There is no way to know when the joint Senate-House conference committee will propose a final state budget, but when the Gazette went to press on Monday it appeared almost certain an agreement would not be reached before today (July 15), the date the temporary spending bill to begin fiscal 2009–10 was set to expire.

Chancellor Holden Thorp, in his July 1 budget message to the University community, did not emphasize when the budget would be approved or how it would be funded. He focused on how the University should respond to a budget picture that remained bleak.

Even as administrators await a final budget from legislators, they are slicing spending levels to accommodate permanent budget cuts totaling 10 percent for the 2009–10 fiscal year. This total includes the 5 percent cut Thorp announced in March as a proactive step, with the warning that things could get even worse.

UNIVERSITY Gazette

Gray-Little becomes #1 Jayhawk

UNC slices spending in anticipation of deep budget cuts

A 5 percent cut would have amounted to a loss of nearly $29 million in state funding. The 10 percent cut takes that number to nearly $60 million when cuts to the Area Health Education Centers program are included.

“We’ve been saying all along that additional cuts were possible and that permanent cuts would be unavoidable,” Thorp said in his e-mail.
Carolina is recognized among the ‘Great Colleges to Work For’

The Chronicle of Higher Education has ranked the University among the nation’s “Great Colleges to Work For” based on results of a new survey announced last week.

The Chronicle recognized four-year campuses in 26 different categories. Carolina appears on the following lists:

- Teaching environment. (Faculty members say the campus recognizes innovative and high-quality teaching).
- Facilities and security. (Employees say the appearance of the campus is pleasing and the campus takes steps to provide a secure environment).
- Connection to institution and pride. (Employees have a strong sense of loyalty to the institution).
- Respect and appreciation.

The University was among more than 240 four- and two-year colleges and universities that signed up for The Chronicle’s program and went through the survey process last spring. Results are based on responses from nearly 41,000 administrators, faculty members and staff members. The survey was administered and analyzed by ModernThink LLC, a strategic human capital consulting firm.

“Carolina faculty and staff have a special connection to this great institution. However, this also seems to be the feedback gathered from faculty and staff. To see the rankings, refer to chronicle.com/indepth/academicworkplace. (Clicking on a college name in any list reveals all the categories in which the college was recognized.)

First phase of ConnectCarolina goes live July 20

Next week, the campus community will get its first look at the public face of the ConnectCarolina project when the redesigned campus directory goes live.

The University has been working for more than two years to create a new integrated administrative computer system, known as ConnectCarolina, and people will begin using a key aspect of that work — the upgraded campus directory — on July 20. When people go to the familiar URL directory.unc.edu, clicking on the Online Campus Directory link will redirect them to a new online location. They will see a redesigned screen for updating campus directory entries (on the left side of the screen) and minor changes in the search or update tools.

As people are redirected to the new site, they actually will enter the University’s new enterprise portal. The portal is a gateway for gaining access to online applications and services, much like the portals people use to access online services such as banking, e-mail, social networking, shopping and registration.

“People will still be able to use the campus directory to conduct searches and update their information as they do now, and they will have a chance to become familiar with the concept of using the portal as a way to access other University applications,” said Jerri Bland, ConnectCarolina project director.

SERVICE OUTAGES

The transition will require some service outages.

The ability to look up information in the online campus directory and to change Onyen passwords will not be affected. However, beginning yesterday (5 p.m. on July 14) until 8 a.m. on July 20, people will not be able to update their online directory information or to create new PIDs or Onyens. Departments will not be able to hire permanent or temporary employees (SPA and EPA) during the outage.

Also during the service outage, people will not be able to update the cell phone numbers they list to receive Alert Carolina messages. They still will be able to receive any Alert Carolina notifications sent to cell numbers already in the system, but they cannot update that information during the outage.

Following the outage, Information Technology Services will contact people who changed Onyen passwords during this time to remind them to provide any updated Alert Carolina information.

Student Information Services (SIS) users will be affected during the outage as well. In addition, they will see permanent changes related to student biographic and demographic information. Affected SIS users have been invited to training classes to learn the new system.

THE PORTAL

When the outage ends on July 20, the online campus directory will be in its new location in the portal. People will be able to create PIDs and Onyens and update information for Alert Carolina through the same processes as before.

In addition to being the access point for the directory, PeopleSoft and other enterprise applications, the portal will become the gateway for new functions in the future. Eventually, it will replace Applicant Central, Student Central and Faculty/Staff Central.

In August, prospective students also will use the portal to access
Coble aims for new partnerships as faculty chair

McKay Coble’s current office in the Center for Dramatic Art is dotted with white plastic models, miniatures of sets for PlayMakers Repertory Company productions, past and future. Fashioning the models is a key part of the evolution from roughly sketched idea to full-blown theatrical set.

Coble, professor of design and chair of the Department of Dramatic Art, has designed sets and costumes for the stage throughout her 23 years at Carolina, including for PlayMakers’ performances of “The Little Prince,” “The Glass Menagerie/Well,” “Amadeus,” “Pericles” and “Cyrano.”

Her craft requires creativity, insight, an eye for detail and a keen understanding of what makes things work.

If a particular scene calls for a platform that can withstand the movements of five actors, for example, the designer has to blend aesthetics with a basic knowledge of engineering to produce a structure that fits the scene and is durable, yet pliable. It requires a delicate balance between imagination and mechanics.

Coble plans to use a similar balance in her new role as faculty chair, beginning with an openness to new ideas.

“My willingness to listen to ideas and see if there’s a way to make them work might be one reason people elected me to this position,” she said. “I believe that if people stop coming to you, it isn’t because you’ve solved all the problems; it’s because they’ve given up hope.”

Coble began her three-year term on July 1. She also wants to forge partnerships with what she calls the unusual suspects — people from disciplines that typically do not work together. “Putting people together who might not otherwise find each other creates collaborations that could be fantastic,” Coble said.

“There are so many ways for people to break out of their silos,” she said. “One of the things I really love about this university is the potential to cross barriers.”

She cited the recent Dance at Carolina Task Force created by Bill Andrews, senior associate dean in the College of Arts and Sciences.

Co-chaired by Coble and Tim Carter, David G. Frey Distinguished Professor and chair of the music department, the task force looked at the future of dance at Carolina — everything from creating a dance minor and the impact on campus dance clubs to a broader view of dance as human movement and ways to incorporate it into non-arts fields such as computer science and physical therapy.

“At Carolina, we truly have the flexibility to examine a range of issues that people assume are set in stone,” Coble said.

