July marked the 50th anniversary of the desegregation of the Woolworth’s lunch counter in Greensboro. The historical event began when four students from N.C. A&T State University sat down at the white-only lunch counter on Feb. 1, 1960. After five months of increasing protests, Woolworth’s served a meal to its first black customer that July.

Fifty years later, on July 26, the School of Government celebrated the Greensboro Four with the unveiling of “Service,” a 5-foot by 50-foot mural on the first floor of the Knapp-Sanders Building. It may be viewed any time the building is open.

Commissioned in 2009 and painted by Colin Quashie of Charleston, it was the first in a series of murals that will commemorate the contributions of African Americans and American Indians to the state of North Carolina. “We serve all of North Carolina’s public officials and all North Carolinians,” said Mike Smith, dean of the school, during the dedication. “This painting not only represents the full breadth of our work, but also the value we place on the accomplishments of African Americans in North Carolina.”

Quashie painted the Greensboro Four as chefs in the complex mural, along with 36 other individuals and more than eight events that symbolize North Carolina’s African-American history in areas such as civil rights, government, business, journalism and education.

Funding for the project was provided by the Local Government Federal Credit Union.

Complete details about the mural are provided on the school’s website, www.sog.unc.edu/about/service.

‘Service’ to North Carolina

Tuition increase needed to protect quality of education

A few years ago, a large-scale, across-the-board tuition increase would have been unthinkable. Under the current economic reality, however, it is the only source University administrators have to plug the huge gaps caused by the ongoing deficit and continuing state budget cuts.

Faced with a budget shortfall of $800 million, the North Carolina General Assembly imposed cuts of $142 million to the UNC system for the 2010–11 fiscal year, including $24.8 million for Carolina. When coupled with last year’s 10 percent reduction, which has become a permanent cut, the total impact on Carolina’s budget is nearly $42 million.

The result: a 24 percent increase in tuition for resident undergraduates; 9.7 percent for non-resident undergraduates; less than 8 percent for resident graduate students; and 6.5 percent for non-resident graduate students.

As Chancellor Holden Thorp explained to students and parents in a July 21 e-mail message, these increases were essential “to protect the quality of the Carolina education you expect and deserve.” Thorp wrote students and their parents a week before they were scheduled to receive electronic tuition bills reflecting the changes.

Full-time in-state undergraduates will pay $6,665 in tuition and fees for the coming year,
University Gazette declines NIH expansion grant for Bingham research facility

For now, the University has decided to maintain and operate the Bingham Facility at its current size instead of expanding the western Orange County research facility. The higher-than-anticipated cost of necessary infrastructure upgrades drove the decision.

William Roper, dean of the School of Medicine and principal investigator, notified the National Institutes of Health last week that the University would relinquish the $14.5 million federal grant awarded in April that would have funded the construction of two new buildings to house additional animals for research on genetic diseases.

“The cost to the institution to support this construction is beyond our capability at this time,” Roper said in a letter to the NIH. “I believe the most responsible course of action is to decline the award.”

It will take some time for University administrators to determine future plans for the research facility, Robert Lowman, associate vice chancellor for research, said in an e-mail to people who live near the Bingham Facility.

“We are committed to making the appropriate upgrades to the wastewater treatment system that will comply with the N.C. Department of Environment and Natural Resources’ permit requirements for protecting public health and the environment,” he said.

The University will communicate any decisions with neighbors and meet with them when future plans for the facility are determined, Lowman said.

“Until those plans are complete, the University will continue to maintain and operate the Bingham Facility at its present size,” he told neighbors.

The Bingham Facility, which focuses on the genetic diseases hemophilia and muscular dystrophy, has been in operation since the 1970s. The 30,000-square-foot expansion would have consolidated research operations in one central facility.

In addition to the dog colonies already housed there, Bingham would have become the new home of the Frances Owen Blood Research Laboratory and its colonies of dogs and swine and another colony of dogs used to study muscular dystrophy.

JONES AND EDWARDS ASPIRE TO PERFECT PITCH

You have to have a strong arm to pitch horseshoes.

Strong determination helps, too.

“It’s a mind game,” said Clifton Jones, a Facilities Services mason who competed recently in the two-week 2010 World Horseshoe Tournament in Cedar Rapids, Iowa.

He was joined this year by another Carolina employee, Shernetta Edwards, who works in Housekeeping Services and is rookie of the year in the local league where she and Jones are members.

Jones has competed in horseshoe tournaments for 20 years, going to three world tournaments previously. Last year he spotted Edwards pitching horseshoes at Carolina’s annual employee appreciation event. He knew then she was a natural and recruited her to the sport.

Nearly 2,000 pitchers from around the globe were expected at the tournament. The winner gets a cash prize, a trophy and a brick bearing his or her name in the World Horseshoe Hall of Fame in St. Louis, Jones said.

He and Edwards consistently ring more than 20 of the 40 horseshoes each contestant pitches in a match. “Any time you pitch 50 percent, you are pretty good,” Jones said.
Graduate education increasingly important to American innovation

A highly educated workforce is key to United States’ efforts to remain globally competitive and innovative, according to findings of the Commission on the Future of Graduate Education.

In its report, “The Path Forward: The Future of Graduate Education in the United States” (www.fgereport.org), the commission outlined the strengths and challenges of graduate education and advocated for universities, industry and government to work together going forward.

Steve Matson, dean of the Graduate School, spoke with the Gazette about the current state of graduate education at Carolina and where it is headed. This part of the conversation focuses on some of the overall issues, and the Aug. 25 Gazette will feature specific ways Carolina is addressing challenges outlined in the report.

“The Path Forward” said more jobs would require graduate degrees in the future. Why is that?

To a large extent, it has to do with the fact that we have become such an information-based economy, and workers need the ability to access and process information to do their jobs. And at the next level, it’s important that they identify problems and do the research necessary to seek, then propose solutions.

