Students, staff and faculty showed up in force for the Building Blitz for Build a Block on Nov. 6 in the Phoenix Place subdivision in Chapel Hill. The student-led Build a Block initiative is partnering with Habitat for Humanity of Orange County to build 10 houses for 10 University or UNC Health Care employees during the 2010–11 academic year.

These photos, taken by senior Braxton Kinsey, show some of the progress made during the day. At top, Student Body President Hogan Medlin discusses building plans. Bottom left, Faculty Chair McKay Coble, Medlin and Employee Forum Chair Jackie Overton measure pieces of siding. Bottom right, physics professor Duane Deardorff works beside senior Leah Vance, a student co-director of Build a Block.

Refer to gazette.unc.edu/file.1.html to see more photos. To learn more about the Build a Block program, see www.uncbuildablock.org.

Sayre-McCord to speak at December Commencement

Geoffrey Sayre-McCord, Morehead Alumni Distinguished Professor of Philosophy and chair of the philosophy department, will speak at December Commencement. Chancellor Holden Thorp will preside at the Dec. 19 ceremony at 2 p.m. in the Dean E. Smith Center.

Thorp chose Sayre-McCord in consultation with the University’s Commencement Speaker Selection Committee, made up of an equal number of students and faculty. His selection continues Carolina’s tradition of faculty speakers at December commencement.

“Geoff is a beloved teacher and fantastic scholar,” Thorp said. “His work establishing the Parr Center for Ethics shows his innovative approach to academic life that benefits students and the entire University. He is the perfect person to inspire our December graduates as they prepare to leave Carolina.”

Sayre-McCord served on a faculty committee that contributed to Innovate@Carolina: Important Ideas for a Better World, a roadmap outlining how the University can produce basic knowledge with the highest impact. As the University seeks to create an environment where people feel comfortable taking risks and trying to address
The University has appointed two veteran administrators to key posts. Lee Yeager May has been named associate dean and director of academic advising in the College of Arts and Sciences, and Ramon Padilla Jr., assistant vice chancellor and chief information officer for the Board of Governors, State University System of Florida, has been named associate vice chancellor and deputy chief information officer.

MAY

May replaces longtime associate dean Carolyn Cannon, who retired from UNC after 25 years of service, having led the advising program since 1999.

Since 2006, May was the associate director for advising and admissions in the undergraduate program at the Kenan-Flagler Business School, where she promoted the University and the business school to prospective students and their families, designed and conducted programs for high school students and advised students part time in the College of Arts and Sciences.

PADILLA

Padilla, whose appointment is effective Jan. 3, has been with Florida’s university system since 2005. There, he led the redesign of the legacy data collection system, which garnered national recognition.

TRUSTEES HONOR FOUR WITH DAVIE AWARDS

The Board of Trustees is honoring four recipients with the William Richardson Davie Award, the board’s highest honor.


Established by the Board of Trustees in 1984, the Davie Award is named for the Revolutionary War hero who is considered the father of the University. It recognizes extraordinary service to the University or society.

GARROU

Garrou is serving her sixth term representing North Carolina’s 32nd district in the N.C. Senate. The senate’s senior budget writer for eight of her 11 years in office, Garrou has been a strong advocate for education. She was instrumental in supporting a $3.1 billion bond referendum for state universities and community colleges, as well as financial aid and enrollment increases at N.C. campuses. She has served on Carolina’s Board of Visitors.

Garrou received her associate of arts degree from Sullins College in Bristol, Va., and then transferred to the University of Georgia, where she earned a bachelor of science in education. She taught social studies for two years, and then came to Carolina to earn her master of arts in teaching.

GILLINGS

In 2007, Dennis and Joan Gillings made the largest single commitment from individuals in University history: $50 million to the School of Public Health, renamed the Gillings School of Global Public Health.

A native of Great Britain, Gillings received his bachelor’s degree and his Ph.D. in mathematics from the University of Exeter, England, and his diploma in mathematical statistics from the University of Cambridge. In 1971, he joined Carolina’s faculty as an associate professor of biostatistics. While a full professor and director of the Biometrics Consulting Laboratory, Gillings consulted for pharmaceutical companies that needed help analyzing data from clinical trials.

From these beginnings, he founded Quintiles Transnational Corp. in 1982. The company is the largest global provider of clinical trials and commercial marketing services to the pharmaceutical and biotechnology industries.

MOESER

Moe Ser came to Chapel Hill in 2000 as the University’s ninth chancellor, serving until 2008. During his tenure, the Carolina First Campaign raised a record-setting $2.38 billion. He helped launch the Carolina Covenant, providing a debt-free education to deserving low-income students — now a national model.

He oversaw the largest capital construction program in University history, developed an academic plan, improved faculty salaries, supported research initiatives and oversaw steady growth in faculty
Faculty hear presentations about grievance and hearing processes, conflict resolution

Chancellor Holden Thorp thought it was time for some good news and opened the Nov. 12 Faculty Council meeting by recognizing some of the “extraordinary things our faculty do.”

He cited recent honors received by faculty members, ranging from early career awards for accomplished scientists to acclaim for scholarly works in music.

“This is just the tip of the iceberg,” he said. “These are the kinds of lists we have from week to week recognizing all the things you and your colleagues are doing.”

Bruce Carney, executive vice chancellor and provost, then updated the council about the Academic Plan, which has now reached the point of discussion with the campus community.

The new plan has been shared with the Chancellor’s Advisory Committee and Faculty Executive Committee, and steering committee co-chairs Bill Andrews and Sue Estroff are talking with the deans. The basic plan is in place but the report is not yet complete, Carney said.

BUDGET IMPACT

Then, turning to not-so-good news, Carney talked about budget projections for fiscal 2010–11.

No one knows how the state budget will play out next year, but with an anticipated shortfall of nearly $3.5 billion — 18 percent of the total budget — University administrators are bracing for another year of significant funding cuts.

The loss of $1.6 billion in stimulus funding and $1.1 billion from the sunset of the temporary sales tax increase are contributing to the state’s budget woes, Carney said.

Even with a possible 10 percent cut in state funding for UNC system campuses, tuition increases are capped at 6.5 percent for resident undergraduates — about $300 per student, Carney said.

After setting aside funds to meet need-based financial aid, an increase at that level would offset about 1 percent to 1.5 percent of state cuts, he explained.

“What all this will mean for us is a little hard to tell, but I can say that based on the November report from the General Assembly’s research division, the state’s economy is recovering,” he said. “So I hope this is our last bad year.”

The Board of Trustees is expected to vote on a proposed tuition increase this week following input from an advisory panel that included faculty, staff and students.

GRIEVANCE AND HEARING PROCESSES

Faculty members have several means for resolving disagreements.

See FACULTY COUNCIL page 10

Officials balance confidentiality, public information in investigation

With the fact-finding phase of the NCAA and University review of the football program nearly completed, University administrators are pleased with the progress so far.

Chancellor Holden Thorp told the UNC Board of Governors Governance Committee earlier this month that the NCAA had acknowledged the University’s serious approach to the issues under investigation.

“We have found no evidence during the review that suggests (Coach) Butch Davis knew about any of the things that went wrong,” he said.

Fourteen student-athletes have sat out at least one game — some for agent issues, some for academic issues and some for both. Seven student-athletes are out for the entire season and two still have unresolved issues; those two are being withheld from play.

A 12-member University team is still focused on the investigation, and the NCAA has been on campus six times, Thorp said. During the last three-and-a-half months, the investigative team has conducted more than 60 interviews with student-athletes, athletic department and academic support staff and others.