One such issue is the role of fixed-term faculty. Coble is a member of the college’s Fixed Term Faculty Committee, created by Chancellor Holden Thorp when he was dean of the college to develop a plan for creating consistency among units.

“Certain departments do it differently than others, but essentially you teach and you work and you don’t cause trouble; that’s what fixed-term faculty do,” Coble said.

Discrepancies exist in terms of voting rights and offices that can be held, among other issues, she said.

University-wide, a Faculty Council Committee on Fixed-Term Faculty, chaired by Suzanne Gulledge from the School of Education, has been examining some of these issues. With persistence, Coble said, the result of these campus discussions could be a workable model, a paradigm shift.

“My dream of dreams is that we’d talk about systemwide consistencies — how you value fixed-term faculty, how they

Griffin leads forum discussion on thrift and job security

The Employee Forum’s July agenda item was listed as “Go Around the Room: A Chance for Attendees to Share the Issue Most on their Minds.” Not surprisingly, with a 2009–10 state budget still to be approved, the common issue on people’s minds was job security.

One newly appointed member, Robert Humphreys, said, “The question most on my mind is how much of this University is going to shut down after they pass the budget — and how many of us are not going to be sitting in these seats in the coming months.”

Humphreys, who works as an administrative support specialist in the Department of Otolaryngology, said he had always considered himself a positive thinker and believed the United States was the greatest country in the world. Now, however, he thought it was unavoidable to acknowledge the problems people across the country were experiencing.

Even though he still believed that keeping a positive attitude would be crucial for economic recovery, he admitted that doing so was not easy.

As Tommy Griffin, forum chair, asked others to share their thoughts, most delegates expressed a variation on that theme. Some spoke not only about the hardship imposed on the people who were laid off, but also on the effects on the work environment for the people who were left behind. Housekeepers talked about heavier workloads caused by layoffs.

Bonnie Baird, the newly elected forum secretary who works as a judicial educator in the School of Government, noted that the effect on many people in the private sector was even more severe. Many had lost their jobs and may never get them back.

“I am happy to have a job,” Baird said, noting that “higher education is really the place to be” during difficult times.

Alan Moran, a carpenter in Facilities Services, talked about the importance of morale and its effect on work performance. “Work hard, work diligently,” Moran said. “It begins with everybody in this room working as hard as they can for the University and for the state.”

Moran, who also serves as a delegate to the Staff Assembly, a staff body of delegates representing institutions in the UNC system, said General Administration was on the “front lines” in working with the legislature to support the system.

Jackie Overton, newly elected vice chair who works as a staff development specialist with the Department of Public Safety, said it was important for the forum to make sure some of the proposals contained in the Bain & Company report were acted upon in the future. Overton referred to the privately funded study the University undertook to identify ways to streamline operations to become more effective and save money.

“I think that (acting on the report) will be critical to putting the University in a position of strength when the economy turns around,” Overton said.

Deborah Dehart, a delegate who works as a research specialist in the Center for Alcohol Studies, talked about the importance of being creative in saving money.

She cited efforts already under way for sharing lab animals that are no longer needed for one research project so they could be used in another project. Dehart also talked about going to the University’s surplus store to equip labs at a cost of pennies on the dollar compared to what new equipment would cost.

During his remarks, Griffin repeated a point he has made often: The country had endured war and depression and it would get through this crisis, too.

“Right now, every time we save a dollar we could be saving a job,” Griffin said in support of cost-saving ideas.
Nudging the thermostat up a few degrees during warm weather and down a few degrees when the temperature cools off is an effective way to save energy — and reduce utility costs. That is exactly what the University is doing.

This summer, the Facilities Services Division has begun adjusting the temperature in campus buildings to conserve energy during the times the buildings are occupied. In general, the temperature set points will be between 76 and 78 degrees during the summer and between 69 and 71 degrees during the winter. Most buildings will be programmed to relax these settings (to between 64 and 83 degrees) when buildings typically are unoccupied or have low occupancy.

Richard Mann, vice chancellor for finance and administration, announced the campuswide energy conservation measures in a July 8 e-mail message to the Carolina community. The University is implementing the measures as part of a new Energy Use Policy adopted in response to the global economic situation, the University’s commitment to climate neutrality by 2050 and state legislation that mandates reductions in energy consumption, Mann said.

The standards for temperature and humidity have been set in accordance with recommendations from the American Society of Heating Refrigerating and Air-Conditioning Engineers for occupied spaces although University administrators understand that certain campus facilities require strict, consistent temperatures.

In these facilities — including labs, animal facilities, museums, libraries and computer server spaces — Facilities Services will work to accommodate specific needs and look for other energy-saving measures that can be applied.

“Implementing the University’s Energy Use Policy is a priority for our division,” said Van Dobson, assistant vice chancellor for facilities services. “Our maintenance staff and Energy Management engineers have begun the work required to achieve these new temperature standards. We expect to complete a majority of this process by the time the fall semester begins and conclude it in early fall.”

Projections show a savings of $4 million to $5 million a year in energy costs, Dobson said.

Moderating the temperature in campus buildings has been a frequently mentioned cost-saving suggestion submitted to budget ideas@unc.edu.

“Since people are encouraged to do the same thing at home to save energy, we are optimistic that they will be supportive of the University’s effort,” said Carolyn Elland, associate vice chancellor for campus services. “Relatively minor temperature adjustments yield a significant reduction in energy consumption.”

The technical work to reprogram and adjust buildings’ heating ventilating and air-conditioning (HVAC) control systems will be done primarily behind the scenes and will be practically unnoticeable to people within the buildings, Dobson said. Some of the older buildings also require manual adjustments to thermostats or HVAC systems, but any disruption should be minimal.

“We’d like to ask people to be tolerant of any discomfort as temperatures are adjusted and understand that during this process several maintenance technicians will be temporarily taken away from their regular duties,” Dobson said. “That could potentially result in delayed response times for trouble calls.”

Information about the energy-saving measures, including a link to the policy and list of frequently asked questions, will be posted at www.save-energy.unc.edu. People also can send energy-saving ideas to a specially designated e-mail address, save-energy@unc.edu. Questions about temperature and occupancy standards in specific buildings should be directed to the building managers.