That training is precisely what’s provided in graduate school. Does this apply only to science and technology?

I see it across all fields. If you think about education and new ways of delivering content, new places for students to find content and make sense of it, we really have to think about delivering education in new ways.

Another example might be what I would characterize as the burgeoning field of digital humanities. What’s that going to mean for all of us? We don’t know the answers to that question because it’s such a new and growing field.

Those are just two examples outside science and technology where additional training at the graduate level will be very important.

The report talked about the effect of shifting demographics on preparation for advanced degrees. Why is that important?

We know that demographics are shifting in a dramatic way, and graduate schools need to do a better job of recruiting students from underrepresented groups.

Now, UNC has had some remarkable successes over the last several years, particularly in recruiting black students. The School of Medicine, for example, has led a concerted effort to find those qualified students, recruit them to UNC and then...

In the first year, Carolina Counts sees the completion of 32 projects

It has been just over a year since Bain & Company finished the report that has guided the University’s effort to streamline campus operations.

Joe Templeton told Employee Forum members he has to remind himself of that whenever it “feels like 10 years.”

Templeton and Mike Patil spoke to the forum on Aug. 4 for the third time since November to provide an update on Carolina Counts, the initiative intended to help the University become the most collaborative, well-managed university in the country by building on recommendations from the July 2009 Bain report.

Templeton leads the project, and Patil is program director. Joining them are 10 top-level administrators, called “project champions,” who are responsible for shaping and implementing changes within their respective areas.

The 10 areas are space planning and utilization, centers and institutes, energy services, facilities and campus services, finance, human resources, information technology, organizational strategy and layers, procurement, and research support and compliance.

By early August, Templeton said, 32 projects had been completed while 74 more remain on schedule.

For instance, the University hopes to save money by reducing the number of suppliers and obtaining larger discounts while reducing processing costs, Templeton said.

That change could save from $4.67 million to $7 million each year in scientific equipment and supplies alone. Other examples of potential savings include facilities materials ($350,000 to $700,000), office supplies ($350,000 to $700,000) and printer supplies ($225,000 to $400,000).

Templeton, Patil and Chancellor Holden Thorp will meet with the project champions within the next few weeks to assess the work that has been done and determine whether the process is on track. The meeting will help leaders evaluate what might lead to better and faster results, Templeton said.

Other universities, including the University of California, Berkeley and Cornell University, have followed Carolina’s lead by hiring Bain to help them launch similar projects.

For information about Carolina Counts, refer to carolinacounts.unc.edu.

GRIEVANCE POLICY UPDATE

In other matters, Brenda Richardson Malone, vice chancellor for human resources, reported good news about a proposal supported by the forum that would allow a support person to make opening and closing statements on an employee’s behalf under certain circumstances during a grievance hearing.

The change is part of a revised SPA Grievance Policy that Office of Human Resources (OHR) staff members developed with input from the forum. The updated policy has been reviewed by the Office of State Personnel (OSP), which will forward it to the State Personnel Commission (SPC), the body that will have the final say on approving any changes.

Malone said OSP officials agreed to forward it to the SPC for consideration as a two-year pilot program.

In reviewing outcomes of the newly approved state budget, Malone said that a provision to give priority for re-employment consideration to laid-off workers has been extended for an additional 12 months.

She also said that OHR will likely develop a furlough plan — not because of any current intention to implement a furlough — but as preparation in the event the University is ordered to make a mid-year, non-recurring cut. (The North Carolina General Assembly granted UNC President Erskine Bowles and the chancellors authority to implement furloughs as required to meet budget reductions.)

Malone was asked how many staff members lost their jobs as a result of budget cuts during the last fiscal year. She said that although it is “horrible” to lose any jobs due to budget cuts, the job losses were smaller than her office had originally anticipated.

Between July 1, 2009, and June 30, 2010, 136 EPA employees were laid off, and the appointments of 21 EPA non-faculty employees were ended during the same period for financial, budget-related reasons.

OMBUDS UPDATE

Finally, ombuds Wayne Blair and Laurie Mesibov talked about the increased traffic volume through their office during the past year resulting from higher stress levels among employees because of the threat of job loss.

Not only are there more cases, Blair said, but they have become more complicated and involve more people over a longer period of time.

His advice: People should go to their managers to find out what is going on rather than rely on rumors that often fill information vacuum with misinformation.

And managers, in turn, should meet that request with up-to-date, accurate information and be willing to help employees find answers to their questions.
Developing a new focus on communicating with patients

Even as a chemical engineering student at UCLA, Darren DeWalt was interested in health care. At the time, he was keenly aware of two things: that he wanted to help people and that he had no desire to spend his life in a lab.

After working for a year with a pharmaceutical company, he attended medical school at Vanderbilt, where his passion for studying the relationship between socioeconomic status and health deepened.

“I never would have guessed at the time that I would be doing what I do now,” said DeWalt, assistant professor of medicine in the Division of General Medicine. “I was very much a basic scientist, an engineer, but I had this notion of wanting to help people, especially poor people.

“I was very interested in why poor people were always sicker than rich people and understood that it wasn’t just a question of access to care. There were other things going on, which we needed to understand, and that is how I got started.”

During a combined residency in internal medicine and pediatrics at Carolina, DeWalt came across the concept of health literacy — how well people understand their doctors’ instructions and other health information and services key to their care.

Studies conducted nearly two decades ago showed a correlation between people with low literacy levels and poor health outcomes, he said, but there was no intervention to fix the problem. Doctors around the country, including DeWalt and his colleagues at Carolina, began making patient materials easier to read and developing ways to care for patients that did not require advanced literacy skills.

At the same time, the researchers realized that everyone, regardless of literacy level, was struggling to understand health-care issues. In general, people tend to remember only about half of what their doctors say and the part they remember is often not entirely correct, DeWalt said.

