The Board of Trustees on Nov. 18 approved Chancellor Holden Thorp’s recommendation for an across-the-board tuition increase of 6.5 percent for the 2011–12 academic year.

The increase is the maximum allowed by the UNC system for in-state undergraduates and would increase their tuition bill by $313, up to $5,128. Non-resident undergraduates would see a $1,523 increase, resident graduate students, a $414 increase, and non-resident graduate students, a $1,371 increase.

Proposed fee increases are 2.5 percent, well below the 6.5 percent allowed by General Administration (GA).

Bruce Carney, executive vice chancellor and provost, cautioned that such an increase would generate slightly more than $15 million in additional revenue, but only $8.3 million would be available after setting aside 45 percent for need-based aid and graduate student tuition remission.

If approved, the revenue would support instruction, advising and the libraries — all core areas to safeguard the quality of education at Carolina, Carney said.

The $8.3 million, he added, equals about one-sixth of the $52 million that would be lost if state funding for fiscal year 2010–11 is cut by 10 percent, the amount for which GA has
Cell phone/PDA program goes into effect

At the beginning of December, the University began phasing in a new cost-saving measure geared toward employees who are required to carry a cell phone or Personal Data Assistant (PDA) for University business purposes.

In the past, the University issued equipment and service contracts to employees who were authorized by their departments to have MCDs. Because employees could not use the MCDs for personal use, many people carried separate phones, one for business and one for personal use. Under the new policy, most employees currently authorized to have University-supplied MCDs will be asked to switch to a new stipend program.

“We realize that many University employees may be legally obligated to complete the terms of a current MCD contract,” Richard Mann, vice chancellor for finance and administration, said in announcing the new policy.

In that case, he said, once the University-paid contract ends, an employee who is required by the department to carry an MCD will, with the approval of the supervisor and/or administrative department chair, obtain a personal MCD and service plan.

Employees should complete the MCD Justification Form and submit it to Payroll Services.

Laurence Deschamps-Laporte wants to help women in developing countries, like those she met in Uganda who needed clean water. Steven Paul Shorkey Jr. plans to help people struggling with mental illness.

Their altruistic aspirations, research, scholarship and international public service helped both seniors win prestigious Rhodes Scholarships. They will begin studying for master’s degrees at Oxford this fall.

Their altruistic aspirations, research, scholarship and international public service helped both seniors win prestigious Rhodes Scholarships. They will begin studying for master’s degrees at Oxford this fall.

Deschamps-Laporte is majoring in international studies with a concentration in development studies and business administration. Shorkey is a double major in business administration and psychology. Both came to Carolina on Morehead-Cain Scholarships — full, four-year scholarships that also fund four summer enrichment experiences and additional educational opportunities.

Now with 47 Rhodes winners since the scholarship program began in 1904, Carolina has produced 32 Rhodes Scholars since 1957, when the first Morehead Scholars graduated. Of those, 29 have been Morehead — now Morehead-Cain — Scholars.

Worldwide, about 80 scholars are chosen annually in 14 Rhodes jurisdictions. With Rhodes districts reporting through Nov. 22, Carolina is tied for the most Rhodes Scholars produced by an American public research university. In the past five, 10 and 25 years, UNC has produced more Rhodes Scholars than any other U.S. public university. This is Carolina’s third year in a row with two scholars in one year.

Shorkey’s Morehead-Cain Scholarship has taken him to South Africa to help a group combating HIV/AIDS and to Cambodia and India to help a global anti-poverty organization.

“Paul’s academic achievements and leadership at Carolina have been rivaled only by his concern for people with psychological impairments,” Chancellor Holden Thorp said. “I fully expect him to accomplish groundbreaking work in that area and go on to improve the lives of many.”

Deschamps-Laporte has been a UNC summer undergraduate research fellow, studied at the Princeton Junior Summer Institute, led a public policy and international affairs and volunteered for the Foundation for Sustainable Development in Uganda.

“Laurence brims with energy and enthusiasm in whatever she undertakes, whether it’s scholarship or public service,” Thorp said. “The Rhodes is a well-deserved honor for this exceptionally bright student, and it will contribute to her future success.”

For more information, refer to uncnwnews.unc.edu/content/view/4122/75.
Long-running housekeepers’ concerns to be reviewed by outside consultant

After repeated attempts to resolve a long-simmering dispute among housekeepers about allegations of unfair treatment and undesirable working conditions, University administrators are trying a different approach.

Chancellor Holden Thorp spoke at the Employee Forum’s Dec. 1 meeting to describe his decision to hire an external firm to identify the factors, both positive and negative, that contribute to the current climate in Housekeeping Services and how problem areas can be addressed.

“This has been going on for at least 50 years that I know of, and we decided we ought to try something that hasn’t been tried for 50 years to see if we can pull us out of this continuous cycle of conflict,” Thorp said.

In a memorandum Thorp sent Nov. 24 to all housekeeping employees and managers, he said the University would use the Request for Proposal (RFP) process to identify and hire the firm, which would be asked to:

- Listen, observe and identify experiences that are contributing positively and negatively to the culture and climate in housekeeping;
- Conduct one-on-one interviews with employees, managers and other leaders, and independently analyze all information and identify areas that need attention or improvement; and
- Provide a final report that will include a proposed action with appropriate recommendations for immediate consideration.

Brenda Malone, vice chancellor for human resources, said no company had been hired yet, but she assured housekeepers that the firm would follow a process that allowed people to voice their concerns with complete confidentiality to avoid any fear of retaliation.

Thorp told housekeepers in the room that he had enjoyed meeting with them individually to hear their views about working conditions and that he took all their concerns seriously.

The consulting firm will have to separate perception from reality, with an understanding that perception can become reality, he said.

“The incentive to get someone from outside is to find someone who can help us straighten out the communication problems and help us understand the various interpersonal conflicts that have created these problems,” Thorp said.

“Whoever we hire will be an expert at doing that and will not have been a part of the old cycle. This is an experiment, but one we believe is well worth trying.”