**‘WATT’ YOU CAN DO TO SAVE ENERGY**

The campus community is instrumental to the success of the Energy Use Policy. Doing the following things on a regular basis will have a significant impact on overall energy savings:

- **Dress for the weather.**
- Turn off lights and equipment when leaving a room, even for short periods of time, and especially at the end of the workday.
- Switch to compact fluorescent light bulbs, which use only one-quarter as much electricity to create the same amount of light as incandescent bulbs and last much longer.
- Close doors and windows overnight and when the building is heating or cooling.
- Unless required for remote access, turn off personal computers and equipment at night and configure them to power down automatically when not in use.
- Those working in laboratories should be sure to close their fume hood sashes when not in use.

In addition, people can promote conservation by walking or biking when traveling around campus and using public transportation or carpooling whenever possible. They also can reduce the use of vehicles by planning activities to eliminate or combine trips.

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Vinroots’ pledge benefits School of Government

School of Government faculty and graduate students will benefit from the $1 million pledge from former Charlotte mayor Richard Vinroot and his wife, Judy, that honors Vinroot’s friend and mentor, Robert W. Bradshaw Jr., a former chair of the Republican Party of North Carolina.

Part of the commitment ($666,000) will be matched by the state’s Distinguished Professors Endowment Trust Fund to create the $1 million Robert W. Bradshaw Jr. Distinguished Professorship to support a faculty member who teaches, advises and publishes in local and state government fields.

The remaining $334,000 will establish the Robert W. Bradshaw Jr. Public Administration Fellowship, to cover tuition and expenses for worthy Master of Public Administration students.

“This historic gift will support two important aspects of our work: the faculty who teach and advise government officials every day, and the graduate students who become public service leaders in local and state government, as well as in federal agencies and nonprofit organizations in North Carolina and throughout the country,” said Mike Smith, dean of the school.

Vinroot said: “I’m most grateful for what Bob did for me personally, but more so for what he’s done for everyone in North Carolina throughout his professional life. Accordingly, Judy and I can think of no better way to honor Bob than at the School of Government, where public service is the essence of their mission.”

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Last week, the Budget Committee gave vice chancellors and deans specific targets for spending reductions so they could implement the additional 3 percent cuts. (This information is posted on the Carolina Budget Information Web site, universityrelations.unc.edu/budget, under Recent Budget Communications.)

Thorp has emphasized repeatedly that the University’s top priority throughout this crisis has been to protect students in the classroom and academics.

Toward that end, the University has so far been able to avoid eliminating any faculty positions.

In light of recent legislative scrutiny, however, it appears likely that there will be cuts for research centers and institutes, but the University will have flexibility in how to apply those reductions, Thorp said.

Dwayne Pinkney, assistant vice chancellor for finance and administration, said it was not unusual for the budget process to take longer during times of economic crisis because the combination of choices — spending cuts and higher taxes — can be harder to make.

Pinkney said there was agreement, for instance, that taxes should be raised to generate enough revenue to lessen the scope of cuts, particularly in the area of education.

“Big questions still to be resolved are which taxes to raise and by how much,” he said.

Last Friday, the House and Senate agreed to a spending plan of $18.9 billion for the 2009–10 fiscal year, Pinkney said. This plan includes roughly $1 billion in new taxes, but the details of a revenue package have yet to be resolved.

The major differences revolve around the question of how broad the tax increases should be, Pinkney added.

The earlier version of the budget proposed by the House would have raised sales and income tax rates, while the Senate version would have lowered some rates but significantly increased the number and kinds of services subjected to taxes.
A 17-member search committee will conduct a national search for Carolina’s next executive vice chancellor and provost, replacing Bernadette Gray-Little. Chancellor Holden Thorp announced the formation of the search committee in a June 25 e-mail message to the campus community. “The job of executive vice chancellor and provost is critical to Carolina’s future academic success,” he said.

This person serves as chief academic officer and oversees all academic operations including 13 schools and the College of Arts and Sciences, the University Library, a variety of centers and several cultural and educational units. The provost also works closely with Vice Chancellor for Finance and Administration Dick Mann to manage the University’s budget process.

Shelton Earp, who has served on past chancellor, provost and dean searches, will lead the search process, Thorp said. Earp is professor of medicine and pharmacology, Lineberger Professor of Cancer Research and director of the UNC Lineberger Comprehensive Cancer Center.

The committee’s work will be supported by R. William Funk and Associates, a nationally known search firm specializing in higher education.

Lissa Broome, the Wachovia Professor of Banking Law, will serve as vice chair of the committee. Other faculty members serving on the committee are:

- Valerie Ashby, Gordon and Bowman Gray Distinguished Term Professor of Chemistry;
- Jane Brown, James L. Knight Professor of Journalism and Mass Communication;
- David Gerber, associate professor of surgery;
- Jonathan Hess, Moses M. and Hannah L. Malkin Term Professor of Jewish History and Culture;
- Lou Perez, J. Carlyle Sitterson Professor of History;
- Bert Peterson, professor and chair of maternal and child health;
- Terry Rhodes, professor of music;
- Ned Sharpless, associate professor of medicine; and
- Jay Swaminathan, senior associate dean of academic affairs in the Kenan-Flagler Business School.

The remaining committee members are:

- John Ellison, a member of the Board of Trustees;
- Sarah Michalach, associate provost and University librarian;
- Shirley Ort, associate provost and director of scholarships and student aid;
- Stephanie Thurman, business officer for the provost’s office;
- Jasmin Jones, student body president and a member of the Board of Trustees; and
- Keith Lee, president of the Graduate and Professional Student Federation.

Until the search process has been completed, Bruce Carney, the Samuel Baron Distinguished Professor of Physics and Astronomy, will serve as interim executive vice chancellor and provost.

“Through the years Bruce has held a number of key leadership roles at Carolina, most recently as interim dean of the College of Arts and Sciences for the past year, and I’m grateful to him for once again agreeing to step in where his many skills and wise counsel are needed,” Thorp said.

Thorp said the search committee was working toward his goal to name a new chief academic officer by next spring. The committee will recommend a final slate of candidates to him, and he will forward his recommendation to the Board of Trustees for approval.

In Memoriam

MARY TURNER LANE
Curriculum in Women’s Studies

DEIL WRIGHT
Political Science, School of Government

HONORS

Two faculty members from the School of Information and Library Science have received 2009 Outstanding Teacher Awards, which were presented during the school’s commencement ceremony in May. GARY MARCHIONINI, Cary C. Boshamer Distinguished Professor, and EVELYN DANIEL, associate dean for academic affairs, were nominated by their students for their teaching excellence.

LISA NORBERG, School of Information and Library Science adjunct assistant professor of practice and coordinator of instructional services for the Academic Affairs Library, has been inducted into the Frank Porter Graham Honor Society. The presentation was made during the annual ceremony in April.