“So we realized we needed to think about how patient care in general is designed,” he said. “Could we make everything we do more user friendly?”

**TOOLS FOR PRACTITIONERS**

Fast forward to this past March when the “Health Literacy Universal Precautions Toolkit,” developed by School of Medicine faculty members for the federal Agency for Healthcare Research and Quality (AHRQ), was released.

DeWalt was the lead author for the toolkit, which includes 20 tools to help primary care doctors and their staffs communicate more effectively with all their patients, not just those who might need extra assistance.

The researchers worked with nine different community practices around North Carolina to develop and test the toolkit in a variety of health-care settings.

These community practices and many hospitals now are using the toolkit, and a health-care system in Maine is adapting it for teaching medical students, DeWalt said.

Within the first month of its release, the toolkit received 15,000 hits online. (It can be downloaded at www.nchealthliteracy.org.)

**UNIVERSAL PRECAUTIONS**

Because a person’s reading level alone is not an indicator of whether he or she understands information and instructions, DeWalt said, the toolkit was designed to minimize the risk of misunderstanding among all patients.
Runge named North Carolina TraCS director

Marshall Runge, professor and chair of the department of medicine in the School of Medicine, has been named director of the North Carolina Translational and Clinical Sciences (NC TraCS) Institute and principal investigator of the University’s five-year CTSA (Clinical and Translational Science Awards) grant from the National Institutes of Health. NC TraCS is the academic home of Carolina’s CTSA. Runge replaces Etta Pisano, who served as the first director and principal investigator for NC TraCS since 2008. (Pisano recently became dean of the Medical University of South Carolina’s College of Medicine.) As principal investigator, Runge has the financial, human resource and strategic oversight responsibilities for one of the largest CTSA in the country.

NC TraCS is one of 55 medical research institutions working together as a national consortium to improve the way biomedical research is conducted across the country. Among its goals are to reduce the time it takes for laboratory discoveries to become treatments for patients and to engage communities in clinical research efforts.

“We need to optimize our impact on translational research at UNC, how to provide this information to citizens throughout the state and, importantly, to figure out how to successfully compete for renewal of this critically important award,” Runge said.

Runge, who has been at Carolina since 2000, also was named executive dean for the medical school and will lead the development of a new strategic plan for the school. An accomplished physician-researcher and leader in cardiovascular disease, Runge has edited six major medical textbooks, including “Netter’s Cardiology.”

Beecham-Green is director of health careers program

Rosalyn Beecham-Green has been appointed director of the North Carolina Health Careers Access Program. The inter-institutional program, based at Carolina, seeks to increase the number of minority and economically disadvantaged students who successfully pursue health careers.

In her new post, Beecham-Green plans to build on existing programs by developing ways to sustain relationships with program participants throughout the academic year.

In time, she hopes to create a continuous pipeline of programs for underrepresented and economically disadvantaged North Carolina students from kindergarten through college who are interested in health professions careers.

Previously, Beecham-Green was associate dean of student affairs at Ross University School of Medicine in the Commonwealth of Dominica, West Indies. She developed policies to promote a positive campus environment and provided leadership for an array of student activities and services.

Physiatrist Gregory dies June 13 at 45

Patricia Gregory, assistant professor of physical medicine and rehabilitation, died June 13 at UNC Hospitals. She was 45. A member of the physical medicine and rehabilitation department (PM&R) since 2005, her areas of interest included stroke rehabilitation, geriatric rehabilitation, adult telemedicine and rehabilitation research.

“Dr. Gregory was an outstanding physician scientist and a national leader working to reduce health disparities,” said Michael Y. Lee, chair of UNC PM&R.

“She was one of a limited number of physiatrists engaging in health services research and was finishing a master’s in public health to promote interdisciplinary research. Her passing is a loss to multiple fields of study working to improve access to care.”

Gregory was listed in 2008–09 among the state’s best doctors on the website of Business North Carolina magazine. She was chosen for that honor through a peer-review survey.

Gregory received her bachelor’s degree in biology from George-town University and her medical degree from the University of Virginia.

Before coming to the School of Medicine, Gregory was a rehabilitation research fellow at Johns Hopkins School of Medicine from 1996 to 2005.

Contributions in her memory may be made to the UNC Medical Foundation of N.C. Inc., 880 Martin Luther King Jr. Blvd., Chapel Hill 27514 — with notation on the check that it is in memory of Patricia Gregory in PM&R.
Ten capital improvement projects totaling $92.7 million have been completed since the start of the year, while three major projects remain in progress.

In his six-month report to the Board of Trustees’ Building and Grounds Committee, Bruce Runberg, associate vice chancellor for planning and construction, said, “Our workload, compared to recent years, may have tapered off a bit, but we are keeping pretty busy.”

More importantly, he added, projects are staying within budget and staying on track for their scheduled completion dates.

Between 2000 and 2009, the University invested a total of $2.31 billion for capital projects, using $515.2 million of bond funds that were augmented with $1.4 billion in self-liquidating funds, $197.7 million in state funds and $153.1 million from renovation and repair funds and certificates of participation. These funds paid for 5.1 million square feet of building space — the equivalent of all the buildings at Wake Forest University.

Among the projects completed so far this year are:
- The Manning Steam Plant and Utility Distribution Tunnel (Phase 2A) — $29 million;
- The addition and renovation of Carmichael Auditorium — $31.5 million;
- The sports medicine complex (Phase 2) — $8.5 million; and
- Orange Water and Sewer Authority Reclaimed Water Projects — $6.9 million.

Still under construction is the Bell Tower development, which includes a 710-car parking deck, a 25,000-ton chilled water plant and a new 210,000-square-foot Genome Science Laboratory. When finished, the laboratory will provide nine wet labs, four bioinformatics labs, two lecture halls, a classroom and four seminar rooms.

