



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

Meeting of the Faculty Council  
Friday, October 8, 2010 3:00 pm  
Hitchcock Multipurpose Room

Sonja Haynes Stone Center for Black Culture and History

Chancellor Holden Thorp and Prof. McKay Coble, Chair of the Faculty, Presiding

Please note: Supporting materials are online at: <http://www.unc.edu/faculty/facoun/>

AGENDA

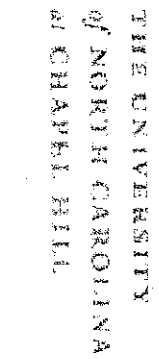
- 3:00 Call to Order
    - Chancellor Holden Thorp
  - 3:05 Presentation of the Thomas Jefferson Award, 2010
    - Chancellor Holden Thorp
  - 3:15 Chancellor's Remarks and Question Period
    - Chancellor Holden Thorp
  - 3:30 Provost's Remarks and Question Period
    - Provost Bruce Carney
  - 3:40 Chair of the Faculty's Remarks/Appreciative Inquiry Followup
    - Chair of the Faculty McKay Coble
- Chair of Faculty explains forthcoming changes in Faculty Council that will address concerns raised during the AI process, including:
- o We'll have more time for feedback and AI-infused conversation with the chancellor (and possibly the provost).
  - o We will use AI principles to bring more interactivity and discussion to committee reports (and issues related to them).
  - o We will also incorporate more presentations about what's happening on campus.
  - o We'll create more time for discussion of specific issues of concern to faculty (list the Agenda Committee's ideas for topics and ask for FC input on other topics they would like to see raised).
  - o We'll continue to make use of small-group discussions within FC meetings. (Color-coded nametag system will continue to be used for dividing up.)

- 4:00 Faculty Athletics Committee Report and Faculty Athletics Representative Report
- Prof. Steve Reznick, Chair Faculty Athletics Committee
  - Prof. Jack Evans, on behalf of Faculty Athletics Representative Prof. Lissa Broome

4:30 Open Discussion: All Topics and Speakers

- Faculty Council and members of the UNC voting Faculty (members must be present to present questions or comments)

5:00 Adjourn



## Office of Faculty Governance

***October 8, 2010***

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### **Agenda**

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3:30 Provost's Remarks and Question Period

- Provost Bruce Carney

3:40 Chair of the Faculty's Remarks/Appreciative Inquiry Followup

- Chair of the Faculty McKay Coble

4:00 2010 Annual Report of the Faculty Athletics Committee and 2010 Annual Report of the Faculty Athletics Representative

- Prof. Steve Reznick, Chair Faculty Athletics Committee
- Prof. Jack Evans, on behalf of Faculty Athletics Representative Prof. Lissa Broome

Open Discussion: All Topics and Speakers

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## Minutes

### JOURNAL OF PROCEEDINGS OF THE FACULTY COUNCIL

**October 8, 2010**

The Faculty Council of the University of North Carolina at Chapel Hill convened October 8, 2010, at 3:00 p.m. in the Hitchcock Multipurpose Room of the Sonja Haynes Stone Center for Black Culture and History.

The following 69 members and observers attended: Bachenheimer, Balaban, Bechtel, Betts, Brown, Carlson, Chapman, Chen, Coble, Cornell, Crowder, Eaker-Rich, Earp, Ferrell, Friga, Fuchs Lokensgar, Gallippi, Gehrig, Gerhardt, Gilliland, Gilliland, Greene, Hayslett, Irons, Koomen, Krome-Lukens, Lee, Linden, Lund, Mayer, Mcmillan, Mieczkowski, Milano, Miller, Milone, Morse, New, O'Shaughnessy, Palmer, Papanikolas, Persky, Powers, Schoenbach, Shanahan, Shea, Starkey, Stearns, Stepanaitis, Stotts Jr, Swogger, Szypszak, Thorp, Thrallkill, Tobin, Troster, Wallace, and Yankaskas.

following 34 members and observers were granted excused absences Anderson, Bagnell, Blalock, Brice, Brown, Cohen, Copenhaver, Desaix, Dilworth-Anderson, Egan, Gerber, Gullede, Guskiewicz, Heenan, Hess, Janken, Leonard, Lopez, Lothspeich, Maffly-Kipp, Moracco, Morris-Natschke, Paul, Renner, Richardson, Rodgers, Schoenfish, Stewart, Sunnarborg, Thorp, Tisdale, Toews, Van Tilburg, and Webster-Cyriaque,

The following 2 members were absent without excuse: Catellier and Verkerk.