GLOBAL GAP YEAR NOW AN OPTION FOR NEW STUDENTS

A year can make a world of difference to some students preparing to enter college. Thanks to a $1.5 million commitment from an anonymous donor, incoming Carolina students selected for the new Global Gap Year Fellowship Program will have the opportunity to spend a year in international service before their first year here.

The Global Gap Year Fellowship Program Endowment Fund will support high school graduates who defer their matriculation to UNC for a year to pursue a combination of work, travel and volunteer service, at least some of which will be international.

Fellows will be chosen on a competitive basis from submitted proposals, and five initial awards are slated for the coming spring.

The nine-month fellowships provide a stipend for travel, living expenses, program fees and other associated fees.

“The students who receive these fellowships will have their lives transformed, and for the better,” said Associate Provost and Director of Undergraduate Admissions Stephen Farmer.

“When they come to Carolina, they’ll be more ready to learn, and better able to contribute to the common good than they would have been without their gap year.”

Farmer said approximately 30 students per year defer their enrollment at the University to pursue a gap year experience, and many are part of a merit scholarship program such as the Morehead-Cain or Robertson Scholars programs.

The Global Gap Year Fellowships, while not specifically need-driven, are intended to make gap year opportunities available to a broader range of students.

The program will be administered through the Campus Y.

“Our students are dedicated to solving global problems and exploring global citizenship,” said Campus Y Director Richard Harrill. “We are thrilled to integrate the Global Gap Year Fellowship Program into our community.”

The endowment provides for a dedicated staff employee at the Campus Y to help advise returning fellows on ways to integrate their experience into their academic and extracurricular pursuits.

“To my knowledge, no other public university in the nation provides this comprehensive approach to a gap year program,” Harrill said.

For additional information about the Global Gap Year Fellowships, refer to http://bit.ly/e7ScJV. To read about a gap-year family, see page 6.

‘The Grinch’

Children are mesmerized Dec. 8 by the annual reading of “How the Grinch Stole Christmas” at the Bull’s Head Bookshop. Left, Tom Stumpf, professor emeritus, reads the story boomingly in English, while George Morgan, a textbook buyer in Student Stores, reads soothingly in Latin.

‘Winter Stories’

Left, Stephanie McKee, a master’s student in library science, and Dave Pcolar, systems specialist with the University Libraries, entertain “children of all ages” Dec. 9 during Friends of the Library’s Winter Stories program at Wilson Library. This year’s event, with the theme “Mittens and a Warm Heart,” featured tales from around the world. Photos by Joy Washington.

FOR NEW STUDENTS

December 15, 2010 3
University endowment off to a better start this fiscal year

Even though it was a disappointing year for the UNC-Chapel Hill Foundation Investment Fund Inc., from a relative performance standpoint, fiscal 2010 also represented a step forward, said Jon King, president and chief executive officer of UNC Management Co. Inc.

The Chapel Hill Investment Fund, the best snapshot of the University’s endowment, had posted a loss of 19.6 percent in the prior fiscal year, so the fund’s 6.8 percent net investment return in fiscal 2010 was a welcome relief, he said. Reflecting the fund’s positive return in fiscal 2010, its market value grew by $156 million during the year ending June 30 — from $1.78 billion to $1.94 billion.

Major components of the increase included net investment gains of $124.4 million and gifts, bequests and other additions totaling $158.1 million. The increase in market value came after the annual endowment distribution of $106.2 million in June to support designated University programs and $20.1 million in other withdrawals, King said.

He told University trustees that it would take both patience and discipline over the next several years to repair all the damage from the 2009 economic downturn.

The fund’s primary investment objective is to preserve its inflation-adjusted purchasing power by earning an annual rate of return of at least 5.5 percent in excess of the inflation rate over long-term time horizons.

Additional investment objectives include exceeding the return on the fund’s Strategic Investment Policy Portfolio benchmark, and performing in the top quartile of university endowment funds as it has in recent years, King said.

Even with a relatively bad year, he said, the fund’s long-term record remains strong when viewed against benchmarks and peers. For instance, for the three-year period ending June 30, the fund’s return ranked seventh among the 30 largest university endowments, King said.

At Carolina, the University’s endowment funds, as well as most long-term funds held by its affiliated foundations, are pooled in the UNC-Chapel Hill Foundation Investment Fund Inc. — or Chapel Hill Investment Fund — for investment purposes.

The Chapel Hill Investment Fund invests all of its assets in the UNC Investment Fund LLC, which also includes assets allocated to the UNC Investment Fund from other institutions in the UNC system. The rate of return is the same for the groups included in the UNC Investment Fund, King said.

Fiscal 2011 performance is off to a good start, King said.

PROPOSED 2011–12 CAMPUS-BASED TUITION RATES
From the Tuition and Fees Report, Nov. 18 Board of Trustees meeting

<table>
<thead>
<tr>
<th>Current 2010–11 Tuition Rates</th>
<th>Proposed 2011–12 6.5%</th>
<th>Proposed 2011–12 Tuition Rates</th>
<th>Estimated Additional Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident Undergraduates</td>
<td>$4,815</td>
<td>$313</td>
<td>$5,128</td>
</tr>
<tr>
<td>Non-resident Undergraduates</td>
<td>23,430</td>
<td>1,523</td>
<td>24,953</td>
</tr>
<tr>
<td>Resident Grad Students</td>
<td>6,363</td>
<td>414</td>
<td>6,777</td>
</tr>
<tr>
<td>Non-resident Grad Students</td>
<td>21,093</td>
<td>1,371</td>
<td>22,464</td>
</tr>
</tbody>
</table>

$15,012,495

Thorp reiterates commitment to improving athletics program

From the beginning, the University approached the investigation into the football program as a way to improve Carolina athletics.

Sorting through the fact-finding phase of the investigation has been trying, Chancellor Holden Thorp said, but throughout the process officials have made sure the student-athletes received the same due process as any student at Carolina.

Thorp told the Board of Trustees he was proud of the University’s response to a difficult situation.

“Your support enabled us to do this right and get all the facts we needed in order to make the right judgments,” he said during the trustees’ Nov. 18 meeting.

The University is addressing problems with a 12-member review committee.