RICK SEGAL, professor and director of the Division of Physical Therapy in the School of Medicine, has been elected as a 2009 Catherine Worthingham Fellow of the American Physical Therapy Association, the most prestigious recognition granted by the organization. He received the honor in June during the group’s annual conference.

GERHARD WEINBERG, William Rand Kenan Jr. Professor Emeritus of History, has been selected to receive the 2009 Pritzker Military Library Literature Award for Lifetime Achievement in Military Writing. The $100,000 honorarium, citation and medallion, sponsored by the Chicago-based Tawani Foundation, will be presented at the library’s annual Liberty Gala in Chicago in October.

HARRY WATSON, professor of history and director of the Center for the Study of the American South, has been elected president of the Society for the History of the Early American Republic (SHEAR). SHEAR is an association of scholars dedicated to exploring the events and meaning of United States history between 1776 and 1861.

CATHERINE MARSHALL, professor of educational leadership and policy at the School of Education, recently received the 2009 Stephen K. Bailey Award from the Politics of Education Association at the group’s 40th anniversary celebration in San Diego.

PATRENA BENTON, director of the N.C. Health Careers Access Program, was accepted as a member of the Management Development Program for 2009. The competitive program was held in June at the Harvard Graduate School of Education. The program’s goal is to prepare participants to become more effective leaders and to encourage innovative and realistic management.
Carolina North development agreement approved

After nearly two decades of off-and-on again planning and an intense 10-month period of almost continual staff work, ongoing public dialogue and monthly negotiations between trustees and council members, the University now has in hand what some departing trustees began to doubt would happen on their watch: a 20-year development agreement with the Town of Chapel Hill for Carolina North.

A specially called June 25 Board of Trustees meeting was characterized by a sense of surprise and relief as outgoing trustees Karol Mason, Nelson Schwab III and Paul Fulton voted for the agreement and celebrated the many people who made it happen.

The agreement received a similar level of acclaim from Chapel Hill Town Council members, who unanimously approved it three days before.

"Surreal and wonderful," was how Chancellor Holden Thorp described the experience of being present for the council’s endorsement of an agreement that will guide the development of 3 million square feet of building space on 133 acres during a 20-year period.

Adding a new zoning district

Enabling the town council’s approval of the development agreement were preceding votes to create a new University-1 zoning district and to rezone 643 acres of the Carolina North property to the new U-1 zone.

At the trustees meeting, Jack Evans, Carolina North’s executive director, reminded trustees that the passage of the development agreement marked a “milestone, not a finish line,” and that much collaborative work between the University and town lay ahead.

During the next 50 years, the University expects to build a total of 8 million square feet on 228 acres within the U-1 zone. While the entire Carolina North property within Chapel Hill is in the new U-1 zone, the area proposed for development over the next 50 years occupies only the southeastern section of the tract. This area now encompasses the Horace Williams Airport, which will be closed once construction begins.

The development agreement was limited to 20 years in duration as required by state law.

Not only does the agreement allow for continued negotiations and modifications, it requires both as the development of Carolina North unfolds during the next two decades, Evans said.

Unlike a conventional special-use permit, the agreement calls for ongoing review and negotiation processes between the town and University to continue for the life of the agreement.

What key players in the process had to say

"About a year ago the town manager called and asked if I would be available to assist in what he called a short-term project to design a review process for Carolina North. ... it’s been an exceptionally rich process to go through this past year."

David Owens, School of Government professor, June 22

"It’s been a privilege for me to see the collaborative process that has ensued and I have enjoyed being a part of it. ... One important thing is to assure all of you that, as Roger Stancil pointed out, this is a living document and it has a lot of ongoing commitments in terms of what we will strive to do regarding transit, the pedestrian pathway and conservation. I don’t have the slightest hesitation in agreeing to participating in those terms for as long as this development agreement is in effect." Holden Thorp, UNC chancellor, June 22

"I am enormously optimistic that the growth of Carolina North is going to lead to a significant increase in commercial dynamism as well as whole tech-transfer effort on the part of the University."

Matt Czajkowski, council member, June 22

"Neighborhoods for Responsible Growth would like to recognize the town and the University for making a consistent effort to include the public throughout this process. Not only have you listened, but you’ve worked with us to incorporate many of our suggestions into the development agreement.”

Janet Smith, speaking for NRG, June 22

"We think the proposed development agreement is a better document because of the comprehensive input and review during that process. I particularly want to single out David Owens for his special contributions — his expertise, his assistance with mediation efforts, the fact that he is knowledgeable both about the University and the community, and perhaps foremost, the fact that he is trusted by all participants in this process."

Jack Evans, Carolina North executive director, June 22

"I am really happy to support this development agreement. I think it has turned out to be an excellent, innovative document that is worth all the time that we’ve put into it. It’s flexible. It’s a planning tool. ... I think the way that it has been conceived and how it is going to play out over time is really good for the University and good for the town."

Kevin Fay, Chapel Hill mayor, June 22

"We are just so pleased with the collaborative spirit that the town and the University have demonstrated as they have worked on this together. We think this document will have enormous benefit to both."

Roger Perry, Board of Trustees chair, June 16

"I do honestly feel that the town supporting UNC’s growth in the long run is the right thing to do — and having the University so interested in growing in a way that matches the town’s values is encouraging for everyone."

Bill Strom, council member, June 22

Agreement built on unprecedented trust

No one can say precisely how long the University has been trying to develop a plan for Carolina North because it depends, as Jack Evans said, on the rather arbitrary decisions when to start the clock.

The development plan the University’s Board of Trustees approved in 2007 and served as the basis for the development agreement approved last month by the Chapel Hill Town Council was the fourth iteration of University plans, following those in 1995, 2002 and 2004.

Evans, the executive director of Carolina North, described the most recent plan as the University’s third planning “mulligan” — a golf term that describes the practice of ignoring an errant shot and counting only its replacement in scoring.

The analogy seemed apt enough, even though the earlier efforts served to help the University hit the final shot close to dead center.

Preparations for the work that led to the recently approved development agreement started in the summer of 2008 when town officials engaged David Owens, a longtime resident of Chapel Hill and professor in the School of Government, to help with the process.

Working with Town Manager Roger Stancil, Evans and a number of town and University staff members, Owens crafted a tightly compressed set of parallel processes that the governor hoped would culminate in a development agreement by the following summer. Chancellor Emeritus James Moeser had aggressively pursued such an agreement.

"It is an ambitious agenda," Owens told Evans at the time, "but it can be done."