On Nov. 5, the University issued a disassociation letter to Jennifer Wiley for providing student-athletes with impermissible financial assistance exceeding $2,000 and impermissible academic assistance. “As a result of your actions, the eligibility status of several of our student-athletes has been adversely affected,” the letter from Athletics Director Dick Baddour said.

This followed disassociation letters issued earlier to former Tar Heel player Chris Hawkins and South Florida jeweler A.J. Machado for providing impermissible benefits to student-athletes.

The University coordinated with the NCAA to release information including redacted documents that identified agents, prospective agents and runners whose names have surfaced during the investigation. The

Employee Forum reviews managing and archiving e-mail

In an increasingly paperless world, where wading through streams of e-mail has become inescapable, important questions arise about how best to manage it.

At the Nov. 3 Employee Forum meeting, many of those questions were answered by Kara Simmons, associate University counsel, and Erin O’Meara, electronic records archivist for University Archives and Records Management Services.

With some exceptions, the North Carolina Public Records Act provides that all records made or received in the transaction of public business are open and available to the public upon request, Simmons said.

That means e-mail is a public record that someone can request to see without disclosing the purpose or motive for the request, she said. It is also important to understand that the Public Records Act applies to all employees, not just senior-level administrators, Simmons said.

E-mail may be used for incidental personal purposes, Simmons said, provided that it does not interfere with University operations or an employee’s job responsibilities. However, there is no guarantee of privacy or confidentiality when messages are stored on University-owned equipment.

With the approval of the provost and the general counsel, the University may access an employee’s e-mail account to:

- Retrieve for University purposes University-related information; and
- Respond to an emergency.

In addition, with approval of the executive director of ITS Security, the University may access an employee’s e-mail account to:

- Troubleshoot hardware and software problems; and
- Prevent or investigate unauthorized access and system misuse.

When an employee leaves the University, the person’s e-mail may be accessed, with approval of the unit head, to remove files to conserve space or, as needed, in connection with University business, Simmons said.

To safeguard privacy, Simmons recommended that employees maintain two e-mail accounts: the University-provided e-mail account to conduct University business and a personal e-mail account for personal use.

She also suggested that before hitting “send,” employees should think about whether an e-mail message would pass what she referred to as “the newspaper test” — if it would be OK for the e-mail to be published in a newspaper.

O’Meara explained that employees also should learn to distinguish e-mail with historical value, which should be preserved, from e-mail with transitory value.

E-mail messages with historical value should be transferred to University Archives where they can be preserved in the same way that books and letters are preserved, she said.

Too often, she added, employees make the mistake of believing that what they do is not important enough to have lasting value. But that is not true. Since every school, department and unit is part of the University, each has a place in its history as well, O’Meara said.

Whenever a department chair, school dean or unit head is engaged in an exchange of e-mails tied to a strategic plan or mission statement, for instance, that exchange could be considered of historical value and passed along to University Archives, she said.

But if an e-mail message has only transitory value, it does not need to be archived, O’Meara said.

The current records retention schedules are posted at www.lib.unc.edu/mss/uars/app_schedules.html.

In other matters, Brenda Richardson Malone, vice chancellor for human resources, reported that changes to the University’s SPA grievance policy were approved by the State Personnel Commission and would go into effect Jan. 1 (see related story on page 6).

It was also reported that forum member Chuck Brink, from Facilities Services, has been elected chair of the Staff Assembly, effective Jan. 1.

Brink has been a delegate to the assembly, the body created by outgoing UNC President Erskine Bowles to represent the interests of staff members throughout the UNC system. Its delegates come from all UNC campuses.
Summers says economy is improving, but not quickly enough

When Barack Obama first stepped into the Oval Office as president in January 2009, he walked into the middle of one the worst financial crises in the country's history.

Lawrence H. Summers contends that the stock market collapse that occurred between October 2008 and March 2009 was worse than the one that occurred between October 1929 and March 1930. The drop in global trade and industrial production during those six months was also worse than that at the start of the Great Depression.

It was because of Obama's bold, decisive leadership, Summers believes, that a second great depression was averted. Obama appointed Summers to serve as his director of the National Economic Council, a position Summers will leave at the end of the year.

Summers shared his first-hand account of the steps Obama took during a conversation with William B. Harrison Jr., on Nov. 11 at the FedEx Global Education Center. The talk was the second in UNC's Global Research Institute series hosted by Harrison, former CEO and chair of JPMorgan Chase.

Summers said the country's economy was caught in "every kind of vicious cycle you could imagine."

Prices of home assets were falling, forcing people who had borrowed money for home ownership to sell. The flood of real estate on the market drove prices down still farther, which drove down bank assets and led banks to stop lending. As home values continued to plummet, fearful homeowners stopping spending, leading to job losses and even less spending, followed by more job losses.

Summers said the Obama administration did not have the luxury to debate which vicious cycle to tackle first. Instead, he said, officials tried to deal with them in every way possible, all at once. In its first six months, the Obama administration began to implement the largest recovery program in the history of the United States.

"There are millions of people across this country who would not have jobs today if the right things had not been done during that period and the forces of depression had been allowed to gather," Summers said.

But most people do not understand that, he said, which is one reason Democrats nationwide suffered what Obama described as "a shellacking" during the recent mid-term elections.

Things may be getting better, but not quickly enough, Summers said.

"We are past the low point of the valley, but we are a long way from the other side of the canyon," Summers said. "People are right to be impatient about when we are going to walk up the other side of this canyon."

Summers said leaders in Washington should do everything they can to accelerate economic growth by extending tax cuts, doubling exports in the next five years and taking advantage of low interest rates and labor costs to "repair and renew" the infrastructure at the foundation of the country's prosperity.

Harrison asked Summers to comment on the recently released draft of a 10-year plan to slash $4 trillion from the federal deficit. A bipartisan commission co-chaired by outgoing UNC President Erskine Bowles, who formerly served as chief of staff to President Bill Clinton, and Alan Simpson, a retired Republican senator from Wyoming, devised the plan.

Harrison asked whether the country has the political will to make the sacrifices the plan calls for to address the mounting federal deficit.

After a long pause, Summers said, "I hope so. I know that the country is very fortunate to have Erskine Bowles, along with Alan Simpson, take this task on. All of you should be very proud of the president of your system.

"I have rarely, if ever, seen someone who put so much heart and thought with so much selflessness into a public project as Erskine Bowles has into this one. We can’t know whether it will succeed or fail. But if it succeeds, it will be Erskine Bowles’ success. And if it fails, it will be the system’s failure. Of that I am certain."

The Kenan-Flagler Business School will offer its master of business administration program in a new online format designed for working professionals around the world.

"The new MBA@UNC program will continue our tradition of excellence based on the quality of the students, faculty and curriculum," said James W. Dean Jr., dean of Kenan-Flagler. "What will be radically different is how we deliver the program. This exciting new approach will transform Kenan-Flagler as we define the direction of global business education."

In the new program:
- Students will meet the same admissions criteria required by the existing MBA programs;
- Courses will be based on the rigorous curriculum of the residential MBA program;
- Kenan-Flagler professors will design and teach the courses;
- Professors will teach classes in both asynchronous and live sessions using technology designed for graduate education and focused on interactive communication; and
- Face-to-face global immersions will serve as capstone experiences.

MBA@UNC is a new model of online learning, said Susan Cates, executive director of MBA@UNC. "We are developing a student-focused program that is superior to anything that exists today."

Self-paced or asynchronous course content will cover material taught in a typical lecture. Sessions will include original, broadcast-quality video segments, self-paced lectures, interactive case studies and collaborative activities designed. Students will have access to this content at any time.

In live or synchronous class sessions, a professor and a cohort of 10 to 15 students will collaborate in an online classroom. These sessions, scheduled to accommodate students in multiple time zones, will use live, streaming video to allow students and professors to see and hear each other as they analyze and discuss course topics in real time.