### Call to Order

Chair of the Faculty McKay Coble called the meeting to order promptly at 3:00 p.m.

#### Thomas Jefferson Award

Chancellor Holden Thorp presented the 2010 Thomas Jefferson Award to John Parkhill "Jack" Evans, Hettleman Professor of Operations, Technology and Innovation Management in the Kenan-Flagler Business School. The Jefferson Award was established in 1962 Mr. Robert E. McConnell. It is given annually to that member of the faculty whose teaching and personal life most closely approximates the philosophy and conduct of Thomas Jefferson. Recipients are chosen by the Committee on Honorary Degrees and Special Awards. Prof. George Lensing read the citation. Prof. Evans responded graciously.

### Chancellor's Remarks and Question Period

Chancellor Thorp opened his remarks by speaking to the ongoing NCAA investigation of Carolina's football program. He said that this is a sad and upsetting situation for him because it has distracted attention from the important academic work that we have to do. Chancellor Thorp pointed out that our National Research Council rankings are good; we rank 21st in the nation

among research universities; we have an outstanding student body, and we have been quite successful in new faculty hires. All of these things are much more important than football, he said. While intercollegiate athletics are important, winning on the athletic field is not the primary work of the university. Educating our students is our primary work, he emphasized. The Chancellor said that the meeting of the Faculty Athletics Committee earlier this week was good and productive. The discussion centered on what can be done to help create an environment where student athletes can succeed in the classroom without compromising academic integrity. He said that Dean Bobbi Owen and Mr. John Blanchard will be working on ways to make that happen. Chancellor Thorp then said "I didn't want to stake this much of my career on intercollegiate athletics, but we are going to try our best to create a proper environment."

The chancellor next turned to details of the NCAA investigation. He said that we began with fifteen student athletes who had been identified as potentially in violation of NCAA regulations. They did not travel with the team to the opening game at LSU. Some of those students are the subject of alleged violations having to do with improper contacts with athletic agents and receiving improper benefits. Others are involved in an investigation of alleged academic misconduct. The chancellor said that the University has turned over all information that has been uncovered involving academic misconduct to the student attorney general, who will investigate and prosecute cases before the Honor Court. Chancellor Thorp said that he is proud of how Carolina handles cases of this nature; we are one of a very few institutions who rely entirely on student honor courts to handle instances of academic misconduct. He said that some of the student athletes are involved in both aspects of the investigation. He observed that the most difficult question at hand is how to get to the end of the investigations, but there appears to be no happy or simple answer. One option is to bench everyone being investigated; another is to allow everyone to play. Neither solution is acceptable, he said. At this point, the NCAA has joined in the investigation of academic misconduct. The chancellor pointed out that the steps involved in a NCAA investigation are many and complex, and that we are closer to the beginning of that process than the end of it.

Lloyd Kramer (History) alluded to media reports about long-standing relationships between former Coach John Blake and a prominent athletic agent. He asked whether the University has a policy governing such relationships. Chancellor Thorp replied that we don't receive information from NCAA investigators until they decide to pass it on. At the time Coach Blake was asked to resign, we did not have direct evidence of improper relations with Mr. Gary Whichard, the agent in question. Director of Athletics Richard Baddour said that we will soon have in place a policy designed to prevent recurrence of such incidents. Chancellor Thorp said that an appropriate follow-up question is why the head coach did not know what was going on. He said "we have a lot of work to do to find out why Coach Davis didn't know about these contacts."

Prof. Vin Steponaitis (Anthropology) asked Chancellor Thorp to comment on the broader issue of whether there is an imbalance between athletics and academics. The chancellor replied "that's the thing that keeps me up at night more than the individual details. I want to decide what's right for Carolina and what's right for intercollegiate athletics. The hardest thing about this is managing a crisis while asking what is ultimately right for UNC Chapel Hill." He said that he is most concerned about the environment for our students. His second concern is how to make sure that academic values come first. His third concern is how to keep the good parts of what we have. If we are to earn our way back to the leadership position we had, we have to remain competitive. Then, we will need to work out the economics of the situation. Chancellor Thorp said that our Olympic sports are very important both to him and to Mr. Baddour. He concluded by observing that addressing the question Prof. Steponaitis posed is like repairing an airplane in mid-flight.