Among other issues, officials are looking at ways the Academic Support Program for Student-Athletes can be strengthened. That effort is being led by Bobbi Owen, senior associate dean for undergraduate education in the College of Arts and Sciences, and John Blanchard, senior associate athletics director for student-athlete services.

Baddour said the athletics hiring and orientation processes are being revamped, and a new staff position is being added to the compliance office.

He praised Thorp’s leadership throughout the investigation. “You have given us hope in the most difficult times,” he said. “You have looked at this from 30,000 feet and you have been in the weeds with us as well.”

Davis told the trustees he was embarrassed and disappointed about the negative light the football program has shed on the University. “I know how much everyone loves Carolina,” he said. “I will do everything in my power to make sure these things don’t happen again.

The coaching staff will renew its emphasis on making sure student-athletes understand NCAA rules and regulations, he said. “As long as I’m in the head football coach, nothing will mean more to me than the character and integrity of the University.”

To watch the full presentation to the trustees, refer to tarheelblue.cstv.com/sports/m-footbl/spec-rel/111810aak.html.
University awards recognize employee excellence

Eight employees were recognized for their outstanding contributions Dec. 2 at a reception at the George Watts Hill Alumni Center. Six people received the Chancellor’s Awards for Excellence and two received the Excellence in Management Awards.

The Chancellor’s Awards were established in 1991 to recognize contributions made by University employees based on meritorious or distinguished accomplishments. Recipients received a monetary award of $1,000, a special leave award of 24 hours and a framed certificate presented by Bruce Carney, executive vice chancellor and provost.

The winners also become the University’s nominees for the Governor’s Award — the highest honor a state employee can receive. Winners were:

- Greg Klaiber, digital media labs manager in the Undergraduate Library;
- Gale Noble, accounting technician in Energy Services;
- Lane Cooke, program coordinator for the Family and Children’s Resource Program and clinical professor in the School of Social Work;
- Todd Freeman, building commissioning technician in Energy Management;
- Alana Maffessanti, safety manager in Facilities Services; and
- Cindy Shea, director of the UNC Sustainability Office.

The Excellence in Management Awards were established in 1998 to recognize accomplishments in management. Recipients received a monetary award of $500 and a framed certificate presented by Richard Mann, vice chancellor for finance and administration. Winners were:

- Deborah Hawkins, parking control and special event manager in the Department of Public Safety; and
- Stephanie Thurman, office manager for the Office of the Executive Vice Chancellor and Provost.

KLAIBER

Klaiber was recognized for developing innovative new approaches to meet needs and requests in the media lab.

Nominators praised him for avidly investigating current and emerging technologies that could enhance the services and support provided by the lab, while conscientiously using available library resources to the best effect.

NOBLE

Noble used her personal experience to inspire a solution to a problem that affected University, UNC Health Care and General Administration employees, past and present.

When she tried to take out a loan against her UNC 403(b) account that was administered by ING, Noble was told that she could not have access to the money. Noble’s extensive

Wittekind to lead reesenews as interim executive producer

Monty Cook, who held a fixed-term appointment in the School of Journalism and Mass Communication, resigned from his position Nov. 16. The school’s dean, Jean Folkerts, had informed Cook that she decided to seek his dismissal from the University because of misconduct involving a female student in violation of the University’s Policy on Improper Relationships Between Students and Employees. Folkerts had evidence that Cook sent sexually explicit text messages to the student, indicating that he initiated and fostered an amorous relationship with her.

Folkerts accepted Cook’s resignation in lieu of forwarding her recommendation for dismissal to the Office of the Provost.

Cook, former senior vice president and editor at The Baltimore Sun, was hired by the school last March and served as executive producer of the Reese Felts Digital News Project. The privately funded student-developed initiative combines traditional and experimental communications and uses that content as a foundation for research into audience behavior and decision-making trends.

Don Wittekind, an assistant professor in the journalism school, now serves as interim executive producer of reesenews.

IN MEMORIAM

REYNOLDS, FORMER BUSINESS SCHOOL PROFESSOR

Isaac Newton Reynolds, who taught in the Kenan-Flagler Business School for four decades, died Nov. 15. He was 89.

He earned a B.S. in business administration from East Carolina University before coming to Carolina, where he earned his M.B.A. and Ph.D. in business administration. Here, Reynolds served as the chair of the accounting department and wrote several accounting textbooks. He also was an adviser in the General College and the recipient of an outstanding teaching award.

Donations in Reynolds’ memory may be made to Amity Methodist Church, 825 North Estes Drive, Chapel Hill 27514, or Reynolds/Langenderfer MAC Fellowship, c/o the Kenan Center, CB# 3440.

SITTERSON, WIFE OF FORMER CHANCELLOR

Nancy Howard Sitterson, a Carolina alumna, active member of the University and Chapel Hill communities, and the wife of the late Chancellor Carlyle Sitterson, died Nov. 29. She was 91.

The Sittersons, both natives of Kinston, married in 1944 and completed graduate work at Carolina — Nancy Sitterson, in the School of Social Work.

Donations in Sitterson’s memory may be sent to any of the following organizations: Planned Parenthood, Chapel Hill; Child Care Network, Pittsboro; Thompson Children’s Home, Charlotte; Episcopal Relief & Development Netsforlife, Chapel of the Cross; Meals on Wheels, Chapel Hill; and People of Faith Against the Death Penalty, North Carolina.
Kirk Pelland marked his 60th birthday earlier this year, but has a few more days to mull over a bigger milestone — retirement. He began working at the University in 1982 and, with accumulated sick leave and vacation, has put in 30 years of service — the equivalent of half his life. As he approaches his carefully planned retirement, he is looking forward, not back. “I feel like I have one more life to live,” Pelland said.

Not long after he began work at Carolina, he and his wife, Alice, bought 12 rolling acres south of Hillsborough and 26 years ago built a small house there. Even back then, he said, “it was our retirement house.” And even then, Pelland wished he had time to do with the land what he and his grounds crews have done for the past three decades on Carolina’s 729-acre campus: to grow things. This time, though, he will be on his own. “It has been said of farming that every year you only get one chance to do it right,” Pelland said. Doing it right has been Pelland’s mantra since he was named director of the Grounds Department in 1997. He has a master’s degree in forestry from Duke University and began work at Carolina as a University forester.