At the end of each session, students and professors will interact face to face during three-day immersions held at different locations around the world. Students will take exams and a two-week break before the next session begins.

"As part of the first public university in the United States, we are proud to provide outreach that is consistent with UNC’s mission and allows students to earn their MBA from wherever they are in the world," Dean said. "We treasure our special culture and are excited to extend it and build community in ways that are not bound by location."

For more information about the program, refer to onlinemba.unc.edu.
Manire, revered med administrator, dies Nov. 4

George Philip Manire, Kenan Professor Emeritus of Microbiology and Immunology, died Nov. 4. He was 91.

A native of Texas, Manire joined the UNC faculty in 1950. In 1966, he became chair of what was then the Department of Bacteriology and Immunology until 1979 when he was named vice chancellor and dean of the Graduate School.

“The Manire years were marked by a major growth in faculty and international recognition for molecular biology, microbiology and immunology research at UNC,” said William Goldman, chair of microbiology and immunology. “However, Phil’s most lasting professional contribution was his nurturing leadership style that cemented a spirit of collegiality and family among a department of very diverse interests and personalities.”

Among his many accomplishments, Manire implemented the Carolina Black Scholars Program, bringing young black PhDs to Carolina for a two-year postdoctoral to strengthen their qualifications for tenure-track appointments in research universities.

Donations in Manire’s memory may be directed to the trust fund established by microbiology and immunology in his honor to recognize outstanding research by a senior graduate student in the department. Make checks payable to the University of North Carolina and note that it is for the Manire Memorial Fund. Include the name(s) associated with the donation and mail to the department, c/o William Goldman, chair, CB# 7290.

See NORFLEET page 11

Hendricks, former OB/GYN chair, dies Oct. 23 at 92

Charles H. Hendricks, who retired in 1988 as the Robert A. Ross Distinguished Professor of Obstetrics and Gynecology, died Oct. 23 at his home in Chapel Hill. He was three days shy of his 93rd birthday.

Hendricks was chair of the Department of Obstetrics and Gynecology from 1968 – his first year at the University – to 1980. During that time, the department’s academic staff quadrupled and the number of resident OB/GYN chairs was increased from one to two.

See HENDRICKS page 11
Playmakers Theatre has been a library, a lab, a ballroom and the stuff of an urban legend.

Several years ago, the exterior underwent a facelift, receiving a fresh coat of paint that matched the original color and restoration of the building’s columns.

But for the past four years, Playmakers has been idle, in need of an $8 million renovation for which funds aren’t available. Its reopening this month, however, comes thanks to a $225,000 touch-up funded by the offices of the Executive Director for the Arts and the Provost.

Improvements include painting interior walls; installing new carpets, curtains, chairs and stage lighting; and refinishing the auditorium floor. Additions include a new stage floor and a new platform for seating patrons with disabilities.

The theater, which seats about 240, is expected to house student productions, department lectures and small concerts, said Wendy Hillis, campus historic preservation officer. “This was just the bare minimum to get people to use it again,” she said.

The building lacks accessible toilets, so staffers will direct all audience members to nearby buildings. In addition, Playmakers has no air conditioning and needs electrical and plumbing overhauls.

Constructions as a library in 1851 for a little more than $10,300, the building was named Smith Hall after Revolutionary War officer and North Carolina Gov. Benjamin Smith. Architect Alexander Jackson Davis topped the Corinthian columns on the building’s front with wheat and Indian corn instead of the usual acanthus leaves, giving the building an American touch combined with its classical structure.

In 1853, the University’s 3,600 library books — compared with more than 6.7 million volumes today — were moved from South Building to Smith. The library was moved for safekeeping before the Civil War and is believed to have returned to Smith by the time the University reopened in 1875 (it had closed four years earlier).

Smith wasn’t converted into a theater until 1925. It then became the home of the Carolina Playmakers, a theater company composed of students, faculty and others and a forerunner of today’s PlayMakers Repertory Company. Andy Griffith and Thomas Wolfe were among celebrated alumni who performed in the building, one of only two National Historic Landmarks on campus (the other is Old East).

An oft-quoted legend holds that during the Civil War, the building housed Union Gen. William Sherman’s horses. But after extensive research, Harry McKown, a veteran of the library’s North Carolina Collection, said no confirmation of the tale exists.

“Nobody has been able to document it,” he said. Nor has anyone debunked it. A punch line claims that Sherman bragged of having the best educated horses in the U.S. Army — because they had been to the University of North Carolina.

The State Personnel Commission has approved revisions to the University’s SPA grievance policy; the revised policy will be effective Jan. 1.
Climbing ‘the golden stair’

For Kelly Ward, the soon-to-be-released animated film “Tangled” could be considered her Mount Everest. Everest stands 29,002 feet tall. Rapunzel’s hair, for which the movie was titled, stretches a fraction of that — 70 feet — when fully unfurled.

But the technical feat of virtually rendering this flowing mound of hair for the big screen — in a form that appears both realistic, and at times, magical — was a challenge software engineers had never before attempted.

Without knowing it, Ward stumbled into base camp for that quest 10 years ago when she arrived at Carolina as a graduate student in computer science.

A native of Garden City, N.Y., Ward had just graduated from Trinity College in Connecticut with a double major in physics and computer science. She chose Carolina because of its strong computer graphics program.

It was here Ward met Dinesh Manocha and Ming Lin, two computer science faculty members (who happened to be married to each other) who would guide her into finding and following her own path.

It was in Manocha’s course “Geometric and Solid Modeling” that Ward decided she would try to make a single strand of hair move as her class project.

After she accomplished it, she realized there was much more to learn, such as figuring out the complex computations required to create all 100,000 strands of hair on the human head and get them to move as they would in real life from the stroke of a hand, a toss of the head or a gust of wind.

The following summer, Ward resumed her work on hair modeling with guidance and support from Lin, who served as her graduate adviser.

Four years later, Lin gave a lecture at Walt Disney Animation Studios and talked about the remarkable progress Ward had made in animated hair modeling. That lecture led to Ward landing a job interview with Disney, and after she completed her Ph.D., Ward began work at Disney in September 2005.

It was during her job interview, Ward said, that Disney first discussed the possibility of working on a movie project based on “Rapunzel,” the 17th-century German fairy tale about a young woman locked in a tower in the middle of the woods. The story is best known for the line, “Rapunzel, Rapunzel, let down your hair so that I may climb the golden stair.”

In the past five years, Ward has worked on a number of movies, including “Bolt,” the 2008 release about a small white dog who thinks he has super powers to rescue his owner, Penny, after she is kidnapped.

That movie, and those preceding it, created the learning curve that helped make a movie like “Tangled” — in which hair is so central to the plot — possible, Ward said.

“We not only wanted the hair to be possible, we wanted it to be beautiful,” she said. “We often looked at Rapunzel’s hair as a character on its own. But Rapunzel is such a beautiful character herself — so young and expressive and full of life — we also wanted her hair to embody those same qualities.”

Ward also had to make the hair defy the laws of physics by reducing the effects of gravity and friction while looking natural.

“Rapunzel is a petite girl,” she said. “In real life, 70 feet of hair would weigh about 60 pounds, more weight than a real person would be able to move around as effortlessly as we allow Rapunzel to do in the movie.

“Throughout the movie, Rapunzel does a lot of running and jumping. She does cartwheels. The hair is everywhere and characters are always in her hair. Rolling in it. Combing it. Climbing it.” If only climbing Everest seemed that effortless.

“Tangled” will be released Nov. 24. To see the trailer, refer to http://bit.ly/azaHb2.

