freedom Committee.

A teaching award winner, Walden has worked extensively with graduate education and tailored an existing pedagogy class designed to help graduate students prepare for academic careers.

She has served on advisory committees for the Graduate School, and within the journalism school she has been coordinator of the master’s and doctoral programs and director and associate dean of graduate studies.

She currently chairs the University Committee on Appointment, Promotion and Tenure.

“We are fortunate to have someone of Dr. Walden’s stature agree to lead the next phase of the Center for Faculty Excellence,” Gray-Little said.

Until Walden assumes her role, the center will be led by Todd Zakrjasek, who was appointed executive director last August. Zakrjasek came to Carolina from Central Michigan University, where he was the inaugural director of the Faculty Center for Innovative Teaching from 2001 to 2008.

For information about the center and its programs, refer to cfe.unc.edu.
State Health Plan annual enrollment runs through May 29

The N.C. General Assembly has made several changes to the State Health Plan that will affect all employees’ coverage. Annual enrollment for health care plan changes runs through May 29. During this enrollment period, employees can change plans or choose to add, change or drop coverage for their spouse and/or dependent(s). Changes made during the annual enrollment will be effective July 1.

Enrollment kits are being mailed to employees; however, given the shortened timeframe for this enrollment, employees are encouraged to access the enrollment kit via the State Health Plan’s Web site (www.shpnc.org).

The PPO Plus plan, also known as the 90/10 plan, will not be available effective July 1. Employees currently enrolled under the PPO Plus plan will automatically be enrolled in the PPO Standard (80/20) plan.

If you are enrolled in the PPO Plus plan, you do not need to complete an enrollment form, unless you are adding or removing dependents from your plan or you wish to change to the PPO Basic (70/30) plan. Employees who have employee-only coverage under the Plus plan and are moved to the Standard plan will no longer have to pay for employee-only coverage.

If you are enrolled in either the PPO Basic or Standard plans and are not making any changes, you do not need to complete a form. If you want to change plans, or are adding or removing dependents, you must complete the enrollment form and return it to Benefits Services by May 29.

Enrollment forms can be returned to Benefits Services via campus mail to CB* 1045 or by U.S. mail to 104 Airport Dr., Chapel Hill, NC 27599. For your convenience, a green drop box marked “Benefit Programs” is located at the front doors of the Administrative Office Building so forms can be dropped off after business hours.

Here are the highlights of the changes that will take effect on July 1 under the State Health Plan:

- Deductibles, copays and the coinsurance out-of-pocket maximums will increase under both the PPO Basic and the PPO Standard plans.
- Rates will increase by 8.9 percent on all coverage tiers effective July 1. Since premiums are paid one month in advance of coverage, you will actually see the premium increase for dependent coverage in your June paychecks. On July 1, 2010, there will be another 8.9 percent increase on all coverage tiers.
- Routine vision exams will no longer be covered as of January 1, 2010.
- There are also many changes to the prescription drug program:
  - The supply for one copayment will decrease from 34 to 30 days.
  - Preferred brand copay (without a generic available) will increase to $35.
  - Non-preferred brand copay will increase to $55.
  - Specialty Drug Copays — a coinsurance of 25 percent will be charged for specialty prescription drugs up to $100 for each 30-day supply. Members currently taking a specialty medication will receive additional information in the mail from the State Health Plan.
  - The preferred brand copay tier (with generic available) will be eliminated effective July 1. If a generic equivalent is available and you choose the brand name drug instead, or your doctor prescribes “Dispense as Written” (DAW), you will pay the difference between the actual cost of the brand name drug and the amount the plan would have paid for the generic equivalent, in addition to the generic copayment.

For example, the State Health Plan’s cost for a brand drug is $80 for the prescription, but only $30 for the generic version of that drug. You will pay the difference between the plan’s actual cost of the brand-name and generic versions, plus the generic copay. In this example, the difference is $50 and the generic copay is $10, so the member’s cost is $60 (or 75 percent of the actual cost of the brand drug).

If you have questions about the annual enrollment, call your benefits specialist in the Office of Human Resources. You can find your benefits specialist at hrconnect.unc.edu, or call Benefits Services at 962-3071 or e-mail benefits@unc.edu.

PERENNIAL BEAUTY Grounds employee Don Acrey waters newly planted perennials near the Connor and Winston residence halls on Raleigh Street. The bed is part of a Grounds Department initiative designed to add beauty, save labor and have a more sustainable campus landscape. Grounds crews are establishing a number of perennial beds in areas that had been previously planted with grass alone, or grass and annuals. The new beds add seasonal color, require less water than grass during the growing season, help lower the peak stormwater flow and eliminate small hard-to-mow lawn areas. As the new perennials prosper, they can be divided periodically and transplanted to other locations.
Forester plants seeds of trust at Carolina North

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here is more to Carolina North than
the latest news about its future devel-
opment. And no one understands
that better than Greg Kopsch.