In addition, an elevated pedestrian walkway will link the Bell Tower development with surrounding buildings, including the Wilson-Dey Building, the Stone Center and Fordham Hall. Work on this project began in October 2007 and is set for completion in February 2012.

The new 216,000-square-foot Dental Sciences Building, which will replace the old 54,000-square-foot building, will also feature a pedestrian bridge across Manning Drive to connect with the Thurston Bowles Building. Construction began in May 2008 and is scheduled for completion in January 2012.

Finally, work on the Science Complex (Phase II) began in

The state’s ongoing economic woes have a significant impact on Carolina, which relies on state appropriations for about a quarter of its budget.

Even in this economic climate, the University has worked hard to protect its academic mission.

Last year, for instance, academic units took a lower cut — 6.5 percent rather than the 10 percent cuts faced by support and administrative units — by tapping into operating reserves, Executive Vice Chancellor and Provost Bruce Carney told the Board of Trustees. But there is not enough money left in those reserves to do so again.

However, because the University
took a lower cut — 6.5 percent rather than the 10 percent cuts faced by support and administrative units — by tapping into operating reserves, Executive Vice Chancellor and Provost Bruce Carney told the Board of Trustees. But there is not enough money left in those reserves to do so again.

However, because the University began a planning process in December that assumed new cuts at the 5 percent level plus continued declines in funding from endowment earnings, the University is prepared to deal with the 5 percent permanent cuts in the operating budget called for this fiscal year.

Chancellor Holden Thorp told the trustees’ Audit and Finance Committee that given everything the state faced, “We have a good budget.”

The North Carolina General Assembly also granted UNC President Erskine Bowles and the UNC system chancellors authority to implement furloughs as required to meet budget reductions, and it extended the lay-off priority consideration period from 12 months to 24 months. The extension affects permanent state employees with two years of state service who received layoff notification on or after July 1, 2009.

An infusion of $3.5 million to bolster the base appropriation of $8 million to the Distinguished Professor Endowment Fund will help Carolina ease the backlog of privately endowed professorships awaiting a state match, Thorp told the Board of Trustees on July 22.

Although the fund is distributed to all UNC system campuses that have raised the matching funds, Carolina has most of the endowed professorships in the queue for matching funds, Thorp said.

Currently, that number stands at 65. Under the formula, two-thirds of the funding comes from private sources, with the remaining third paid for by the state.

The fund was established in 1985 by the legislature to enable each UNC campus to receive and match challenge grants to create endowed chairs for distinguished professors. Over the years, it has become an invaluable tool for deans or department heads to lure academic talent.

Thorp said the funds might be used in the coming year to hire 10 or more new professors.

“Learning to be a better patient”

Patients should take an active role in discussions with their doctors, said Darren DeWalt, assistant professor of medicine. He suggests that people:
- Bring a list of questions with them;
- Write down key information (in fact, bring a notebook to appointments so both the patient and doctor can add notes);
- Take a family member along whenever possible to hear the information and instructions as well; and
- Say to the doctor, “Let me make sure I understand this,” and explain what they think they are supposed to do.

“The practices said three of five patients they tested had inconsistencies in what was in their bag with what the doctors thought they were taking, and should be taking. And that’s kind of scary,” he said.

Long-term research has shown that helping patients become better informed and take an active role in managing their health actually leads to better outcomes, DeWalt said.

That is where communication comes in. It is not essential that patients with diabetes understand how the pancreas makes insulin, for example, but they need basic information and understandable instructions for keeping their blood sugar levels in check, he said.

“As a doctor, you have to ask yourself if the patient really understands what they need to know and to do,” he said. “To me, that changes the whole conversation.”
The three buildings together have replaced Venable Hall, the massive brick building erected in the 1920s to house the chemistry and biology departments. In its final years, the building looked more like an aging factory than a research facility.

Right, an architect’s drawing shows the Dental Sciences Building project that began construction in summer 2008 and is due for completion in early 2012. It will encompass 216,000 square feet of educational, research and office and administrative space.

March 2008 and is scheduled for completion in August. When it opens, it will add another 160,000 square feet of space for classrooms, offices and labs.

The first phase of the Carolina Physical Science Complex consisted of Max C. Chapman Jr. Hall and Susan S. Caudill Laboratories, which opened during the 2007–08 academic year. The complex, the largest construction project in University history, relied on $22 million in private gifts and $84 million from a higher education bond referendum approved by North Carolina voters in 2000.

The three buildings together have replaced Venable Hall, the massive brick building erected in the 1920s to house the chemistry and biology departments. In its final years, the building looked more like an aging factory than a research facility.

Right, an architect’s drawing shows the Dental Sciences Building project that began construction in summer 2008 and is due for completion in early 2012. It will encompass 216,000 square feet of educational, research and office and administrative space.

“We have reached the point at which, without a tuition increase, this year’s budget cuts would have forced us to offer fewer classes and increase class sizes; cut library services that are critical to study and research; provide fewer faculty advisers for undergraduates; and reduce the level of support available in key student services units,” he said.

In a presentation to the Board of Trustees on July 22, Executive Vice Chancellor and Provost Bruce Carney outlined how the tuition revenue will be used.

On the plus side, he said, revenue from the $200 increase will remain on campus. Last year, the General Assembly apportioned that money to the state’s General Fund.

FINANCIAL AID

The legislature also directed that not less than 50 percent of the $200 tuition increase and not less than 20 percent of the supplemental $750 tuition increase be set aside for need-based financial aid.

Carney said the University would dedicate 38 percent of the total tuition increase to provide need-based aid for qualified students. All of the $200 increase and 20 percent of the $750 increase — generating nearly $9.3 million — will be allocated to help students who demonstrate financial need.