FOOTBALL

documents were redacted under federal law to protect confidential student information.

Thorp has acknowledged the legitimate interest the public and the media have in the investigation. He also has pledged transparency, while noting that the University cannot ignore federal and state laws regarding confidential student and personnel records.

PUBLIC RECORDS LAWSUIT

Even with the release of information, eight N.C. media organizations late last month filed a lawsuit concerning public records against the University.

“The University is 100 percent committed to complying with our obligations under public records laws,” Thorp said. “We have been responsive to the media and to the exceptionally large number of records requests they’ve submitted.”

As of mid-October, the University has received more than 80 public records requests related to the football investigation. A public records officer has spent more than 600 hours on public records requests on this issue, and the University has provided thousands of pages of documents in response to the requests, officials said.

GRADUATION SUCCESS RATE

In the midst of the football investigation, there is also some good news about athletics.

Carolina’s latest NCAA graduation success rate for student-athletes on grants-in-aid was 87 percent, 8 percent higher than the rate for scholarship student-athletes across the nation.

The NCAA released figures late last month for the incoming classes of 2000–01 through 2003–04.

The Tar Heels had at least 80 percent graduation success rates (GSR) in 19 of 24 measured sports, at least 90 percent in 16 sports and 100 percent in eight sports.

Football’s graduation success rate was 75 percent, 8 percent higher than the national average. The men’s basketball team’s GSR was 88 percent, 22 points higher than the national average, and the baseball team’s GSR was 89 percent, 19 points higher than the national average.

DAVIE AWARDS

research funding. Moeser revitalized planning for Carolina North, furthered global initiatives and launched Carolina Performing Arts, considered one of the nation’s top university arts-presenting programs.

Moeser received his undergraduate and master’s degrees in music from the University of Texas at Austin. He earned his doctorate in musical arts from the University of Michigan.

It was here Ward met Dinesh Manocha and Ming Lin, two computer science faculty members (who happened to be married to each other) who would guide her into finding and following her own path.

It was in Manocha’s course “Geometric and Solid Modeling” that Ward decided she would try to make a single strand of hair move as her class project.

After she accomplished it, she realized there was much more to learn, such as figuring out the complex computations required to create all 100,000 strands of hair on the human head and get them to move as they would in real life from the stroke of a hand, a toss of the head or a gust of wind.

The following summer, Ward resumed her work on hair modeling with guidance and support from Lin, who served as her graduate adviser.

Four years later, Lin gave a lecture at Walt Disney Animation Studios and talked about the remarkable progress Ward had made in animated hair modeling. That lecture led to Ward landing a job interview with Disney, and after she completed her Ph.D., Ward began work at Disney in September 2005.

It was during her job interview, Ward said, that Disney first discussed the possibility of working on a movie project based on “Rapunzel,” the 17th-century German fairy tale about a young woman locked in a tower in the middle of the woods. The story is best known for the line, “Rapunzel, Rapunzel, let down your hair so that I may climb the golden stair.”

In the past five years, Ward has worked on a number of movies, including “Bolt,” the 2008 release about a small white dog who thinks he has super powers to rescue his owner, Penny, after she is kidnapped.

That movie, and those preceding it, created the learning curve that helped make a movie like “Tangled” — in which hair is so central to the plot — possible, Ward said.

“We not only wanted the hair to be possible, we wanted it to be beautiful,” she said. “We often looked at Rapunzel’s hair as a character on its own. But Rapunzel is such a beautiful character herself — so young and expressive and full of life — we also wanted her hair to embody those same qualities.”

Ward also had to make the hair defy the laws of physics by reducing the effects of gravity and friction while looking natural.

“Rapunzel is a petite girl,” she said. “In real life, 70 feet of hair would weigh about 60 pounds, more weight than a real person would be able to move around as effortlessly as we allow Rapunzel to do in the movie.

“Throughout the movie, Rapunzel does a lot of running and jumping. She does cartwheels. The hair is everywhere and characters are always in her hair. Rolling in it. Combing it. Climbing it.” If only climbing Everest seemed that effortless.

“Tangled” will be released Nov. 24. To see the trailer, refer to http://bit.ly/azaHb2.

FOOTBALL

documents were redacted under federal law to protect confidential student information.

Thorp has acknowledged the legitimate interest the public and the media have in the investigation. He also has pledged transparency, while noting that the University cannot ignore federal and state laws regarding confidential student and personnel records.

PUBLIC RECORDS LAWSUIT

Even with the release of information, eight N.C. media organizations late last month filed a lawsuit concerning public records against the University.

“The University is 100 percent committed to complying with our obligations under public records laws,” Thorp said. “We have been responsive to the media and to the exceptionally large number of records requests they’ve submitted.”

As of mid-October, the University has received more than 80 public records requests related to the football investigation. A public records officer has spent more than 600 hours on public records requests on this issue, and the University has provided thousands of pages of documents in response to the requests, officials said.

GRADUATION SUCCESS RATE

In the midst of the football investigation, there is also some good news about athletics.

Carolina’s latest NCAA graduation success rate for student-athletes on grants-in-aid was 87 percent, 8 percent higher than the rate for scholarship student-athletes across the nation.

The NCAA released figures late last month for the incoming classes of 2000–01 through 2003–04.

The Tar Heels had at least 80 percent graduation success rates (GSR) in 19 of 24 measured sports, at least 90 percent in 16 sports and 100 percent in eight sports.

Football’s graduation success rate was 75 percent, 8 percent higher than the national average. The men’s basketball team’s GSR was 88 percent, 22 points higher than the national average, and the baseball team’s GSR was 89 percent, 19 points higher than the national average.

DAVIE AWARDS

research funding. Moeser revitalized planning for Carolina North, furthered global initiatives and launched Carolina Performing Arts, considered one of the nation’s top 10 university arts-presenting programs.

Moeser received his undergraduate and master’s degrees in music from the University of Texas at Austin. He earned his doctorate in musical arts from the University of Michigan. Before coming to Carolina, he served as chancellor of the University of Nebraska-Lincoln, and he currently is a professor in UNC’s music department.

STEVENS

Stevens is a triple graduate of Carolina: a Rotary scholar who earned his bachelor’s degree in political science, and then went on to earn a law degree and a master’s degree in public administration.

He worked his way up the ladder of public service to become Wake County manager and, in 2002, was elected to the N.C. Senate. His legislative duties have included co-chairing the Appropriations for Education/Higher Education and Education/Higher Education committees.

Stevens served eight years on the Board of Trustees, including as chair. He is a past member of the Board of Visitors, a past chair of the UNC-Chapel Hill Foundation and the UNC-Chapel Hill Endowment Fund, and a member of the Charles Gerrard Society.

A past chair and treasurer of the General Alumni Association, Stevens has received the association’s Distinguished Service Medal. He also received the John L. Sanders Student Advocate Award from the UNC Association of Student Governments.
**IN BRIEF**

**News**

**NOMINATIONS OPEN FOR MASSEY AWARDS**

Nominations are due Jan. 12, 2011, for the 2011 C. Knox Massey Distinguished Service Awards, given for “unusual, meritorious or superior contribution made by an employee, past or present.” Each recipient will receive a $6,000 award. 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).

**NOMINATIONS DUE NOV. 18 FOR ADVANCEMENT OF WOMEN AWARDS**

Nominations for the 2011 University Awards for the Advancement of Women are due Nov. 18. Each year, three people — one faculty member, one staff member and one undergraduate/graduate student/postdoctoral scholar — may be selected to receive the award, which recognizes contributions to the advancement of women at Carolina.

Submit nominations for people who have elevated the status of women on campus in sustainable ways, helped improve campus policies affecting women, advanced the recruitment, retention and upward mobility of women, enhanced professional development opportunities for women and/or helped establish academic mentoring for women.