Unprecedented trust

That both parties trusted Owens was important from the outset. Equally important was the trust that developed in the successive negotiating sessions involving the town council, Chancellor Holden Thorp and trustees Roger Perry and Bob Winston.

After the historic agreement was approved, Evans noted, "I think we should all take some satisfaction that, with David’s considerable help, we got to where we are.

Evans and Owens, though from the University, understood the competing pressures faced by council members and trustees. They partnered with Stancil to devise an open-ended, inclusive process that not only allowed residents to voice concerns through regular forums, but also addressed those concerns during monthly meetings of a joint group of trustees and council members.

The difference, in part, may have been the dramatic shift in what council member Strom described as the “atmospherics” surrounding the decision.

When the council unanimously approved the agreement, council member Sally Gillimson said, "The silence up here speaks volumes."

She could have made a similar comment about the rows of empty chairs in the town chamber during the meeting’s public hearing phase, only one person spoke and she offered more praise than criticism.
CAROLINA NORTH TIMELINE

1940
Upon his death, retired professor Horace Williams, founder of the UNC philosophy department, leaves more than 24 area properties to the University, including the land north of campus that became known as the Horace Williams tract.

1941
While the date of construction of Horace Williams Airport has not been precisely determined, its earliest depiction appears in the May 14 M Regional Aeronautical Chart.

1998
A long-term study results in a report by JR Incorporated and Parson Brinkerhoff that establishes key elements of planning and transportation systems for the development of the property. The plan features a mixed-use “University Village,” assumed the continued operation of the airport and called for 56 percent of the property to be developed.

2001
A UNC advisory committee working with Ayers Saint Gross architectural firm produces a land-use plan that limits new development to about 30 percent of the site. Much of the new campus is to be built alongside the runway of the airport, which would continue operation.

2003
Town of Chapel Hill’s Horace Williams Citizens’ Committee meets throughout the year and issues a report in January 2004 outlining the town’s goals for Carolina North.

2004
A UNC advisory committee works with Ayers Saint Gross to design a conceptual plan for Carolina North featuring five mixed-use “neighborhoods” and assuming closure of the airport.

2005
A conceptual plan is presented to University trustees, who endorse a vision for Carolina North. First occupants of Carolina North are projected to be the School of Pharmacy, the School of Public Health and FG’s First School. Trustees vote in May to close the airport and move AHEC’s operations to Raleigh-Durham International Airport.

2006
UNC creates the Carolina North Leadership Advisory Committee. Jack Evans, business professor and former dean of the Kenan-Flagler Business School, is named executive director of Carolina North.

2007
University planners work extensively with Ayers Saint Gross to develop a concept master plan limiting development to 25 percent of the property, concentrated on the current airport site. Through a series of community meetings, public concerns are addressed and ideas incorporated into the plan, which trustees approved in September.

2008
In October, UNC submits its plan for Carolina North to the Chapel Hill Town Council, requesting that the town and University work to develop a text amendment for a new zoning district, a map amendment and development agreement for the new campus.

2009
In January, the town council approves a special-use permit for the construction of the Innovation Center, the first building planned for Carolina North. In June, the council unanimously approves the new zone and development agreement; trustees ratify the decision at a special meeting later that week.
FOREST THEATRE FESTIVAL

Paperhand Puppet Intervention’s 10th annual Forest Theatre production, “The Living Sea of Memory,” opens Aug. 7 and runs every Friday, Saturday and Sunday through Sept. 7, including Labor Day.

The theme looks at the human story through different lenses from the mythical to the personal and uses giant puppets, masks, stilt walks and shadows to tell the story, all performed to live music.

Shows begin at 7 p.m. with a different pre-show each night that begins at 6:30 p.m. Suggested donations are: adults, $10–$15; children ages 3–12, $7; and children 2 and under, free.

www.paperhand.org

AUG. 6 IS LAST CHANCE FOR WORK-STUDY SUPERVISOR ORIENTATION

One workshop remains on Aug. 6 for mandatory training for full-time faculty and staff members who are interested in joining the Federal Work-Study program.

The Office of Scholarships and Student Aid offers the training on topics such as institutional and federal guidelines, student payroll, the job classification system, documenting student hours in TIM, creating job descriptions and marketing jobs online.

No registration is required. Time Information Management (TIM) administrators and TIM back-up personnel are not eligible to participate.

The session is scheduled from 2 to 4 p.m. in Room 121 of Hanes Art Center. Contact Michelle Klemens for information (962-4176 or michelle_klemens@email.unc.edu).

NEW MAIL SCHEDULES

Changes to mail delivery schedules that affect delivery and pickup of mail to campus departments began last week. To check departments’ current schedules, see snipurl.com/mbeaq.

SIGN UP FOR PART-TIME JOB FAIR

University Career Services is holding its 2009 Part-time Job Fair on Sept. 1, from 1 to 4:30 p.m. in the Great Hall of the FPG Student Union. The fair is open to all majors and class years except MBA, law, medical, dental and MAC students.

The registration fee for campus departments that are interested in hiring non-work study students is $20 and is due by Aug. 1.

For information, call 919-843-0844 or e-mail karent@email.unc.edu or estrader@email.unc.edu.

TIM UPGRADE PLANNED FOR AUGUST

An upgrade of the University’s Time Information Management system (TIM) is planned for August and will include a new look and many improvements requested by campus users, including:

- Streamlined menu options;
- Full-screen display of the timecard without needing to scroll;
- Enhanced accrual balance reports;
- Reports exportable to Excel will give a real-time snapshot of data;
- Support for additional Internet browser options and versions;
- Compatible with the current Java release 1.6; and
- Manager to-do lists will be designed to simplify timekeeping by flagging exceptions.

Although the August upgrade will affect most users of the system, teletime and badge terminal employees will not experience any changes in TIM. Training materials and manuals for the TIM system upgrade will be available online beginning July 27.

The TIM system implementation was completed in March and is used by University staff, students and temporary employees to report and process time worked. TIM automates time reporting for payroll and special events and centralizes the leave reporting system.

Managers of large units are now able to easily maintain their employees’ work schedules. Time allotted and used for the recently mandated Flexible Furlough Leave program can be tracked and managed for future pay periods using this central system.

The TIM Web site, www.unc.edu/finance/payroll/tim, offers more information on upgrade training and the latest news.

AUTHORS SMITH, MCCORKLE TO JOIN MUSICIANS AT FESTIVAL

Authors Lee Smith and Jill McCorkle, with Nashville musicians Matraca Berg and Marshall Chapman, will perform works at the North Carolina Literary Festival that inspired the musical “Good Ol’ Girls.”