It did not take long, Pelland said, to figure out that there is something special about Carolina, a feeling of pride about this place that he has tried to nurture among the men and women who work for him. He calls it “the Carolina spirit.” “It is a sense of belonging, a sense of ownership and a commitment to excellence,” he said. “It is really what floods the place and lifts the place up. And it is what makes this department so good — because we have it, too.” “When I told my staff that I was leaving, I told them, ‘All I ever really wanted from this job was to have a beautiful campus, and thanks to your continuous efforts, we do.’” Their achievements have been consistent year after year, through hurricanes, droughts and most challenging of all, the decade-long transformative period of campus construction that added building space the size of Wake Forest University.

And before the ribbon was cut for each new building, the grounds crew supplied the finishing touches with freshly planted shrubbery, trees and turf. Pelland said he was grateful that chancellors past and present, including James Moeser, told them, “All I ever really wanted from this job was to have a beautiful campus, and thanks to your continuous efforts, we do.”

Richard Harrill, director of the Campus Y. “He is the pied piper of UNC gap year students,” said Richard Harrill, director of the Campus Y. “He is incredibly passionate about gap years.” Harrill sees gap year students as catalysts. “They will have a much more intense, longer-term commitment to service before they even step on campus,” he said.

For Conor Farese, gap years are a family affair. His older sister, Loren, was the first in the family to take a gap year, and he followed in her footsteps after he graduated from high school in 2006. Now, as Conor, a senior environmental studies major from California, winds down his Carolina education, his younger brother, Lee, has begun his first year here, fresh from his gap year abroad.

For both brothers, taking a gap year has profoundly shaped their college careers at UNC. Lee’s decision to join Nourish International, a Carolina student organization that raises money to help fight poverty, was influenced by his experience taking photos of Haiti for the nonprofit organization MercyCorps a couple of months after the January 2010 earthquake. “We met this juggler in Haiti who came there just to make people laugh,” Lee said. “He didn’t talk in his act, so there was no language barrier, and he involved everyone in the audience. It was a really inspiring way for someone to use their gift and help people. It made me think: What can we do? How can we apply our gift in little ways?”

Lee’s gap year not only sparked a desire to help others, but also gave him time to reflect. “I have this philosophy that when you’re in a comfortable environment, it’s harder to evaluate yourself,” he said. “I feel you have a better opportunity to grow if you go out and do something exciting and explore.” The quality of the gap year program was key for their mother, Nancy Farese, who fully supported the idea of a gap year, even when Conor had a terrifying experience in Africa. He went to Tanzania for three months with Greenforce, a worldwide volunteer program geared toward gap year students. Conor was working with the Masai tribe, teaching English and building a school, when a dozen Somalian men held the entire group at gunpoint and stole everything they had. But because the program leaders handled the situation well, the group ended up staying with the Masai tribe the entire three months as planned.

“My gap year helped me shape my thoughts coming into college and how I look at service and academia,” he said.

Conor wants to use that experience to help others and is currently working on bringing together other gap year students, creating a website and creating a peer adviser system for the program. “He is the pied piper of UNC gap year students,” said Richard Harrill, director of the Campus Y. “He is incredibly passionate about gap years.” Harrill sees gap year students as catalysts. “They will have a much more intense, longer-term commitment to service before they even step on campus,” he said.

Conor believes the gap year experience allows students to come to college more self-aware, confident and prepared to take advantage of all that college has to offer. It is a win-win situation, for both the students and the University.

Editor’s Note: Miranda Murray, a sophomore majoring in journalism and mass communication, wrote the story about the Farese family. A related story about the Global Gap Year Fellowship Program is on page 3.
Lackey to direct Office of Federal Affairs

Miles Lackey, the University’s new director of the Office of Federal Affairs (OFA), comes to Carolina from the UNC system office in Washington, D.C.

There, he spent four years working with Congress and federal agencies on legislative, regulatory and budget issues affecting the system and the higher education community.

He also has previous experience as an adviser to former U.S. Sen. Elizabeth Dole on budget and appropriations issues.

“It’s a challenging time for higher education in D.C.,” said Lackey, who assumed his University post Dec. 1.

“The current budget environment is forcing all institutions to rethink the way they engage Congress and the administration. We, too, must make adjustments if we are to reach our goals of growing the research enterprise and maintaining investments in student-based aid.”

Because the federal budget has been reduced to a zero-sum game, he said, the academic community has to make a more compelling argument to Congress to be able to maintain funding for vital federal programs.

“Moving forward, our advocacy strategy must enlist the help of private industry partners that acknowledge the fundamental role that universities will play in a 21st-century economy,” Lackey said.

“In addition, our new strategy must embrace the use of quantifiable data when possible to promote our agenda.”

OFA plans to pursue the University’s goals in several ways.

It will work with Congress to maintain investments in critical research agencies, including the National Institutes of Health, National Science Foundation and Department of Defense, which support more than $400 million in research annually at Carolina.

OFA will pursue appropriations in areas in which the University is highly competitive.

“We’ll work with Congress to ensure that agencies devote resources to competitions that we are sure to benefit from,” Lackey said.

The office also will help tap new sources of funding at the federal agencies, he said.

“Not all agency-based funds are competitively awarded,” he explained. “Rather, some agencies fund and/or support unsolicited proposals. Such opportunities will now be more prevalent, as money that used to be earmarked by Congress is rolled over to agency discretionary accounts.”

Communicating the impact that federally sponsored student aid makes on campus and around the state is key to these efforts.

Last year, Carolina students benefited from more than $40 million in federal student aid, and without this assistance, higher education would have been out of reach for many students, Lackey said.

“The budget crisis has led many in Congress to consider reducing investments in Pell Grants and subsidized student loans — we simply can’t allow that to happen,” he said.

Even with the economic challenges ahead, Lackey is optimistic about a number of areas that he said are ripe for bipartisan compromise.

For instance, a modernization of the country’s patent system would promote innovation. Next year, Lackey will chair a task force of higher education lobbyists involved in negotiating a compromise to the patent reform bill.