To learn more and to submit a nomination, see http://bit.ly/3P1FU.

**NOMINATIONS OPEN FOR FACULTY MENTORING AWARD**

The deadline is Jan. 28, 2011, to make a nomination for a Faculty Mentoring Award sponsored by the Carolina Women’s Leadership Council. Each winner will receive $5,000.

The awards recognize outstanding male and female faculty members who mentor students and junior faculty as they make career decisions and embark on innovative research, public service, teaching and educational opportunities.

The Carolina Women’s Leadership Council is a network of women from across the country committed to supporting the University and students’ educational experiences.

To learn more and to submit nominations online, visit http://bit.ly/d1npT.

**GLOBAL ENTREPRENEURSHIP WEEK**

Panel discussions with renowned social and scientific entrepreneurs and a financial literacy workshop will highlight Global Entrepreneurship Week activities at the University Nov. 17–23. To learn more, see www.unc.edu/cei.

- Nov. 19 — A social entrepreneurship address and UNC-TV panel on “The Global Impact of Social Entrepreneurs” will be held in the business school’s Koury Auditorium at 5:30 p.m.
- Nov. 20 — A Carolina Entrepreneurial Initiative research seminar on “Entrepreneur–Venture Capitalist Matching” will feature David Hsu, associate professor of management at The Wharton School, in Room 271 of Hamilton Hall. The seminar will begin at noon, followed by a Q&A session at 1 p.m.
- Nov. 20 — A scientific entrepreneurship panel on “Lab to Market: The Scientific Entrepreneur’s Journey” will be moderated by Michael Roach, assistant professor of entrepreneurship, with panelists Lowry Caudill and Mary Napier. It will be held at 4 p.m. in the Faculty Commons of the Campus Y.
- Nov. 20 — C.J. Skender, adjunct professor of business, will lead a financial literacy workshop in Koury Auditorium from 5 to 8 p.m. Free and open to students, faculty and staff, registration is required.

**GO GLOBAL WITH PASSPORT DRIVE**

As part of International Education Week, officials from the U.S. Department of State will be on hand to accept passport applications Nov. 18 from 10 a.m. to 3 p.m. in Room 4003 of the FedEx Global Education Center. Passport photos will be taken at the event or can be taken ahead of time at the UNC One Card Office. global.unc.edu/passportdrive

**HOLIDAY CARD WORKSHOP**

Artist Jinxiu (Alice) Zhao will lead a workshop Dec. 2 at the N.C. Botanical Garden in which students will paint and create seasonal holly holiday cards. The fee of $35 ($30 for garden members) will include supplies. To register, call 962-0522 or see ncbg.unc.edu.

**TWELVE DAYS OF CHRISTMAS AT THE INN**

The Carolina Inn’s annual holiday open house will be held Dec. 4 from noon to 5 p.m. Enjoy performances by local musicians, complimentary refreshments and fun for the whole family, including self-guided tours of the elaborate Twelve Days of Christmas decorations. Swing by the inn from Nov. 24 on to watch the Sandy Feat team working on what is now an annual Twelve Days-themed sand sculpture. http://bit.ly/cf0eMm

**‘THE NUTCRACKER’**

Carolina Ballet’s “The Nutcracker” will be performed Dec. 4–5 at Memorial Hall — at 2 p.m. both days and at 8 p.m. Dec. 5. For tickets, see www.carolinaperformingarts.org or call the Memorial Hall box office (843-3333).

**‘THE GRINCH’**

The Bull’s Head Bookshop’s annual bilingual reading of the Dr. Seuss classic “How the Grinch Stole Christmas” will be performed Dec. 8 in English by Professor Emeritus Tom Stumpf

---

**American Indian Heritage Month**

Through activities as varied as exhibits, tours, films, dance lessons, readings and panel discussions, the University is celebrating American Indian heritage through November with special emphasis on the contributions and achievement’s of North Carolina’s American Indians.

- Nov. 18 — Members of the Carolina Indian Circle will teach intertribal American Indian dances, including the Snake Dance and Two-Step. Lessons will begin at 5:30 p.m. in Room 3206A of the F.P.G. Student Union.
- Nov. 22 — Three sororities will host a Thanksgiving Benefit Showcase that includes performances by singing groups, dance groups and interactive skits. The event, to be held in 209 Manning Hall at 6 p.m., will benefit local families in need at Thanksgiving.
- Nov. 30 — Lumbee artist James Malcolm will demonstrate his quilt-folding technique to create the Lumbee pinecone patchwork design used in his work. The workshop will be held in 328 Phillips Hall at 6:30 p.m.
- Ongoing — An exhibit, “Unearthing Native History: The UNC Catawba Archaeological Project,” will be on display through Jan. 31 in the North Carolina Collection Gallery. It traces the lives of the Catawba Indians and their ancestors from the 1500s through the 20th century. For more information, refer to http://bit.ly/blkBJMG.

Below, American Indian children dance at a powwow last March at UNC. Right, exhibition poster.
PLAymakers sets the stage for the holidays with two shows

PlayMakers will celebrate the holidays with “Shipwrecked! An Entertainment” by Pulitzer Prize-winning playwright Donald Margulies. The real-life yet-tall-tale of explorer Louis de Rougemont will be on stage-Dec. 1–19. Show times will be 7:30 p.m. Tuesdays through Saturdays, 2 p.m. on Dec. 11 and 2 p.m. Sundays. To buy tickets, call 962-PLAY (7529) or see www.playmakersrep.org.

On Nov. 23 at 6:30 p.m., PlayMakers will host a free, behind-the-scenes preview: “The Vision Series: Directors in Conversation,” with “Shipwrecked” director Tom Quaintance. To make a reservation, call 962-7529. Dec. 3–5, PlayMakers will join forces with the North Carolina Symphony for a production of “Amadeus.” Ray Dooley (left) and Michael Urie, known for his role as Marc St. James on “Ugly Betty,” will star in the collaboration. Performances will take place at Meymandi Concert Hall in Raleigh, with performances Dec. 3–4 at 8 p.m., and a matinee Dec. 5 at 3 p.m.

PlayMakers is offering a faculty/staff discount on tickets to the “Amadeus” matinee; see http://bit.ly/aoTSQy.

Get fit from head to heel

Carolina Campus Recreation and Counseling and Wellness Services introduce Get Fit from Head to Heel, a 10-week healthy lifestyle, weight loss and physical activity program for students and employees. Applications are due by Jan. 12, but space is limited. For complete information, refer to campusrec.unc.edu or contact Lauren Mangili (lmangili@email.unc.edu or 962-7348).

Readings

The following readings will begin at 3:30 p.m. and will be held at the Bull’s Head Bookshop, except as noted. Call 962-5060 for information.

- Nov. 18 – Carol Sklenicka will read from “Raymond Carver: A Writer’s Life”.
- Dec. 1 – Charlene Regester will read from “African American Actresses: The Struggle for Visibility, 1900–1960”.
- Dec. 6 – Michele Norris, right, co-host of NPR’S “All Things Considered,” will read from “The Grace of Silence: A Memoir.” The reading will be held in 111 Carroll Hall.

Campus recreation events

- Nov. 21 – The 4-mile run/1-mile walk Turkey Trot will begin at 1 p.m. at the base of the N.C. Botanical Garden trail behind the Forest Theatre stage.
- Dec. 4 – The varsity gymnastic team will teach children to tumble, spot and soar when Kids ROCK! meets at 10 a.m. at Fetzer Hall, Gym C. http://bit.ly/d1Hx3G
- See campusrec.unc.edu or contact Aaron Stern (ajstern@email.unc.edu or 843-6784).
- Dec. 10 – The 5-mile run/1.5-mile walk Jingle Bell Jog will begin at noon at the Student Recreation Center.