The performance will be at 8 p.m. Sept. 12. Venue and ticket information will be announced in August with the festival schedule. www.ncliteraryfestival.org

UNIVERSITY, HOSPITAL, ATHLETICS TEAMS EARN HIGH RANKINGS

- The N.C. Children’s Hospital is one of the best children’s hospitals in the nation, according to U.S. News Media Group’s 2009 edition of “America’s Best Children’s Hospitals.” The publication has recognized the hospital as 11th in the nation among those caring for children with respiratory disorders. The ranking is online (snipurl.com/mb2p7) and also will be featured in the August issue of U.S. News & World Report.

- The University has been designated as one of 44 “Best Buy” schools in the nation in the 2010 edition of Fiske Guide to Colleges. To be qualified, the guide evaluates qualities such as four- or five-star academic ratings, inexpensive or moderate price category and quality of student life on campus.

- Carolina finished the 2008–09 season in second place nationally in the Learfield Sports Directors Cup, the 14th time in the 16-year history of the award Carolina was the highest finishing school in the Atlantic Coast Conference.

The runner-up showing is Carolina’s best finish since a tie for second in 1997–98. UNC won the award in 1993–94 and also...
was second in 1994–95 and 1996–97. The Directors Cup, run by the National Association of College Directors of Athletics, measures a school’s postseason success in men’s and women’s sports. Each school is ranked based upon its 10 highest men’s and women’s finishes. The 2008–09 season was one of the finest in Carolina history. The women’s soccer and men’s basketball teams won NCAA championships, men’s soccer and women’s lacrosse reached the NCAA finals, the baseball team advanced to the College World Series for the fourth year in a row and the football team played in the Meineke Care Care Bowl.

OCCUPATIONAL HEALTH CLINIC HAS MOVED

The University Employee Occupational Health Clinic (UEOHC) moved to a new location in late June and is now located at 145 Medical Dr., on the second floor under the Health Affairs Bookstore. See map: ehs.unc.edu/ueohc/map.shtml. The UEOHC’s campus box number and phone number (966-9119) remain the same.

INTERNATIONAL PHOTO CONTEST

Submissions are due by Sept. 18 for the Center for Global Initiatives’ 10th Annual International Photography Competition. The amateur photo competition is open to all faculty, staff, students and alumni.

Photos must represent an international or cross-cultural experience and be submitted in digital format with preference for 300 dpi images in jpg or tiff format. E-mail up to three photos to bkutchma@email.unc.edu. An online entry form must also be submitted.

NEW CAROLINA, NIKE CONTRACT SUPPORTS SCHOLARSHIPS, FACULTY

The University and Nike Inc. signed a new 10-year contract for Nike to be the exclusive supplier of athletic footwear, apparel and accessory products to the Tar Heels, effective retroactively to July 1, 2008.

“The University of North Carolina is proud of its long-standing relationship with Nike,” said Dick Baddour, director of athletics. “This partnership has benefitted all 28 varsity sports and provided millions of dollars for academics and student scholarships at the University.

In addition to the apparel and equipment, which constitutes the majority of the value of the contract, Nike will give $2 million to the Chancellor’s Academic Enhancement Fund. Chancellor Holden Thorp said he would direct the funds to faculty support. And among other terms of the contract, Nike will provide annual summer internships for two students to honor the memory of Rut Tufts, the former UNC licensing director who was instrumental in crafting fair labor practice standards, and Eve Carson, former student body president.

PLAYMAKERS REPERTORY COMPANY joins with The ArtsCenter to collaborate at the end of July on their third annual Summer Youth Conservatory production, William Shakespeare’s romantic comedy “A Midsummer Night’s Dream.” The Summer Youth Conservatory features a cast of 40 area young people, ages 10 to 18. Shows will be at 7 p.m. Thursday through Saturday, July 23–25, and 2 p.m. on July 26. It is performed on PlayMakers’ Mainstage in the Paul Green Theatre.

Ticket prices are $15 for adults, $13 for PlayMakers subscribers and friends of The artsCenter, and $10 for children (under 18), and may be purchased by phone at 962-PLAY (7529), online (www.playmakersrep.org) or at the theatre box office (10 a.m. to 6 p.m. weekdays and two hours before each performance).

PLAYMAKERS GIVES BONUS TO SEASON SUBSCRIBERS

PlayMakers Repertory Company is offering its season subscribers two extra tickets to its opening production, “Opus,” through Aug. 1. “Opus” runs Sept. 23 – Oct. 10. Call the box office for tickets (962-7529) and mention promotional code 505.

GREEN WORKSHOPS

The Office of Waste Reduction and Recycling has scheduled three recycling facilitator training sessions in the next few weeks to give employees the information necessary to be their building’s recycling contact, to throw a green event or to learn more about recycling at UNC.

R.S.V.P. to Amy Preble (amy.preble@facilities.unc.edu) for one of the following sessions:

- July 16 – 1:15–2:15 p.m., Toy Lounge, Dey Hall;
- Aug. 5 – 1:30–2:30 p.m., – Magnolia Conference Room, Giles Horney Building; and
- Aug. 12 – 2:15–3:15 p.m., 4052 Bondurant Hall.

fac.unc.edu/wastereduction

OBAMA TAPS UNC ALUM COLLINS TO LEAD NIH

President Barack Obama has chosen geneticist Francis Collins, whom he termed “one of the top scientists in the world,” to head the National Institutes of Health. “His groundbreaking work has changed the very ways we consider our health and examine disease,” Obama said. Collins led the Human Genome Project that, along with a private company, mapped genetic code.

A Morehead Scholar at Carolina, Collins graduated from the School of Medicine in 1977 and served two residencies at N.C. Memorial Hospital, now UNC Hospitals. He delivered Carolina’s commencement address in May 1994 and most recently spoke at the Friday Center on “Genetics, Health and Faith” in 1999. He released a best-selling book in 2007, “The Language of God: A Scientist Presents Evidence for Belief.”

Collins spent 15 years working at the NIH as chief of genome research before stepping down to work on other projects. He helped found the BioLogos Foundation, a Web site formed by a group of scientists who believe “that faith and science both lead to truth about God and creation.”