In addition, 50 percent of the differentiated campus-based tuition increases paid by non-resident undergraduate and graduate students will be earmarked to provide $1.44 million in aid.

Finally, Carney said, $400,000 will be allocated for tuition remission support for non-resident graduate students — a process that allows them to pay in-state rates.

Financial aid administrators began working right away to increase the awards of students qualifying for need-based aid.

With the higher tuition, nearly 7,000 undergraduate, graduate and professional students received supplemental grants within a few days of the announcement, with another 4,000 students expected to benefit in the coming weeks, said Shirley Ort, associate provost and director of the Office of Scholarships and Student Aid.

“Many students will see that the University has already increased their grant aid, dollar for dollar,” she said. “This should help a lot of students and families and alleviate some worry.”

STILL A BARGAIN

In his letter to parents, Thorp pointed out that, even with the increased tuition, the cost to attend Carolina remains low compared to its public peers.

In a comparison with the 10 other public universities that are considered Carolina’s peers nationally in terms of reputation, Carolina is 10th in tuition and fees for resident undergraduates, 8th for non-resident undergraduates, 10th for non-resident graduate students and 11th for resident graduate students. (See the chart below for detailed information.)

Narrowing that list to the top five public universities, Carney said, the universities of Virginia, Michigan, California-Berkeley and UCLA all have tuition and fees for resident undergraduates exceeding $10,000, compared to $6,665 at Carolina. And the rates for resident graduate students at these same four peers are more than $2,200 higher than at Carolina.

At Carolina’s private peers, including Emory, Duke, Johns Hopkins and the University of Pennsylvania, undergraduate tuition and fees average around $40,000, with graduate rates only slightly less.

As Carney told trustees, “It was a 24 percent increase, yes, but we are still an incredible bargain.”

To see Carney’s presentation, refer to www.unc.edu/depts/trustees/presentations.html.

--- ADAPTED FROM BRUCE CARNEY’S JULY 22 POWERPOINT PRESENTATION TO THE BOARD OF TRUSTEES

### 2010–11 Tuition and Fee Undergraduate Rates

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--- 2010–11 Tuition and Fee Graduate Rates

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APPLY BY AUG. 15 FOR ‘LAUNCHING THE VENTURE’

Applications are due Aug. 15 for Launching the Venture (LTV), a four-part series of courses designed to teach, empower and inspire entrepreneurial teams to launch commercial businesses and social ventures.

Teams may comprise any mix of students, faculty and staff at UNC. Courses combine lectures, workshops, guest speakers and hands-on expert coaching and mentoring.

LTV offers four half-semester classes that begin in the fall and run through the academic year. Each course may be taken for 1.5 credit hours (regular tuition applies) or as a non-credit seminar series (no tuition). Enrollment is by permission of the instructor or by application.

Classes are held Monday evenings in the McColl building of the business school with free parking in the business deck.

Launching the Venture is offered jointly by Kenan-Flagler’s Center for Entrepreneurial Studies, UNC Office of Technology Development and N.C. Translational and Clinical Sciences Institute with support from the Frank Hawkins Kenan Institute of Private Enterprise.

bit.ly/d8hsTE.

‘THE LONG CIVIL RIGHTS MOVEMENT’

A number of groups on campus have been working on an online publishing project on the civil rights movement. The result is a growing collection of books, articles, papers and other publications that includes 34 UNC Press books on civil rights history, available to read with free registration. The site is located at https://lcrm.lib.unc.edu/voice/works.

Among the collection is the book published this year by UNC Press, “To Right These Wrongs: The North Carolina Fund and the Battle to End Poverty and Inequality in 1960s America,” written by UNC professor Jim Leloudis and Duke professor Bob Korstad. Chapter 4 of the book is available for preview before registering.

In addition to UNC Press, collaborators are the Stone Center, University Library, the Southern Oral History Program and the Center for Civil Rights.

For more information, e-mail lcrmproject@gmail.com.

CASTLE FUNDRAISER FEATURES CHAPEL HILL’S NOMADS

CASTLE, a program that teaches deaf children to listen and talk, will host its second annual concert and fundraising celebration featuring the Nomads Band on Aug. 29. It will be held on the green at Southern Village from 6 to 9 p.m. In addition to music there will be activities for children and a silent auction.

CASTLE, or the Center for the Acquisition of Spoken language Through Listening Enrichment, is part of the Department of Otolaryngology/Head and Neck Surgery. It is an independently funded program administered through the School of Medicine.

Online silent auction bidding will begin on Aug. 15. See bit.ly/crCIUE. For information, e-mail heskridge@unch.unc.edu or call 419-1428.

MORRISON HALL RANKS FIRST AT MIDPOINT OF BUILDING COMPETITION

Six months into a yearlong competition, Morrison Residence Hall at the University ranks first among 14 contestants in a national energy efficiency contest. The U.S. Environmental Protection Agency announced the midpoint rankings of contestants in the National Building Competition, a coast-to-coast contest to save energy and help fight climate change.

Morrison reduced its energy use by 19.2 percent from Aug. 31, 2009, to Feb. 28. Energy-saving strategies focused on lighting, including replacing incandescent track lights with LED bulbs, and minimizing airflow into rooms that don’t require heating or cooling.

In addition, Carolina improved Morrison’s solar energy system, reworked the energy dashboard and generally tuned up the heating, ventilation and air-conditioning system.

For more information, see www.energystar.gov/BuildingContest.

‘UP & OUT’ GIVES A LOOK AT URBAN DEVELOPMENT IN THE SIXTIES

The Internet archive staff at the University have assisted the State Library of North Carolina in digitizing a collection of reports created throughout the 1960s that speak to future town planning and urban development of N.C. counties, cities, neighborhoods and lakes.