News in brief submissions

Next issue includes events from Dec. 16 to Jan. 12. Deadline for submissions is 5 p.m., Mon., Dec. 6. 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.

and in Latin by George Morgan, a textbook buyer in Student Stores. Cookies and hot chocolate will be served at this event that begins at 4 p.m.

18th annual winter stories for children of all ages

Brian Sturm, associate professor of information and library science, and Kate Barnhart, University Library technician, will lead an evening of storytelling and music for children of all ages Dec. 9. The program will begin at 5:30 p.m. in Wilson Library’s Pleasants Family Assembly Room, following a reception at 5 p.m. in the lobby. For more information, call Liza Terll (962-4207) or visit library.unc.edu.

Clef Hangers fall performances

The Clef Hangers’ Fall Concert will be Nov. 20 at 8 p.m. at Memorial Hall. For tickets, see memorialhall.unc.edu or call the box office (843-3333).

On Dec. 8, the Clef Hangers will take part in the annual Old Well Sing. The free performance will begin at 5 p.m. at the Old Well and will include 10–14 songs.

Holiday art sales

- Nov. 23 – An arts and crafts fair with handcrafted items made by UNC Health Care employees will be held in the lobby of the N.C. Children’s Hospital from 11 a.m. to 2 p.m.
- Dec. 10 – The art department’s Student Holiday Print and Art Sale will be held from 9 a.m. to 10 p.m. at The Artery, 136 E. Rosemary St. For information, e-mail msonic@unc.edu.

Support children’s hospital

Ten percent of all purchases made at eco-friendly Twig in Chapel Hill through Dec. 7 will be donated to the North Carolina Children’s Hospital. And on Nov. 23, 100 percent of the cost of a parfait will be donated to the hospital. This offer is good at both locations in Chapel Hill and Durham.

Lectures, seminars, symposia

- Nov. 17 – Thomas Campanella will speak about the proposed rail station in Hillsborough — its design, process and future. The talk will be held in Room 102 of New East Hall at 12:30 p.m. http://bit.ly/3LMkR3R
- Nov. 18 – Eric Juenget will give a talk “Do We All Have a Moral Duty to Participate in Biomedical Research?” as part of the Research Ethics Grand Rounds at noon in Room 219 of Brinkhous-Bullitt Hall. The lecture will be sponsored by the Office of Human Research Ethics and N.C. TraCS Institute.
- Nov. 18 – Robert E. Morritz, chair and senior partner of PricewaterhouseCoopers, will speak at 5:30 p.m. in Koury Auditorium of Kenan-Flagler Business School as part of the Dean’s Speaker Series. To R.S.V.P. for the free event, call 843-7778 or e-mail kfbssvp@unc.edu.
- Dec. 2 – The Office of Technology Development’s Carolina Innovations Seminar will address concerns and tactics of university spin-off companies. The meeting will be held at 12:30 p.m. in 014 Sitterson Hall. http://bit.ly/d31mFv
- Dec. 3–5 – The Program in the Humanities and Human Values will present “World Religions,” in which four pane- lists will reflect on the controversies, traditions and core values in contemporary religions. The program will begin at 4:30 p.m. on Dec. 3 and continue through 1 p.m. on Dec. 4 at the Center for School Leadership Development. Registration is required, with fee. See adventuresinideas.unc.edu or call 962-1544.
- Dec. 6 – Joe Ibrahim will give an Introduction to Bayesian Statistics as part of the N.C. TraCS Institute Biostatistics Seminar Series. It will be held at noon in Room 2020 of Bondurant Hall. For information, contact Rosalie Dominik (uccrd@mail.cscs.unc.edu).
- Dec. 7 – The Injury Prevention Research Center will host “Thinking About the Threat of Islamic Terrorism” 4 p.m. in the auditorium of the McGavran-Greenberg Building. For information, call 843-6618.
- Dec. 11 – The Program in the Humanities and Human Values will present “Tar Heel Stories: People, Society and Culture,” co-sponsored by the N.C. Civic Education Consortium. The seminar will be held 9:15 a.m. – 5:30 p.m. in Room 2605 of the School of Government. Registration is required, with fee. See adventuresinideas.unc.edu or call 962-1544.

Warhol: 4 snapshots

As part of the Art Now/Cinema Now project and in conjunction with the Ackland Art Museum’s exhibition “Big Shots: Andy Warhol’s Polaroids,” four films — free and open to the public — will be screened on the following dates at the Varsity Theater at 7 p.m. (With the exception of “Empire,” all films will be preceded by a 6 p.m. talk at the Ackland.)

- Nov. 18 – “The Chelsea Girls”
- Nov. 20 – “Midnight Cowboy”
- Dec. 2 – “Basquiat”; and
- Dec. 4 – “Empire,” presented with live musical accompaniment.

Journalism school launches new master’s degree track

The School of Journalism and Mass Communication is launching an Interdisciplinary Health Communication (IHC) track in its master of arts in mass communication program. The new IHC track offers a broadened program to include the study of how to effectively communicate with diverse audiences about health issues.

Students will learn about the possibilities of traditional as well as electronic forms of media and the psychology of persuasion. Each student will complete a project or thesis on a health communication topic. Applications for the fall 2011 semester will be accepted through Jan. 1, 2011. http://bit.ly/cBqXGG

Playmakers REpertoRy company will celebrate the holidays with “Shipwrecked! An Entertainment” by Pulitzer Prize-winning playwright Donald Margulies. The real-life yet-tall-tale of explorer Louis de Rougemont will be on stage Dec. 1–19. Show times will be 7:30 p.m. Tuesdays through Saturdays, 2 p.m. on Dec. 11 and 2 p.m. Sundays. To buy tickets, call 962-PLAY (7529) or see www.playmakersrep.org.

On Nov. 23 at 6:30 p.m., PlayMakers will host a free, behind-the-scenes preview: “The Vision Series: Directors in Conversation,” with “Shipwrecked!” director Tom Quaintance. To make a reservation, call 962-7529. Dec. 3–5, PlayMakers will join forces with the North Carolina Symphony for a production of “Amadeus.” Ray Dooley (left) and Michael Urie, known for his role as Marc St. James on “Ugly Betty,” will star in the collaboration. Performances will take place at Meymandi Concert Hall in Raleigh, with performances Dec. 3–4 at 8 p.m., and a matinee Dec. 5 at 3 p.m.

PlayMakers is offering a faculty/staff discount on tickets to the “Amadeus” matinee; see http://bit.ly/aoTSQy.
Elfland takes on lead levels in plumbing as public health issue

As the associate vice chancellor for campus services, Carolyn Elfland heads the office responsible for making the University run smoothly. Campus Services employees provide heat and chilled water to the buildings, police the campus, maintain the buildings and grounds, keep workers safe and deliver the mail.

As a student at Carolina, Elfland planned to be a nurse. In high school, influenced by her chemistry-teacher mother, she took home first prize in the science fair. Although she wound up getting a degree in sociology, Elfland never lost interest in science.

Her first job at Carolina was as an assistant for a pediatrician. While working, she took classes to become a certified public accountant and later earned a master’s in business administration. Along the way, Elfland gained a reputation as a problem solver. When the previous associate vice chancellor left his post, she accepted the position on an interim basis, and in 1991 was selected to stay on permanently.

Her interest in science served her well in 2007, when employees who had just moved into Caudill Laboratories complained that the water tasted bad. Stagnation in the lines caused the bad taste, but testing to find that out also revealed that this brand new building had an age-old problem: lead in the water.