With more than 450 patents that help generate millions of dollars in licensing income, the University community would feel the direct impact of such reform.

“It is my hope that a new patent regime will maintain the protections included in the current system, yet help to facilitate the transfer of our research into usable products and treatments that will benefit society and grow the economy,” he said.

Lackey remains optimistic that such compromise is possible.

A native of Statesville, Lackey earned a bachelor’s degree in political science from Lenoir-Rhyne College, and he holds a master’s degree in business administration from Carolina and a master’s degree in public administration from George Mason University.

For additional information about the Office of Federal Affairs, refer to research.unc.edu/federal.

ITS Teaching and Learning Interactive team can help develop custom instructional media

E-learning, distance education and online learning can help reduce costs and reach more students.

Although creating engaging and effective online course work may not be as simple as pushing an “easy button,” the Information Technology Services Teaching and Learning Interactive (TLI) team can help faculty members and instructors develop custom instructional media for traditional classrooms, hybrid classes and e-learning courses.

TLI also helps schools and departments support their course and program design (or redesign) initiatives.

When professors Melinda Beck and Rosalind Coleman wanted to take a new look at teaching the Introduction to Nutrition course, they worked with TLI to explore ways to make it more interesting.

“We wanted to make the course more undergrad friendly,” said Melinda Beck, associate chair of the Department of Nutrition. “TLI was very responsive and open to listening to our needs. They suggested realistic solutions. They created interactive animations and produced micro videos for a website devoted to the course. The students are pretty excited about it.”

Robert Shrewsbury, an associate professor in the Eshelman School of Pharmacy, wanted to increase the time he could spend with students. TLI helped him create new videos and carve out more lecture time.

“Back in 2002, I created some videos for use on the pharmacy labs website, but technology has changed quite a bit since then, and I was struggling to find the time to keep things updated,” he said.

“Students tell me that having the videos available online where they can look at them when they want to and as many times as they want to is very valuable. More surprising to me, however, is that students say it takes the fear out of coming to the lab. Before, students were apprehensive about how to carry out a lab procedure, but seeing it visually gives them confidence.”

For more information, refer to its.unc.edu/TeachingAndLearning/Interactive.

THORP ACCEPTS THE MAJORITY OF ENERGY TASK FORCE RECOMMENDATIONS

As promised, the Energy Task Force submitted its final recommendations at the end of October to Chancellor Holden Thorp, who accepted most of them in a Nov. 29 letter.

Chair Tim Toben, who is also chair of the N.C. Energy Policy Council, set an ambitious pace when the 10-member group convened in February. At the end of April, the task force issued a set of six interim recommendations related to energy supply — including that the University end the use of coal on campus by May 2020.

The six new demand-side recommendations in the final report focused on energy efficiency and establishing continuity and oversight within the University to carry out the recommendations. Specific suggestions included:

- Increasing energy literacy on campus;
- Promoting energy demonstration projects;
- Developing a conservation incentives program; and
- Participating in energy policy initiatives.

The task force also added a seventh supply-side recommendation, which was the one that Thorp declined, in part, for the present.

As part of its recommendation that the University develop public-private partnerships to advance energy technologies on campus, the task force suggested that the University create third-party agreements allowing businesses to install energy-saving devices on campus, yet retain ownership of the items for tax purposes.

In his letter, Thorp pointed out that such agreements are not possible now because the University owns its campus electrical grid. A third party would not be able to sell power to Duke Energy. Also, the University wants to retain the carbon credits from the renewable energy generation for itself.

But Thorp did not rule out third-party partnerships in the long term. “I appreciate your foresight, and we will keep in mind this recommendation for the future,” he wrote.

“These recommendations will help us create an even greener campus for years to come.”

To see the final report and Thorp’s response, refer to http://bit.ly/afxxRE.
CAROLINA CARES, CAROLINA SHARES

There is still time to make pledges to this year’s State Employees Combined Campaign, the charitable giving program that provides critical financial support, especially during the current economic downturn. With the goal of raising at least $825,000, the campaign was extended through Dec. 16. As the Gazette went to press, $682,101 had been pledged. Most donations can be made by payroll deduction, with a minimum pledge of $5 per month. www.unc.edu/secc.

PEDESTRIAN VIOLATIONS NOW BRING FINES

The Department of Public Safety has begun a campaign to increase pedestrian safety. While police officers regularly issue both verbal and written warnings, officers have now begun issuing citations to those violating North Carolina pedestrian safety laws. Citations for $166 (including $141 in court costs) are being issued to anyone who impedes traffic by crossing roads outside of marked crosswalks or by crossing against a crosswalk signal. uncnews.unc.edu/content/view/4108/107

PLAYMAKERS’ PRODUCTIONS

- Dec. 19 will be the last day to be able to see PlayMakers Repertory Company’s production of “Shipwrecked! An Entertainment” in the Paul Green Theatre. Show times are 7:30 p.m. through Dec. 18, and at 2 p.m. Dec. 19.
- “Exit Cuckoo (nanny in mother-land),” the autobiographical show by actor-playwright Lisa Ramirez, will run Jan. 12–16 in Kenan Theatre as part of PlayMakers’ PRC! Second Stage Series. Ramirez lived the real nanny diaries when a temp job became a career by default. To learn more, and to buy tickets for either production, call 962-PLAY (7529) or see www.playmakersrep.org.

‘SPRING INTO FITNESS’

Campus Recreation and Carolina fitness programs will be highlighted on Jan. 13 with an opportunity to try out classes such as core training, Pilates, muscle cut, hip-hop hustle, kickboxing and Zumba. In addition, there will be demonstrations of equipment, and staff will be on hand to answer questions. Spring into Fitness will be held from noon to 7 p.m. at the Student Recreation Center. campusrec.unc.edu

MASTER CLASS

Tony Griffey uses gestures, body language and his Grammy-Award winning tenor voice as he conducts a master vocal class Nov. 15 in Person Hall with Kristen Barney, left, and John Hinson, middle, a student at East Carolina University. Known professionally as Anthony Dean Griffey, he is from High Point and is professor of the practice in the music department this year. Griffey will conduct another master class Feb. 16 at 4 p.m. in Hill Hall, and he will perform April 20 with the UNC Symphony Orchestra at 7:30 p.m. in Memorial Hall.