The collection, “Up and Out: Urban Development in North Carolina,” is available at statelibrary.ncdcr.gov/digital/upandout. The reports detail communities throughout North Carolina and provide a footprint for future urban development. Many contain comprehensive maps of cities and their business districts. Also common are demographic statistics, photographs, descriptions of local establishments, land use surveys, growth projections and development suggestions.

“From histories to maps to photographs, you’ll find a 1960s snapshot of your North Carolina hometown in the ’Up & Out’ collection,” said Mary Boone, state librarian.

‘Mythbusters’ duo brings TV science to Chapel Hill Sept. 19

Tickets are on sale now for “An Afternoon with Adam and Jamie,” the hosts of the Discovery Channel television show “MythBusters” who are coming to the Smith Center Sept. 19.

During the 90-minute program, Adam and Jamie (shown at left) will share stories from behind the scenes of their popular show. They’ll also feature special video presentations of spectacular explosions and other “for fans only” outtakes.

The program will include a question-and-answer session led by Chancellor Holden Thorp with opportunities for questions from the audience. Buy tickets through www.tarheelblue.com. Lower-level tickets are $28; upper-level tickets are $18.

The event is part of the North Carolina Science Festival, Sept. 11-26, the first-ever statewide science festival in the United States. The Morehead Planetarium and Science Center is coordinating the festival, with participation by museums, parks, community sites and other facilities throughout the state. www.ncsciencefestival.org
‘27 VIEWS OF HILLSBOROUGH’ FEATURED IN LIBRARY PROGRAM

The Friends of the Library will host a reading, reception and signing Aug. 26 for “27 Views of Hillsborough,” the recently published collection of essays, excerpts, short stories and poems by local authors. Many of the names are especially familiar on campus, such as Jeffery Beam, Thomas Campanella and Randall Kenan.

The event will begin at 5:30 p.m. in the Pleasants Family Assembly Room of the Wilson Special Collections Library, and it will be followed at 6:30 p.m. by a reception and signings. bit.ly/c8l4gz

SIGN UP FOR PART-TIME JOB FAIR

University Career Services is holding its 2010 Part-time Job Fair on Sept. 1, which will be held from 1 to 4:30 p.m. in the Great Hall of the FPG Student Union. Any departments with paid, part-time positions for students are encouraged to attend.

Call 962-6507 for registration information.

NEWS IN BRIEF SUBMISSIONS

Next issue includes events from Aug. 26 to Sept. 15. Deadline for submissions is 5 p.m., Mon., Aug. 16. E-mail gazette@unc.edu; Fax: 962-2279; clearly mark for the Gazette. Campus Box# 6205. The Gazette events page includes only items of general interest geared toward a broad audience. For complete listings of events, including athletics, see the Carolina Events Calendars at www.unc.edu/events.

School of Social Work turns 90

“From humble beginnings to one of the country’s best, UNC’s School of Social Work has defined and redefined itself throughout its rich 90-year history.

State lawmakers in North Carolina likely never envisioned the significance of their decision to establish the School of Public Welfare — the predecessor of today’s school. But in 1920, the course was set and renowned sociologist and reformer Howard W. Odum was tapped as the school’s first leader.

Over nine decades, UNC’s social work program has evolved from a primarily training institution to a program that has earned national prominence for its quality classroom and field instruction, cutting edge research, invaluable public service, community engaged scholarship and technical assistance. This tradition of excellence has enabled the school to produce practitioners and research leaders who are committed to providing innovative solutions to critical social problems such as poverty, mental health and domestic violence.

After nearly a century, there is much to be proud of, said Dean Jack M. Richman, but much more work remains.” Susan White wrote the preceding excerpt about the school’s history in Contact magazine. Read the complete story online: bit.ly/dmhPVE.

Left, Florence Soltys is shown teaching the course “Death and Dying” in the summer of 1989. She was an associate clinical professor in both the School of Medicine and School of Social Work as well as an adjunct associate professor in the School of Nursing. Soltys died in 2007.
Carolina and N.C. State to partner on temporary staffing service

The University will collaborate with N.C. State University to expand N.C. State’s internal temporary staffing function as a shared service for both institutions. This will provide a campus-based solution for departments searching for temporary staffing assistance.

“Since the unfortunate closure of Tar Heel Temps earlier this year, we have been searching for the best method to provide high-value, low-cost temporary staffing services to our campus community,” said Brenda Richardson Malone, vice chancellor for human resources.

“This partnership with N.C. State’s already-established, successful temporary staffing function offers many benefits, including higher education/research experience, knowledge of state government policies and requirements, and cost-effectiveness for our campus.”

N.C. State’s University Targeted Staffing (UTS) unit has provided temporary staffing services for its campus since the 1980s.

“One of the primary drivers for this partnership was to enhance administrative efficiency and effectiveness for both institutions,” Malone said. “UTS will establish a dedicated presence on our campus expressly to serve the needs of UNC-Chapel Hill customers, in addition to its existing office at N.C. State.”

UTS provides temporary personnel in a variety of occupations to fill temporary staffing needs caused by position vacancies, special projects, short-term or seasonal needs, surges in workload, emergencies and leave of absences.

UTS handles administrative services on behalf of hiring departments including recruitment, candidate screening, interviewing, reference and background checking, employment eligibility verifications, orientation, payroll processing, employee counseling, performance feedback, separation and unemployment claim administration.

“Through this partnership that allows our campus to take advantage of the existing temporary staffing service at N.C. State, both campuses will enhance administrative efficiency and can take advantage of access to great candidates across the entire Triangle region,” Malone said.

Departments at Carolina should be able to begin taking advantage of UTS’s services in the next few weeks, she said. Additional information will be provided on the Office of Human Resources website, hr.unc.edu/index.htm, later this month about procedures and processes departments should follow.