To find the cause, Elfland needed an expert, quickly, and faculty in Environmental Sciences had an age-old problem: lead in the water. A fifth-grader could have done this," she said of squinting tap water into vials containing pieces of the valves. But it took more than elementary scientific knowledge to analyze the results and prepare a paper that went through the peer-review process and has just been published in the Journal of the American Water Works Association. Elfland is the first author of the paper, with collaboration from Edwards.

“The experience of assisting her in this research was something I will always treasure,” Edwards said of Elfland. “She has an administrator’s organizational skills, a scientist’s curiosity and an engineer’s problem-solving ability. Once she has set her mind on solving a problem, there is no stopping her.”

The UNC-Virginia Tech team determined that lead was leaching from the new plumbing fixtures. The Orange Water and Sewer Authority water was more corrosive than the water used to test and certify the fixtures. But it wasn’t the water supply that concerned Elfland; it was the “lead-free” plumbing devices that could legally contain up to 8 percent lead.

The solution was to flush water through the building’s plumbing system equal to six months of normal use, and then test it for safety. New and renovated buildings with new plumbing continue to go through this same process.

“The whole situation really made me angry,” Elfland said. “Lead in water has been a known problem since Roman times. I thought it was outrageous for regulations to be so lax that a situation like ours could occur.”

So she did something about it. Elfland made one presentation to the Water Quality Technology Conference in November 2008 and another one to the Plumbing Manufacturer’s Institute in April 2009, and she called for regulatory change.

When a plumbing manufacturer explained that beautiful faucets are formed with leaded brass, she responded, “You’re proud of a faucet that looks like a swan but poisons kids?”

Later, when two stubborn water fountains in Genetic Medicine kept yielding incredible amounts of lead even after the new flushing process, detective work by one of Edwards’ postdoctoral fellows and UNC plumbers revealed that the lead was leaching from valves farther up the line — valves that later were found to meet the 8 percent limit overall but had as much as 18 percent lead by weight on the inner surfaces contacting the drinking water. To determine how long the leaching would continue, Elfland set up an experiment in her South Building office and the nearby kitchen, with help from Edwards.

“A fifth-grader could have done this,” she said of squinting tap water into vials containing pieces of the valves. But it took more than elementary scientific knowledge to analyze the results and prepare a paper that went through the peer-review process and has just been published in the Journal of the American Water Works Association. Elfland is the first author of the paper, with collaboration from Edwards. "The experience of assisting her in this research was something I will always treasure," Edwards said of Elfland. "She has an administrator's organizational skills, a scientist's curiosity and an engineer's problem-solving ability. Once she has set her mind on solving a problem, there is no stopping her."

The six-member Faculty Hearings Committee conducts hearings and makes recommendations on decisions to suspend, demote or discharge a faculty member for cause based on misconduct, incompetence or neglect of duty, plus decisions not to reappoint a non-tenured tenure-track faculty member.

“The administration pays attention and takes the recommendations of the committee seriously,” said Aimee Wall, 2010–11 committee chair. “It is an opportunity, and a valuable tool, for getting faculty concerns heard. Hearings are quasi-judicial … and follow due process protection.”

The 10-member Faculty Grievance Committee is structured to represent all faculty ranks, both fixed-term and tenure track. The committee handles any grievance outside the jurisdiction of the Hearings Committee — typically those involving salary or travel policy, research leaves or promotion to full professor.

The committee, which often hears disagreements between faculty members and department chairs, benefits from members’ legal expertise, said Beverly Taylor, 2009–10 committee chair.

“Many cases are not necessarily about a violation of a rule or policy, but are related to the quality of a person’s professional experience,” she said. “Often they result from a breakdown in communication.”

Faculty members also can take a less formal path and discuss issues with the University Ombuds Office.

“Our jurisdiction is anything that concerns anyone at Carolina,” explained Laurie Mesilov, one of two Carolina ombuds. “We generally don’t make recommendations; we listen and help people think through their options.”

The office operates with a level of confidentiality and does not keep records of who came to the office or what was discussed, said Wayne Blair, University ombuds.

Most issues result from a breakdown in communication, he said. "Often people come in thinking they have an agreement and walk away with a very different understanding of what they agreed on."

Taylor said that many of the formal grievances filed last year could have been avoided if people had first gone to the Ombuds Office.

Several faculty members raised questions about individual researchers’ responsibilities in protecting sensitive information, versus the University’s responsibilities.

Leslie Strohm, vice chancellor and general counsel, said it depended on the circumstances, given the University’s decentralized IT support.

“Larry Conrad (vice chancellor for information technology) is happy to talk with any department about what central IT is responsible for and what the department is responsible for,” she said.

Faculty Chair McKay Coble encouraged people to contact Conrad’s office for clarification. “When in doubt, call Larry Conrad; his office will check it out for you.”
‘Centrals’ decommissioned

At the beginning of the month, Faculty/Staff Central and Student Central were decommissioned and the servers on which the “centrals” resided were turned off.

Most of the functions from the centrals have been moved to ConnectCarolina, the massive University endeavor to replace Carolina’s aging administrative systems.

To access ConnectCarolina and to find information formerly located on the centrals, people should log in at the MyUNC portal (my.unc.edu).

A few functions are not currently available in ConnectCarolina, but should be available in December. These include academic eligibility and the unofficial transcripts previously available through the centrals. Official and unofficial transcripts will remain available from the Office of the University Registrar.

The historical grades/courses data will continue to be available. The access point to this data has been moved to another server, ensuring that the information will be accessible for spring 2011 registration.

The web interface is nearly identical to that in the centrals, but faculty/staff advisers will see a small change in menus to access the information. Instructions for accessing this information are available at connectcarolina.unc.edu.

Chris Derickson, assistant provost and University registrar, said the registrar’s office would continue to assist students, faculty and staff through this last step in the transition to ConnectCarolina.

Roll up your sleeves next month for the Holiday Blood Drive

The University will host its 12th Annual Holiday Blood Drive Dec. 14, from 7:30 a.m. to 1 p.m. in Woollen Gym. More than 38,000 blood donations are needed every day, and each donation helps to increase someone’s chances of survival. No one knows when they or someone in their family will need blood. And with each blood donation, donors have the personal satisfaction of knowing that they have helped to save lives in their community.

Help Carolina reach its goal of 400 units of blood and receive an American Red Cross blood donor T-shirt in return.

To schedule an appointment to donate, visit www.unc.edu/blood or call 96-blood (962-5663) between 8 a.m. and 5 p.m. For questions about eligibility to donate blood, visit www.redcrossblood.org or call 866-562-7156. Volunteers are also needed. Go to www.unc.edu/blood and click on the volunteer link for details and shift options.

During his years at Carolina, he served as professor of obstetrics and in many leadership roles, including chair of the department and clinical director of anesthesiology services at UNC Hospitals.

In 1989, Norfleet received UNC Hospitals’ H. Fleming Fuller Award, honoring medical staff who demonstrate “the highest standards of patient care, teaching and community service.” He received the Medical Alumni Association’s Distinguished Faculty Award in 1999.

In 1985, he received the Residents Excellence in Teaching Award, and the medical school class of 2000 selected him to deliver its commencement address.

Norfleet was known for his extraordinary skill, dedication, energy and compassion. He was involved in the first heart and lung transplants at UNC, and he developed particular expertise in caring for patients undergoing complex cardiothoracic procedures.

He was nationally recognized as an authority on independent lung ventilation and single-lung anesthesia, and he was highly sought after as a teacher of these techniques.

Norfleet even delayed his retirement when the dean asked him to assume leadership in the department. From 2006 to 2008, Norfleet served as the anesthesiology chair before retiring from the faculty on Jan. 1, 2009.