AWARDS from page 5

research and collaboration with the University resulted in a resolution for the 403(b) ING plan participants.

COOKE

Cooke, who was also this year’s winner of the Outstanding Encouragement of Learning and Development Award, was recognized for her commitment to encouraging each individual’s development. Nominators said Cooke sees relationships as critical to the success of an organization. By participating on committees and listening to program staff, she consistently generates new ideas for services.

FREEMAN

As a team leader for a yearlong energy savings project to reduce the University’s utility costs, Freeman helped Carolina save more than $1.5 million this year. He worked to improve system performance while improving the conditions in the building and reducing maintenance requirements.

His conservation efforts also resulted in saving more than 10 million gallons of reclaimed water and more than 12,000 metric tons of carbon dioxide equivalent emissions reductions.

MAFFESSANTI

Nominators praised Maffessanti for going above and beyond her job requirements to create a culture of safety. Not only does she make sure co-workers have the equipment and ability to correct hazardous situations, she follows through with issues from start to finish.

Dick Mann, center, vice chancellor for finance and administration, stands with recipients of Excellence in Management Awards. They are Deborah Hawkins, left, and Stephanie Thurman.

See AWARDS page 9
TOOLKIT AIDS NSF GRANT APPLICATIONS

To assist with a new NSF requirement that will require grant proposals to include a data management plan, the UNC Libraries’ Data Management Committee has created a Research Data Toolkit that explains the requirements and provides guidance to UNC researchers. The requirement goes into effect Jan. 18.

To see the toolkit, visit http://bit.ly/hN5eS7. To join a listserv established by the committee, e-mail dataplan@listserv.unc.edu.

JOINT LANDFILL METHANE GAS PROJECT

Carolina and Orange County have begun the first phase of a joint project to convert methane gas from the county landfill into electricity, with the goal that methane gas from the Orange County landfill will be captured and converted into electrical energy by July 2011.

The University will gain carbon credits for reducing pollution, which will help the campus honor the American College and University Presidents Climate Commitment to be climate neutral by 2050. The project is one strategy in the 2009 Climate Action Plan to reduce UNC’s carbon footprint to zero by 2050. uncnews.unc.edu/content/view/4106/107

MASSEY AWARD NOMINATIONS OPEN

Nominations are due Jan. 12 for the 2011 C. Knox Massey Distinguished Service Awards.

Winners will be announced in February. Nominations may be submitted online (www.unc.edu/masseyawards/nominate) or by campus mail to: Carolyn Atkins, C. Knox Massey Awards Committee, CB# 6100.

Because of the signature requirement, nominations will not be accepted by fax or e-mail. Nominations made online require a valid Onyen ID and password.

For information, see www.unc.edu/masseyawards or contact Atkins (962-1536 or carolyn_atkins@unc.edu).

NEWS IN BRIEF SUBMISSIONS

Next issue includes events from Jan. 13 to Jan. 26. Deadline for submissions is 5 p.m., Mon., Jan. 3. E-mail gazette@unc.edu. The Gazette events page includes only items of general interest geared toward a broad audience. For complete listings of events, see the Carolina Events Calendars at events.unc.edu.

AWARDS from page 8

In making sure work orders are completed, Maffessanti addresses mechanical problems as well as behavioral change.

SHEA

Shea’s proactive efforts to seek and develop opportunities to promote sustainability across campus and throughout the state earned praise from her nominators.

Evidence of those efforts includes the University’s receipt of the 2005 State Government Sustainability Award, recent recognition by the Princeton Review as a “College with a Conscience” (receiving 96 of 99 rating points) and a recent rating of A-on the Sustainable Endowments Institute’s Sustainability Report Card.

HAWKINS

Nominated for her commitment to mentoring and staff development, Hawkins was recognized for her dedication to in-service training and work to develop new systems for improving interaction and team development.

A 20-year veteran of the Parking Control division, Hawkins recently earned a master’s certificate in Community Preparedness and Disaster Management while working full time and has applied those concepts to her management style.

THURMAN

Not only does Thurman provide administrative support to Carney, she oversees three other executive-level administrative support staff. Nominators commended Thurman for her extraordinary knowledge of countless aspects of the University community.

Often managing an immense workload, they said, Thurman rarely lets trying circumstances affect her demeanor. A person of high integrity, she continues to serve the University with dedication after 22 years of service.

Buy Carolina: Your purchase matters

SHOPS AT CAROLINA are stocked with an appealing variety of holiday gifts for everyone on your list, including books for readers of all ages; jewelry; apparel and decorations for Carolina fans; and gifts for gardeners, bird watchers, budding scientists and stargazers. A bonus for the University is that receipts generated by purchases made at Students Stores and the Bull’s Head Bookshop benefit non-athletic scholarships. If you buy an item in the gift shop of the Morehead Planetarium and Science Center or the N.C. Botanical Garden, those programs and departments will directly benefit as well. Be sure to check out Student Stores’ year-end sale on Dec. 17, when many items will be 25 percent off.
Women’s soccer coach Anson Dorrance has been described by the people closest to him as an absent-minded professor so immersed in his own thoughts that he loses track of time and struggles with many of his players’ names. Yet he has proven year after year that he knows how to win. By any measure, he is the most successful college coach — of any sport — ever. Consistently, he has molded teams that flirt with perfection, perhaps because of his insistence that it is attainable.

But if Dorrance’s record of success is unassailable, it has not always shielded him from controversy.

Early in his career, he faced stinging criticism regarding his outspoken views on the differences between men and women. And in the past decade, he overcame the hurt and humiliation of lawsuits filed by two former players that called into question not only his coaching methods, but his personal integrity as well.

These triumphs and travails are illuminated in the 2007 biography by former Sports Illustrated writer Tim Crothers, “The Man Watching: Anson Dorrance and the University of North Carolina Women’s Soccer Team.”

And the successes were also well documented by the athletics department staff who nominated Dorrance for a 2010 C. Knox Massey Distinguished Service Award.