Oliver’s gift: balancing dollars with dreams during tough times

Some people grow into their jobs, and eventually grow out of them when they have mastered the challenge.

Then there are people like Patsy Oliver who, one step at a time, amassed the experience and acumen necessary to tackle the job that literally fell into her lap nearly a decade ago. That job is assistant dean for finance and business operations for the School of Medicine.

It is a big job, and a demanding one, particularly in tough economic times when there is never enough money to meet the vision of leaders always eager to do more — both to advance research and extend medical care to the people of the state.

And she has done it well enough to be recognized with a 2010 C. Knox Massey Distinguished Service Award.

In their joint nominating letter, William Roper, dean of the School of Medicine and vice chancellor for medical affairs, along with Kevin FitzGerald, executive associate dean for finance and administration, and Etta Pisano, former vice dean for academic affairs, said Oliver’s “consistently good nature” was evident as she tackled any issue, no matter its size, scope or complexity. Department chairs, center directors and business managers alike shared that view, they added.

STEPPING STONES

Oliver grew up in Elon and attended Elon University where she earned degrees in business and accounting in 1982 and 1983, respectively. Her father worked as an accountant at Western Electric in Burlington, but Oliver said it was not just her father’s influence that led her into the profession.

“All the way through school, I was much better at math than I was in English,” she said.

“I was horrible in English.”

She went to work for a bank after graduating but got bored after only one year and quit to take a job in Carolina’s utilities department handling the billing for family and student housing. Soon after she arrived, she was convinced she had made a mistake.

“The first couple of months I was here they were still using punch cards and paper spreadsheets and I thought, ‘Oh gosh, what have I gotten myself into,’” Oliver said.

But it was exactly the right job at the time, she said, because she was still young and not yet set in her opinions about how things should be done — “except that we needed more computers to streamline some things.”

It was a small office where everyone had to learn everything, Oliver said.

She happily obliged.

That first job was the start of a long learning curve, and she came to realize that working at a university, with its intricate, complex nature, was exactly where she wanted to be. Each school, each department operated differently and needed specialized processes to run smoothly.

Oliver’s second job at Carolina was in what was then the newly formed controller’s office, which provided financial functions for students, faculty and staff.

One of the first things she learned was the precise way the University wrote financial reports. That was not part of her job, but the woman who wrote the reports was about to go on maternity leave, so Oliver lent a hand.

Her penchant for pitching in and her pattern of seeking new and bigger challenges continued from there. In 1992, she stepped into a newly created position to handle finance in the dean’s office for what is now the Gillings School of Global Public Health. There she learned from Ernie Schoenfeld the intricacies of financial management for a school versus central administration.

She stayed five years, followed by two years working on a software project for...
grant management. Oliver joined the Department of Medical Administration as a systems accountant on Jan. 1, 2001. Six months later, she was essentially the interim assistant dean — with all the responsibilities she still has.

It began when the person who recruited her took a job back home in Kansas, and three other accounting co-workers took other jobs on campus. The medical school hired Michele Phillips as the new assistant dean, and she established a supportive environment that allowed Oliver to work on such projects as the EPA Web.

Oliver said Phillips proved to be a valuable mentor and challenged everyone in the office to look for and understand the value of each process they performed.

When Phillips was promoted to associate dean, Oliver became assistant dean. And when Phillips took a position at Wake Forest University, Pisano asked Oliver to take on the duties of both positions.

The prospect of taking on this challenge was not as daunting as one might imagine, partly because Oliver knew most of what it entailed. Fortunately, she said, she had David Perry, then senior associate dean of the medical school, to turn to for help in what she did not know.

MORE THAN JUST NUMBERS

During the quarter-century Oliver has been at Carolina, she has learned that accounting is far more than simply adding numbers. It is also about figuring out how to make a system or process better. There is no one right way to do something, she said, but there are always smarter, more efficient ways.

In her current role, Oliver provides leadership and consultation in fiscal matters, handles financial accounting functions and implements cash management procedures so funds are available for capital projects and ongoing operating needs.

She keeps a school balance sheet and budget forecast that seeks to match the aspirations of academic leaders with available resources. At times, that means setting limits that force administrators to make hard choices when money is short.

“I think what I like about my job most of all is the sense that I am really helping,” Oliver said. “Faculty members are very good at juggling all the demands placed on them — teaching, research and patient care.

“But generally they do not have time for administrative tasks, and University finance is not their strength. I like to think that a big part of what I do is helping them with administrative and financial matters so they can do all the incredible things that I cannot do.”

BEECHAM-GREEN from page 5

She has held leadership positions at the University of Illinois at Chicago, the University of Texas Health Science Center at San Antonio, the University of Iowa and Howard University College of Medicine.

Carol Tresolini, associate provost for academic initiatives, said Beecham-Green was strongly committed to educational access and diversity throughout her career.

“I am delighted that UNC-Chapel Hill has the benefit of her fresh insights, extensive knowledge and expertise,” Tresolini said. “Under her leadership, the program and the students served by its initiatives will have a bright future.”

Beecham-Green succeeds Patrena Benton, who led the program from 2006 to 2009.

OLIVER from page 10

Walt Disney Animation Studios hired Ward in 2005 based on the strength of her ability to generate realistic-looking appearances in animated characters in virtual environments, particularly her work in creating lifelike hair for them. Most recently, Ward served as the lead software architect for “Tangled,” a twist on the classic fairy tale “Rapunzel” that is set for release in November.

Fong (see story below) beat a similar path to Pixar Animation Studios where she worked on the rendering team for the 2006 movie “Cars,” the seventh computer-animated film produced by Disney and Pixar. She also served as the rendering supervisor for the animated film “Despicable Me,” released last month.

MEETING THE NEED

Although the five-year bachelor’s/master’s program in computer science is just getting under way and no students have yet been admitted, Lin is hopeful that over time it will generate a growing number of names to add to that list.