NEWS IN BRIEF SUBMISSIONS

Next issue includes events from Aug. 13 to Aug. 26. Deadline for submissions is 5 p.m., Mon., Aug. 3. E-mail gazette@unc.edu. Fax: 843-5966; clearly mark for the gazette. Campus Box# 6205. The Gazette events page includes only items of general interest geared toward a broad audience. For complete listings of events, including athletics, see the Carolina Events Calendars at www.unc.edu/events.
Equal measures of motherly care and respect earn Breeden a Massey

Pamela Breeden worked at Duke University for 23 years, but don’t hold that against her. Even though she grew up in Durham almost under the shadow of the Duke campus, she remained a Carolina fan.

She began at Duke wheeling patients from their rooms to radiology, and then she became a dark-room technician developing X-rays before she moved on to become a filing clerk in cardiology research. All of the jobs, to varying degrees, required that Breeden be on her feet, moving from one place to the next, bumping into people.

Pamela Breeden worked at Duke University for 23 years.

Computers would end up turning her filing job into a data entry position in which she spent her days in front of a computer pecking at a keyboard. She grew restless. She was the kind of person who liked being on her feet — and bumping into people.

She got that when she left Duke to work as a beautician for five or six years. She liked doing hair and the friendly banter with customers, but standing on her feet for eight hours or more a day turned into a different kind of grind.

And it was a job that came with no health benefits or pension.

So, some five years ago she gave up her comb and scissors to come to the University to work as a housekeeper. What she brought with her was a love of people — and a deep-seated ethic for pleasing her customers.

Breeden said she never had a worry about dealing with teenagers when she took the job because she figured if she treated them with respect they would reciprocate.

She received more than she had bargained for when nine students from Spencer Residence Hall nominated her for a 2009 C. Knox Massey Distinguished Service Award.

They wrote in their letter, “We do not know her as ‘Ms. Pam’ and she is definitely a part of the Spencer family.”

Again and again, Breeden offered to do things that went beyond her official duties — from helping a student move in to asking students about their families and how they were doing in their classes to sensing that a student needed a smile or a kind word to overcome feeling down.

“She treats us like we are her children, which is very comforting because for most of us this is the first time we have been away from our family for an extended period of time,” the student nominators wrote.

Breeden said she treated the students at Spencer the way she hoped her own daughter, now a student at N.C. A&T State University, was being treated — with a proper dose of care and respect. She also has an older son.

In some ways, Breeden said, the students at Spencer filled her empty nest when her daughter left for college. She could not read minds, but Breeden said she could read moods just by the look on students’ faces.

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“Some mornings they were kind of sluggish but if I would say, ‘Morning, how are you doing,’ I could kind of pep them up that way,” Breeden said. “I just treated them the way I liked to be treated.”

“Some mornings they were kind of sluggish but if I would say, ‘Morning, how are you doing,’ I could kind of pep them up that way,” Breeden said. “I just treated them the way I liked to be treated.”

She made a point to look out for the first-year students, especially the girls who walked down the hallway with a lost look on their faces. “I would tell them, ‘Oh, you must be a freshman. It’s going to be all right, baby.’”

Breeden said she carries a little radio around with her as she does her work and some of the students picked up on her musical taste — rhythm and blues mostly, from Marvin Gaye to Earth, Wind and Fire, Al Green to Aretha Franklin, James Brown to The Temptations.

Breeden said reaching out to students also enriches her experience and makes going to work every day something to look forward to. She doesn’t mind the work, but it is the students she befriends that make the job into something more, she said.

Megan Karney, a resident advisor at Spencer, said Breeden kept the residence hall in pristine condition, but the passion and dedication that Breeden displayed in her job extended to the students around her.

“Every morning when I hear her outside my door, I open it just to say hello and receive some of her positive energy,” Karney said. “Every morning when I go to class I hear, ‘Good morning Megan. Have a great day!’ coming from the bathroom where she is diligently working.

“Be it a call from the bathroom, a conversation in the hallway, or a honk as she drives past us on campus, Ms. Pam has greatly contributed to the positive energy and community development between the housing residents.”

Earlier this year, Chancellor Holden Thorp announced the establishment of the Employee Assistance Fund, designed to serve two purposes: to provide enhanced career transition services for employees who are laid off or whose appointments are ending (provided through Lee Hecht Harrison); and to expand the support already offered by the Employee Assistance Program (EAP), which gives employees a confidential resource for help with stress or other challenges — either at home or in the workplace.

As a result of the fund, employees now have access to an additional confidential EAP resource — the state’s Employee Assistance Program, provided by a behavioral health organization called Deer Oaks. The Deer Oaks service is available in addition to the University’s on-site EAP counselor. Employees can call Deer Oaks 24 hours a day, seven days a week.

The expanded EAP options offer assessment and referrals, and are designed to maximize an employee’s health and well-being both at home and in the workplace. There is no cost to the employee for any services provided by the EAP; however, any costs resulting from referrals for treatment outside the EAP are the employee’s responsibility. Both of Carolina’s EAP options will refer people to service providers covered by the State Health Plan whenever possible.

The University’s expanded Employee Assistance Program can help employees with a variety of issues including stress, depression, anxiety, anger, legal, financial, workplace problems, substance abuse, relationships, marital/family issues and elder-care resource and referral.

The benefit extends to employees and their dependents and is available for up to six months after they leave the University. Active employees will not be charged leave time for the initial EAP appointment.

To contact the University’s on-site employee assistance counselor, call 929-2362 during regular business hours. To contact Deer Oaks, call 877-327-7658 (available 24 hours a day, seven days a week). In the near future, employees will receive a brochure detailing various EAP options, along with a wallet card with contact information.
the undergraduate admissions application.

**DIRECTORY CHANGES**

People will use the "Update Personal Information" screen to update their campus directory information. As they can now, faculty and staff will be able to set their desired privacy settings. But students will not be able to make their information completely private through the directory or Student Central; instead, they will have to contact the Registrar’s Office to be sure they understand the ramifications of what is known as invoking FERPA (the Family Educational Rights and Privacy Act).

There are several changes in the directory "Update Personal Information" screen:

- Additional address fields will be available to students and employees.
- People may provide several types of phone numbers in their directory profiles.
- A directory search will include employees’ position data; however, employees will not see this information on the "Update Personal Information" screen as they do now. Any position changes should be made through the human resources facilitators, as they are currently.
- Students can no longer change personal information through Student Central; it must be done in the directory through the portal.
- Hospital employees will no longer be included in the online campus directory.
- Refer to connectcarolina.unc.edu for more information about directory changes and upcoming ConnectCarolina implementations.