As coach of the women’s soccer team since its inception in 1979, Dorrance has led his teams to a 696-33-22 record, for a winning percentage of .940, they wrote. In 754 games, the Tar Heels outscored their opponents 3,012 to 339.

Under Dorrance, the women’s soccer team has won 21 national championships, including 20 of the 28 NCAA tournament championships that have been played. The first national championship was the 1981 Association of Intercollegiate Athletics for Women (AIAW) Championship before the NCAA championships for women began.

CITIZEN OF THE WORLD

The son of an American oil executive, Dorrance came to Carolina from a three-time All-ACC player.

He still is not sure what his old coach saw in him — other than a passion for the game that fueled his transition from a skinny walk-on to a three-time All-ACC player.

After he became the men’s soccer coach in 1977, only a part-time position then, he transferred to Carolina’s law school, intent on dutifully carrying out his father’s plan.

Two years later, he also took on coaching the women’s soccer team and for the next eight years coached both teams. Law school went by the wayside.

There was no money in coaching back then and no evidence of a future, Dorrance said, but M’Liss realized before he did that coaching was what he loved and was meant to do.

Dorrance has never bought into the cliché that winning is everything. His one demand, throughout every practice and every game, is to play the game the way it is supposed to be played: intensely, smartly and aggressively.

As the new year approaches, it’s important to review key benefit information.

Annual enrollment changes — Any benefit changes made during the annual enrollment for NCFlex and the University benefit programs take effect Jan. 1. People should check their pay stubs (Jan. 14 for biweekly paid employees and Jan. 31 for monthly paid employees) to ensure that elected programs are included with the correct deductions.

Change in deductions — People enrolled in MetLife Life Insurance, ING (ReliaStar) Life Insurance and/or MetLife Critical Illness may see a change in deductions beginning in January. Premiums may be adjusted based on age and salary — as of Dec. 31 each year for MetLife Life Insurance and as of Jan. 1 each year for ING (ReliaStar) Life Insurance and MetLife Critical Illness.

Health Care and Dependent Care Flexible Spending Accounts (FSAs) — Claims for the 2010 plan year must be filed with Aon by March 31. Services must have been rendered by Dec. 31. People can check their FSA balance, claims status and pending reimbursements by registering with the FSA ClaimsPlus site at www.ncflex.selfservicenow.com.

People should review their pay stubs to verify that the deductions are correct for the 2011 NCFlex FSA account(s). FSA claims kits will be mailed to employees’ home addresses the last week in December.

People can provide an e-mail address and receive electronic notification of claims and payment status if they choose.

NCFlex Convenience Card — People who have an NCFlex Convenience Card should not destroy it. New cards will not be issued for the new plan year; they are automatically reissued 30 days prior to the card expiration date.

NCFlex Convenience Cards may be requested through the FSA ClaimsPlus site. To request dependent cards, call the NCFlex FSA service center at 877-371-2926.

Retirement Plan Limits for 2011 — The limit on contributions to a 403(b)/401(k) plan for 2011 is $16,500. People over age 50, or who will turn 50 by Dec. 31, 2011, are eligible for an additional $5,500 catch-up contribution. The limit on contributions to a 457(b) plan for 2011 is also $16,500. People over age 50, or who will turn 50 by Dec. 31, 2011, are eligible for an additional $5,500 catch-up contribution.

Employee contributions to a 403(b) and 401(k) plan are combined; however, employees can maximize saving opportunities by contributing to a 457(b) plan. Amounts contributed to a 457(b) plan are not combined with 403(b) and/or 401(k) contributions.

For information, e-mail benefits@unc.edu or call 962-3071.
-- more so than women once permitted themselves to play.

Women, he noticed, had no problem competing ferociously against an opposing team they disliked. In fact, the more they disliked a team, the harder they played. But they had a hard time going after their teammates with that same intensity.

Men, on the other hand, could easily play smash-mouth soccer no matter who they played.

As a coach, Dorrance had to figure out how to give women permission to change their behavior. And the Seventies was a decade in which feminists argued passionately that women had to be treated the same in every environment.

It was a tricky, delicate business, and even now, Dorrance treads lightly on the subject.

"I'd be hard pressed to sit here with an English and philosophy background and tell you that I have any understanding about what is innately different about men and women," he said, "but I discovered, at least anecdotally through my experience, that there are some real differences."

For his team to compete at the highest level, the players have to practice against each other at that level, even when they don’t want to.

"What we try to do here is to create this balance between furious competition and personal connection," Dorrance said. "The way we do that is by not taking ourselves seriously. We make it a point to have fun."

A WISE TEACHER

He and his players relish being on top and, because of their legendary success, expect all their opponents to bring their best.

But losing does happen, as it did early in this year’s NCAA tournament, and when it does, it offers lessons that winning cannot.

As Dorrance talks about this, he begins rummaging through the pile of papers on his desk to find the book his daughter Michelle gave him years ago on Father’s Day, one filled with the inspirational quotes he prescribes to his team as doctors dispense medicine.

The book is thick, and there is no index, but he finds the excerpt from “My Losing Season,” Pat Conroy’s memoir about playing basketball at the Citadel, that he shared with his players after this year’s tournament loss. He reads:

"Sports books are always about winning because winning is far more pleasurable and exhilarating to read about than losing. Winning is wonderful in every aspect, but the darker music of loss resonates on deeper, richer planes."

"Loss is a fiercer, more uncompromising teacher, coldhearted but clear-eyed in its understanding that life is more dilemma than game, and more trial than free pass."

Dorrance looks up and permits himself a slow grin.

"I guess my English and philosophy degrees actually do apply to this job," he said.

Similarly, proposed tuition and fees for Carolina’s in-state graduate students total $8,662, compared to an average $13,329 for the public peers.

Given the deep anticipated cuts, most schools have elected to increase school-based tuition as well, Carney said. Although the schools were not required to do so, they also earmarked fixed percentages from the additional revenue for financial aid.

For additional information, refer to www.unc.edu/depts/trustees/agendas.html.

PELLAND from page 6

and Holden Thorp, have taken the time to tell the crews their contributions are appreciated.