“Jobs in these areas pay very well,” Lin said. “These jobs already exist in this country, where there is a shortage of domestic talent with the training and advanced education needed to fill these positions in computing and technology sectors.

“I think this is generally true for all science and technology, but computer science definitely suffers from a poor image that is mostly based on stereotypical perceptions and misconceptions. Too many prospective students have heard about IT jobs lost to outsourcing, but they have not heard about the wonderful, new opportunities that are being created in this country every day.”

Lin knows Carolina’s new program cannot solve this problem overnight, but she believes it can be a start.

“I am hopeful that with time it will begin to entice more domestic students to sharpen their talents in computing to meet the needs of the growing IT industry in the United States that now serves our society is so many different ways,” she said.
Myths about computer science cause missed opportunities for students

In the past two decades, computer technology has fueled the growth of the world’s economy and, in the process, touched almost every aspect of our daily lives.

It entertains us with feature animation on the big screen and hand-held computer games. It instantly connects us, via the Internet and the social networks it fostered, to information — and people — wherever we are, whenever we want.

Once, shopping malls were built as a better mousetrap to capture consumer dollars. Today, with online banking and e-shopping, a few mouse clicks can become a shopping spree.

From imagining analysis tools to drug design to computational biology, computing technology has added a dimension to medical diagnosis and treatment that could not have been imagined by doctors of a bygone era who carried most of their tools in one black bag.

But even as the computer continues to transform the way we work, learn and play, a dwindling number of students from within the United States are choosing computer science as a career, said Ming Lin, John R. and Louise S. Parker Distinguished Professor of Computer Science.

When Lin first arrived at Carolina in 1997, the ranks of graduate and doctoral students teemed with students from all over the United States. Today, domestic students have become almost the exception, with the vast majority of students seeking advanced degrees in computer science coming from China and India.

Carolina — whose computer science graduate program ranks 20th in the country and first in computer graphics and human-computer interaction, Lin’s area of specialization — is not alone in trying to attract talented domestic students into the field.

Lin wants to begin to reverse that trend at Carolina with the introduction of a degree program that will allow students to complete their course of studies for both a B.S. and M.S. in computer science within five years.

The program is designed to attract students who intend to go into the information technology industry and need the in-depth knowledge that a master’s degree can provide, she said.

“With this dual-degree program, students can chart a faster, simpler path to pursue these opportunities,” Lin said.

Lin said the goal is not to squeeze out talented international students, but rather, entice capable domestic students into an ever-expanding field.

Students from other countries will continue to be recruited aggressively because of the intense competition for the best students among other top computer science programs in the country.

But the University’s primary charge, as the first public university in the country, has been to serve North Carolina by educating its sons and daughters. And too many of them are simply not taking advantage of the advanced education in computer science that Carolina offers, she said.

BOOM AND BUST

Lin, who was born in Taiwan and grew up in California, attended another top computer science school, the University of California, Berkeley, where she received her B.S., M.S. and Ph.D. in electrical engineering and computer science in 1988, 1991 and 1993, respectively.

After teaching in California and in North Carolina, Lin joined the Army Research Office in Research Triangle Park as the program manager overseeing more than $5 million in university-led projects in computer science and discrete mathematics.

It was an invaluable experience for her, she said, because it allowed her to gain a broader perspective of the entire field of computer science during a period when the Internet boom was only beginning to gain momentum.

Throughout the 1990s, smart, creative, talented students flooded into the field of computer science to stake a claim on this new virtual frontier. During this same period, the world of computer-based entertainment was also taking quantum leaps forward.

In 1994, for instance, the first of the ubiquitous PlayStation series of console and hand-held computer game devices appeared. A year later, Disney joined with Pixar Animation Studios to produce “Toy Story,” the first feature film ever created entirely by computer-generated imagery.

But in 2000, what has come to be known as the “dot-com bubble” burst, causing stock values to plummet and thousands of tech jobs to disappear almost overnight. This dramatic shift of fortune in such a short period of time caused students and their parents to seriously question whether a career in computer science was a sure bet.

A decade later, those doubts remain, now coupled with the fear that most technology jobs will be outsourced to Eastern Europe or Asia.

During this same period, the state of North Carolina and the University put resources into emerging fields such as biotechnology and bioinformatics, attracting many smart students.

As a profession, biotechnology requires a master’s degree in biology, but as the name makes clear, Lin said, it heavily relies on technology as well. She also points out to prospective students that while an abundance of biotechnology jobs may await in the future, lucrative jobs in computer science are there for the taking right now.

OPPORTUNITIES ABOUND

No other profession currently offers as many opportunities to do well — with either an undergraduate or graduate degree, Lin believes. And she offers as Exhibit A the list of her former students posted on her website.

Jason Sewall, a Computer Science Alumni Fellow from Maine who graduated this year, went to work for Intel earning a six-figure starting salary plus very generous stock options, she said.

Canadian Maxim Garber, who earned his master’s degree in computer science in 2002, has since co-founded Balanced Worlds, an independent developer of socially connected free-to-play games. The company is based in Beijing, China, where Garber serves as the chief technology officer.

Closer to home, Mark Foskey has put his background to work for Carolina. He earned a master’s degree in computer science at Carolina in 2001 in addition to his B.A. in mathematics from Princeton University, and both a master’s degree and doctorate in mathematics from the University of California, San Diego.

Foskey was a research assistant professor in the Department of Radiation Oncology and an adjunct research assistant professor in computer science. Among his projects is ConStruct, a software tool he is developing for image analysis in radiation therapy. He recently joined a start-up company in medical imaging to aid the transition of Carolina research on medical imaging into the market place.

Finally, there are former doctoral students like Kelly Ward and Susan Fisher Fong, who claimed their dream jobs even before they finished their degrees.

See LIN page 11