**ConnectCarolina will support 21st-century needs**

**FOR MORE THAN TWO DECADES,** the University has relied on its aging administrative computer systems to handle everything from student recruitment and financial aid to human resources and payroll. Five years ago, however, administrators realized that these computer systems were outdated and unworkable.

"It has been clear for years that we needed a new system that would meet the needs of our students, faculty and staff," said Chancellor Holden Thorp.

For the past two years, hundreds of people have worked to create what will ultimately become a 21st-century administrative system known as ConnectCarolina. This month the online campus directory will be moved to the new portal (see related story that begins on page 2), and next month undergraduate admissions will go live.

To get to this stage, people across campus have spent countless hours rethinking the University’s business practices and applying that information to ConnectCarolina, Thorp said. After the student services phase is complete, human resources, payroll and finance systems will be phased in.

"Any change presents challenges," Thorp said. "Even though our old computer systems were broken, people were accustomed to them, and now we’ll have to get used to new ones. As we make this change, we’re appealing to everyone on campus to be tolerant and realize that these new systems will improve everything we do."
Prognoses given for health-care reform prospects

“...it is too early to predict how far President Barack Obama will be able to take national health-care reform, but no one can dispute that health care as currently practiced in America has fundamental flaws and is morally unsustainable. If nothing changes, the ranks of the uninsured will grow to more than 52 million in 2010, with one in five Americans lacking health insurance despite almost $1 trillion visits to doctors annually. At UNC, the rising number of uninsured and uncompensated care threatens our health-care mission and the care we provide. As for our return on the health dollar, the United States ranks 30th in the world in life expectancy, yet spends more than two times per capita more for health care than most industrialized countries ($6,500 per person annually). If these numbers seem overwhelming, consider this singular statistic: The United States is the only wealthy industrialized country without a national plan. For these reasons and more, I support Obama’s plans to expand access to health-care insurance to millions of Americans, to reduce health-care costs, to improve health-care quality and the supply of primary care physicians, and to decrease the costs of medical education. Obama’s plans to create a Health Insurance Exchange to provide consumer shopping from health-care plans offering different packages, benefits and price comparisons, and a public insurance plan for people who cannot afford private plans are innovative and will prove successful. Health-care reform features also include subsidies for employers, health benefits and price comparisons, and a public insurance plan for people...”

ADAM GOLDSTEIN

“I joined the faculty 35 years ago, western medicine was in a period of enlightenment without precedent. I was trained to bring a level of scholarship to the bedside that prior generations could barely imagine. Caring for the patient demanded empathy and support but also decision making that could be informed by the state of the science. And so I practiced, and so I taught. In the 1980s, the American institution of medicine started to lose its moral compass. This was predictable given the compromises in legislating Medicare. Both the need for interventions and their pricing was turned over to the practitioners. To paraphrase George Bernard Shaw, you might need a hangman but you don’t ask the hangman who should be hung. Ever greater sums of money were declared necessary. Wealth, rather than thoughtfulness, became the credential for success in the community and prominence at the institutional level. Collusion between the generators of money and the managers of money resulted in an American institution of medicine that could consider a patient a “unit of care,” a physician a “provider,” “throughput” a measure of efficiency and “profit” a goal. I could not be an idle witness to this dialectic. The research aspects of my academic career afforded me access to the leadership of the insurance industry, corporate America, the union movement, academic health centers, hospital associations, the guilds (i.e. professional medical organizations), members of Congress and state legislators, including ours. Through these encounters I came to realize how deeply the stakeholders had planted their stakes into the heartland of America. Tremendous wealth was vested in the status quo, not in the health of the patient. So I turned to the people in the role I am most comfortable, as an educator. The first lesson I have sought to insert into the national conversation is that most of what is health and longevity relates to our station in society. Poverty, relative poverty, downsizing and the like are miserable and lethal. The symptoms of social deprivation include early onset of type 2 diabetes, obesity, hypertension along with sadness and disaffection. Treating such symptoms with pharmaceuticals does little more than transfer wealth to the purveyors. The second lesson is that some of the advances of modern medicine and surgery benefit patients. We have a rich scientific literature that supports that assertion and identifies what works and for whom. These advances should be available to all without disparity or co-pay. Health is not a commodity. But a surprising number of the “advances” benefit no patient. The list includes angioplasties with or without stents, spine surgery for low back pain, and much more. We could save the nation nearly half the “health-care dollar” if we rose up and said, “If it doesn’t work, I don’t want it. I don’t care how well you do it.” The third lesson is that some of “advances” work some of the time, or in some of the patients. Americans have to learn to ask their doctors, “Will this really benefit me?” and then learn to listen actively to the answer. We should each be captain of our own ship but we all deserve as our navigator a physician with the time and the ethic to inform our decision making. I brought these lessons to the East Room of the White House the evening of June 24. Charles Gibson interviewed President Obama for two hours on health-care reform for an ABC primetime special. Most of the 160 in the audience were invited to represent the population at large. I was one of the few invited to be available in the unlikely event that someone would want to defer to me during breaks regarding the relevant literature. President Obama may not be a man for all seasons, but I came away reassured that he was a man for this season. His familiarity with the issues was impressive, even down to the jargon. More impressive was his ability to spot the bear traps and not step in them. But sadly, we will have no reform in the near future. That’s not because we have no idea what needs doing. It’s because the financial stakeholders own the Titanic and its lifeboats. Reform will be swallowed by greed — ingloriously, painfully and soon. Only if America is truly informed and has the will to demand rational compassionate health care, can a Phoenix rise in the aftermath.”

NORTIN HADLER

President Barack Obama has reached out to doctors to help shape national health-care reform. Recently, he appeared before the American Medical Association and participated in a two-hour prime-time forum on ABC-TV to explain his ideas. To further that discussion, the Gazette asked two School of Medicine professors to share their hopes and concerns about health-care reform. Their responses appear below. Adam Goldstein is professor of family medicine and director of the medical school’s Tobacco Prevention and Evaluation Program. Last fall, the Department of Family Medicine developed and is now producing “Here’s to Your Health,” a weekly one-hour radio talk show on 1360 WCHL that is co-hosted by Goldstein to offer practical health-related news and information. Nortin Hadler is a professor of medicine and microbiology/immunology and an attending rheumatologist at UNC Hospitals. He is the author of “The Last Well Person: How to Stay Well Despite the Health-Care System” and “Worried Sick: A Prescription for Health in an Overtreated America.” In October, UNC Press will release “Stabbed in the Back: Confronting Back Pain in an Overtreated Society” by Hadler. He was invited to the ABC forum with Obama.