Pelland recalled one occasion when Moeser joined the crew for a breakfast he had arranged.

"He told them, ‘When people come to visit this campus they appreciate its beauty. When they see how well we take care of it, they figure we are going to take care of their kids, too.’"

"The chancellor comes to the grounds department and very eloquently tells us how much he appreciates our work. What can I add to that? Nothing," Pelland said.

The life ahead will afford Pelland the time to pursue other passions.

He and Alice, who works in the University’s medical school, love to go kayaking, and since age 8, Pelland has been hitting the golf course to work on a handicap he has whittled down to 4.

In recent years, they have added another dimension to their lives as long-term foster parents for children in crisis. It is Alice’s passion, Pelland said, and she has worked with girls about the age to start school.

They began doing respite foster care, taking a child for a few weeks, but in recent years they have switched to long-term foster care and have kept four different girls for as long as a year and a half.

They have two grown children — a son in Statesville and a daughter in Oxford, and four grandchildren — but Pelland said his wife wanted to fill the empty nest and he is proud of what she has done.

He remembers the little girl who Alice sent out to meet him while he was working in the garden and who ended up picking snow peas for the first time in her life. And the priceless joy reflected in her face.

"That is my job now," Pelland said. "Can we take children who have gone through such a difficult time and put them in the middle of 12 acres and get them to a place where they are happy and they feel good about themselves and the world around them? Can we do that?"

He has the rest of his next life to find out.
As a boy growing up in western North Carolina, Archie Ervin had the odds for academic success stacked against him.

The fifth of 10 children, and the oldest male, he was the first in his family to attend college, while neither of his parents had earned a high school diploma.

Pushed along by encouraging, supportive people, Ervin was awarded an academic scholarship to Appalachian State University, where he earned bachelor’s and master’s degrees in political science and public administration.

“All the opportunities sort of opened up after I went to college,” he said.

“I met some people along the way who spent time nurturing me, so to speak, and I had lots of kind, helping hands along the way.”

Maybe that’s why Carolina’s associate provost for diversity and multicultural affairs has such empathy for opening doors for others.

Ervin came here in 1983 to pursue a Ph.D. in political science, but after writing some 140 pages of his dissertation, he burned out on the topic.

Instead of giving up, he turned a long-held interest in public policy toward the field of education — specifically, the foundations for developing charter schools, which had begun to emerge around the state in the mid-1990s.

After completing another 21 hours of course work in the School of Education, Ervin conducted a case study of three charter schools selected by the N.C. Department of Public Instruction and considered among the best for their emphasis on technology, science and innovation.

Interviews with 30 people — 1,400 pages of transcripts in all — suggested that people founded these public charter schools for private reasons, he said.

“They wanted their children to be around children in the same socioeconomic makeup as theirs, which generally was fairly homogenous in terms of class and race,” Ervin said.

“In my dissertation I suggested that there were lots of reasons people wanted to start charter schools, but many were reasons that ran antithetical to public schools.

“You can go to school where your money will allow you to go, but I don’t think you should use public funds to satisfy private needs.”

GUIDING THE ‘SEA CHANGE’

In 1986, while working on his Ph.D., Ervin, who had already been an administrator for seven years at Appalachian, was named assistant to the vice chancellor for university affairs under then-vice chancellor Harold Wallace.

He worked with the directors of undergraduate admissions and student aid and served as the University’s consent decree officer.

Following the 1981 agreement between the UNC system and the U.S. Department of Education, then-UNC President William Friday declared that the public universities were to engage in activities that would further desegregate predominantly white or predominantly black campuses.

That was Ervin’s role at Carolina until 1995, and how he became increasingly involved in University policy.

Then followed appointments as director of outreach and recruitment for minority students, and in 1999, as assistant to the chancellor and director for minority affairs. In 2004, Chancellor Emeritus James Moeser tapped Ervin to chair the Chancellor’s Task Force on Diversity, and the next year he was appointed to his current position.

During the past quarter-century, Ervin has guided Carolina’s “sea change” in diversity.

In the mid-1980s, minority students made up about 15 percent of the first year classes, compared to more than 30 percent today. And while the University was markedly less multicultural in 1986 than it is now, it was in the middle of what Ervin considers Carolina’s golden years.

“I believe that 1981 to 1990 was the era in which this University came of age as an institution that opened its doors to those who earned their way in here and overcame many of the historical issues,” he said. “It was a much more civil kind of climate because people understood that the University was in the throes of growing.”

The diversity axis at the time was black and white, he explained. From 1951 to 1973, there were some 100 black undergraduates, and by 1978 the number had grown to 900, then to 2,000 a decade later.

“We really began to be a university of the people more than we had ever been,” Ervin said.

The growth of the African-American presence on campus, for both students and faculty members, paved the way for other minority populations, he said.

“We’ve changed in important ways, but I still believe that was the golden era in terms of racial integration at this university because the other communities came after the African-American presence grew,” he said.

PAYING IT FORWARD

The challenges to create a diverse, inclusive climate are ongoing, Ervin said, but he takes pride that Carolina is a national leader in creating opportunities for people from all over the state, particularly in communities that historically were underserved and existed outside the institution’s rules 40 years ago.

For the past three years, for example, Minority Access Inc. has recognized the University’s diversity initiatives and last year included Carolina’s diversity plan in its Best Practices Guide.

“UNC-Chapel Hill is a prized possession of the people of North Carolina, and we have to make sure that people are not in any way artificially excluded from being a beneficiary of this experience,” Ervin said.

As he prepares for his next challenge as the first vice president for institute diversity at Georgia Tech on Jan. 1, Ervin offers advice for Carolina’s future: “I would hope that we — and it will always be ‘we’ because Chapel Hill is in my blood — can strengthen our resolve to continue the upward trajectory, even in the face of the uncertainties of an economic decline, and maintain our vigilance as a university of the people.”

Ervin came to Carolina almost 30 years ago seeking a life direction and, in the process, found his passion.

“I’m happiest because I was helped so much, and I can honestly say I’ve been able to help other people,” he said. “As they say, ‘each one, reach one.’ I think I’ve done pretty well for someone who wasn’t really expected to amount to much.”