Memorial contributions may be made to Christ Community Church (Faculty Fund), P.O. Box 2314, Chapel Hill 27515; UNC Medical Foundation (Norfleet Distinguished Professorship Endowment), 880 Martin Luther King Jr. Blvd., Chapel Hill 27599; or University United Methodist Church (Rose Garden Fund), 150 E. Franklin St. 27514.

To read more about Norfleet, refer to http://bit.ly/d5CJQF.

Being published is an honor for Elfland, but perhaps her proudest moment came this June at the American Water Works Association national conference, when Phil Singer, Okun Distinguished Professor of Environmental Sciences and Engineering, praised Elfland for taking on this public health issue.

“I was at the American Water Works Association and up pops Carolyn Elfland,” Singer said. “I was proud to see one of my UNC administrators presenting cutting-edge findings at a technical conference for an association to which my professional and academic colleagues and I belong.”

Elfland was asked to participate in a conference call with the committee that advises NSF International, the certification body for plumbing devices, on lead. Later, NSF issued new regulations tightening the lead-leaching standard effective in 2012.

Elfland isn’t completely satisfied. “I want the federal law changed so that there is no lead allowed in plumbing products that touch water for human consumption,” she said. “We create this problem anew every day. That’s stupid.”

Recently introduced legislation would reduce the amount of lead allowed in brass devices used in potable water systems from 8.0 percent to 0.25 percent. If it passes, Elfland could get her wish.

CMS: "'Centrals' decommissioned"
Albert Coates served the state of North Carolina with missionary zeal

Long before he became known as the father of the Institute of Government, Albert Coates was a man with a mission. His career at Carolina spanned six decades, including 31 years as the institute’s first director.

During that time, Coates was alternately seen as a selfless idealist and a rule-breaking maverick who had the oratorical skills of a country lawyer — or preacher — and was driven by a consuming passion for public service gleaned from then-University President Edward Kidder Graham.

Coates drew from that missionary zeal to create the institute, but at times it also made him impossible to work with — or for, said John Sanders, who joined the institute in 1956 and succeeded Coates as director six years later.

Both Coates’ striking originality and his sometimes exasperating determination are captured in the newly released biography by Howard E. Covington Jr., “The Good Government Man: Albert Coates and the Early Years of the Institute of Government.” (The North Carolina Collection published the book, which is being distributed by UNC Press.)

Coates launched the institute in 1931 as his personal enterprise, and with the full support of his wife, Gladys, he sustained it for more than a decade by his own labor and force of will.

**MONUMENT — OR TOMBSTONE**

Covington said that Coates “created the Institute of Government as an extension of his classroom, and thus as an extension of himself.” It was conceived not merely to amass knowledge, but to share that knowledge with public officials across North Carolina.

Throughout the 1930s, Coates traveled the state preaching the gospel of good government and courting benefactors to keep the fledgling institute afloat during the Great Depression.

Eventually, Coates raised enough money to buy land on Franklin Street for a home for the institute, and then borrowed money to clear the land. When fundraising fell $25,000 short, Coates convinced an insurance executive from Greensboro to advance him the money as a loan — under terms that claimed more than half his annual law salary should be default.

When the building was dedicated on Thanksgiving 1939, friends said the building would become Coates’ monument, but he wasn’t so sure.

“It may turn out to be my tombstone,” Coates said. At the time, the institute and Coates — who continued to heavily subsidize it — were so deep in debt, the future remained uncertain. It wasn’t until years later that the building was named for Coates and his wife.

In 1942, the institute was incorporated into the University and began receiving state support.

As Covington describes in his book, this arrangement came about because of a chance encounter between Coates and William D. “Billy” Carmichael, the University’s chief financial officer. Carmichael was walking at the edge of campus and saw a light in the Institute of Government, where he found Coates putting in another late night.

Given his commitment, it was only natural that when faced with the prospect of forced retirement at age 65 (then mandatory for University administrators), Coates believed the institute couldn’t go on without him — or for that matter, he without it.

So as his 65th birthday neared, Coates wrote a 158-page document for President William Aycock, intended as a history of the institute and an appeal to Aycock to waive the retirement rule. But Aycock refused to budge.

On the night of Aug. 31, 1962, Coates unscrewed the nameplate from his office door in Knapp Building, the institute’s building at the corner of South and Country Club roads that opened in 1956, and replaced it with one for Sanders.

After his mandatory retirement, Coates continued teaching fulltime at the law school until 1967. He and Gladys would not set foot in the Knapp Building again until 1972 when a concert by the North Carolina Symphony was held in their honor.

**TRAILBLAZER FOR ‘bewildered humanity’**

Coates was a big man on campus long before he began the institute.

He started his first year at Carolina in 1914 and soon fell under the spell of Graham, the new University president he would come to revere.

During daily chapel meetings in Gerrard Hall, Graham called upon students to practice an “everyday patriotism” as he called upon the University to commit its resources to the service of the people of North Carolina.

Coates took those words to heart. By his senior year, Coates was president of the North Carolina Club and had begun his lifelong quest to connect the University’s know-how with the needs of the state.

Though inspired by Graham, Coates’ closest mentor was E.C. Branson, who during 19 years on the Carolina faculty made the governmental, social and economic institutions of the state the legitimate subject of research by professors and study by students.

In 1923, as Coates was about to join the law school faculty, Branson wrote Coates to convey his pride in his former student: “I have always felt sure you would find yourself and your place in the scheme of things entire, and your place is that of a trailblazer and pace maker for bewildered humanity in its forward march,” Branson wrote. “You begin where every effective genius begins, namely, with the folks and the big problem you best know.”

Coates’ circle of influence included novelist Thomas Wolfe, who, in the face of withering criticism following the publication of “Look Homeward Angel,” sought Coates for his fair-minded appraisal.

He also was influenced by Horace Williams, the eccentric, beloved philosophy professor who encouraged Coates to study law at Harvard. And he faced formidable rivals Howard Odum, the sociologist with whom he battled over academic turf in the 1930s, and FBI Director J. Edgar Hoover, who viewed as a potential threat the law enforcement training offered by the institute.

**CONTINUING THE DREAM**

A memorial tribute by Sanders after Coates’ death in March 1989 said, “Albert Coates’ first great achievement was to conceive and advocate with ‘eloquence, unrelenting vigor and absolute conviction’ the idea of the institute.

His bulldog tenacity and vision were bound inseparably, Sanders said in a recent interview. Coates’ overzealousness was tolerated, Sanders said, because supporters understood that it allowed him to overcome obstacles necessary to conceive of the institute and keep it going through hard times.

Coates also inspired others to believe in his dream so they could build upon it, Sanders said. In the early years, most people who worked at the institute had no job security, only their faith in Coates to draw on. What joined them in an almost spiritual brotherhood was the ideal of the institute itself.

As Covington wrote, Coates paraphrased the Bible to tell “his disciples that he wanted them to ‘love the Institute of Government with all their heart, with all their mind and all their soul.’”

And those who stayed did, although none acquired full status as faculty members until 1957.

Sanders stayed on as institute director for three decades, with a break from 1973 to 1979 when he worked for UNC President William Friday, and Henry Lewis served as director.

In 1992, he was succeeded by Mike Smith, who presided over the expansion of what is now the Knapp-Sanders Building and the transformation of the institute into the School of Government. Currently, it is the largest university-based local government training, advisory and research organization in the United States.

Smith said Covington’s new book provides an opportunity to look back with admiration at the man who set high standards for service that are still followed today.

“Albert Coates built an impeccable reputation for quality of service, political neutrality and reliability that continues to make the school a trusted resource for public officials across the state,” Smith said.

— Sara Ruhlman