There are indeed big plans to transform a
relatively small chunk of it – 250 acres out of
the nearly 1,000-acre tract – into a cutting-
edge, mixed-use academic campus where Uni-
versity people will one day work, play, study
and live.

Kopsch’s eye remains fixed on the future for
Carolina North as well. But as the Carolina
North forest manager, he is focused on the
remaining 750 acres that University officials
have pledged will remain undeveloped over
the next 50 years and possibly longer.

Undeveloped, Kopsch said, in that it will
remain in its natural state.

But that is not to say it will not be improved
for the countless people he expects to visit for
the same reason people have visited the site
decades.

In fact, one of the first things that he and
Forest Technician Jerry McGovern learned
when they set up the Carolina North Land
Management and Trail Office in December
2006 was the strong tie to the land that many
people already have.

Officially, their job is to develop and
run an active management program for
750 acres of land that people have used
long enough that they tend to think of it
as their own.

Officially, they answer to University
Forester Tom Bythell and Kirk Pelland,
the director of Grounds Services. There
is also an advisory board chaired by Tony
Waldrop, vice chancellor for research and
economic development, who is an avid
runner and uses the property quite often
for that purpose.

But almost from the first day Kopsch
and McGovern set foot on the property,
they discovered that they also had to
answer to the people they encountered as
they went about their work.

Kopsch has come to view the land as a
pocket garden – a kind of natural oasis
surrounded by neighborhoods.

“We have people who go outside their
house, step across their yard and, boom,
they are on UNC land,” Kopsch said.
“The forest is in perpetual use and there
are multiple access points.”

Some come to Carolina North for the
peace and solitude of a quiet walk. Some
come to walk their dogs or run. Still others
ride bikes or watch the birds.

Early on, these people wanted to
know who “the new guys” were, and what they were doing
there. How well and how patiently
they answered those questions,
the pair discovered, made all the
difference. After all, they were
the interlopers.

Many of the people Kopsch
encountered had their own ideas
about what they think Carolina
North will end up being — opin-
ions grounded more in rumor and
suspicion than facts, he said.

Mailboxes filled with notebooks have been
strategically positioned throughout the trails
to allow visitors to fill out a brief survey or fill
as many pages as they want with comments.

Some write as many as four pages, Kopsch
said, including a surprising number of people
who worry that the 750 acres will not be
preserved during the next 50 years as the Univer-
sity has repeatedly promised. Kopsch sees it
as part of his job to politely correct those misper-
ceptions when the opportunity arises.

He does that by supplying the missing facts
and building trust. And the best way to do that
sometimes is just to keep quiet and listen
to their concerns, he said.

“We are technically competent in what we
do, whether we are removing insect-infested
trees or building trails or mitigating drainage
problems, but we are still learning the ‘soft
skills’ of helping people deal with change,”
Kopsch said.

In the past two years, much has been accom-
plished, from surveying the outer boundaries
to mapping the various service roads and trails
that developed willy-nilly over the years.

The office has sponsored a number of
biking and running events at the park and
spearheaded various volunteer projects to
improve trails and amenities. Among the
groups that have participated are Girl Scout
troops, the Friends of Bolin Creek and Triang-
gle Off Road Cyclists (TORC).

A major project has been to superimpose the
trails over a contour map — a process that has
revealed countless bike trails, which Kopsch
described as a “gash” along a hill face that will
lead to soil erosion and water pollution.

Part of his job will be to work with biking
groups such as TORC to get cyclists to use
only trails that are sustainable. Another chal-
lenge will be convincing people to abide by the
rules to keep their dogs on a leash and to

clean up after them.

Kopsch said that he and McGovern do
not carry badges. Their most powerful
tool is the message that there is a valid rea-
son behind each rule and that the objec-
tive of the rules is to help preserve the
land to make sure it will be available for
future generations to enjoy.

“The good thing is that 99.99 percent of
the people we talk with are responding to
that message,” Kopsch said.

Each day Kopsch and McGovern are
confronted by the infinite number of tasks
yet to do. But taking time to talk to peo-
ple — to get to know their concerns and
to respond to them — will always be their
top priority.

“We want people out there,” Kopsch
said. “The more people who are out there
and make that connection to the land, and
the more history we have to show about
the value the community places on this
tract of land, the easier it will be when the
campus develops Carolina North to show
to future users what a wonderful asset
these 750 acres can be.”

For more information about the
Carolina North Forest, refer to www.
fac.unc.edu/Campus/CarolinaNorth/