Prof. Jay Smith (History) said that he was troubled by how little most of the faculty know about the Honor Court phase of the investigation. Specifically, he asked how the alleged academic misconduct came to light; can we be informed as to what courses were involved; may we know who is pressing the charges? Chancellor Thorp replied that students are protected by the Family Educational Rights and Privacy Act (FERPA), which requires that their identity not be disclosed without their consent—a protection that extends to all students, not just student athletes. He said that information about potential academic misconduct

came to light when the name of the tutor involved was given by one of the students to an NCAA investigator. At that point, he said, we began to piece together which students had been in contact with her. He said that a number of faculty members have been contacted by those investigating the incidents, including the student attorney general. The chancellor said that faculty members are normally not present at Honor Court hearings unless they are called to testify.

The Secretary of the Faculty moved that the Council and General Faculty go into closed session pursuant to N.C.G.S. 143-318.11 (a)(6) to discuss a personnel matter. The motion was adopted.

The Council heard statements by the chancellor and the provost concerning the demotion and salary reduction for Prof. Bonnie Yankaskas (Radiology) as reported in the October 10, 2010, issue of the Chronicle of Higher Education. Prof. Yankaskas responded briefly.

The Council returned to open session.

Vice Chancellor Larry Conrad responded to several questions about information technology security issues.

Prof. Steven Bachenheimer (Microbiology & Immunology) asked for comment on the state budget outlook. Chancellor Thorp said it is difficult to parse the situation due to a number of uncertainties: the anticipated shortfall in available revenue, the impending general election which could result in new leadership in the General Assembly, and a new administration at UNC General Administration. He said that Carolina will be working hard to be sure that any tuition increases remain on campus rather than being diverted to the state's General Fund.

### **Provost's Remarks and Question Period**

Provost Bruce Carney that he has scheduled a series of meetings with the deans and major center directors to be sure he understands what impact a 5 percent or a 10 percent cut in state funding would have on their units. He said that the tuition task force is already at work, but it is difficult to proceed without knowing more about the overall state budget picture than we do at this point.

The provost also reported on the following items:

- Dean Jean Folkerts (Journalism and Mass Communication) will be stepping down as dean this summer, despite efforts to dissuade her. A search committee chaired by Dean James Dean (Kenan-Flagler Business School) is being organized.
- Associate Provost Archie Ervin (Diversity & Multi-Cultural Affairs) will be leaving Carolina to take a similar position at Georgia Tech.
- A diversity assessment survey is being developed. It will survey all faculty, staff, and students.
- Appointments to the faculty equity study committee have been completed.

### **Response to the Council's Appreciative Inquiry Exercise**

Prof. McKay Coble, Chair of the Faculty, reported on plans being formulated by the Agenda Committee to respond to suggestions generated by the Appreciate Inquiry exercise undertaken at the September Council meeting.

#### **Annual Report of the Faculty Athletics Committee**

Prof. Steve Reznik (Psychology), chair of the Faculty Athletics Committee, spoke to the committee's annual report. He singled out for special mention the committee's ongoing discussion of Thursday night football games, and the renovation of Kenan

stadium. He pointed out that the committee's mission is to inform the faculty and advise the chancellor on issues related to athletics. He said that the committee follows a standard format for each meeting. First, the committee invites formal remarks from the chancellor followed by remarks by the Director of Athletics. Then follows time for comments, questions, and questions by members of the committee. He said that the committee is currently working on plans to make elementary and secondary education and health sciences disciplines more feasible career goals for students engaged in intercollegiate athletics.

Prof. Jane Brown (Journalism & Mass Communication) said that she had recently learned that Carolina is one of the few institutions with a self-supporting intercollegiate athletics program. She asked for comment. Director of Athletics Richard Baddour responded that it is unusual for athletics programs to be self-sufficient, but there are no uniform accounting standards to support rigorous comparisons. For example, he said, we treat the student athletics fee as a revenue of the Department of Athletics and there is some state support for maintenance of the Smith Center.

Prof. Bachemeimer said that he understood that the Academic Support Center is a unit of the College of Arts and Sciences, not the Department of Athletics. He asked who supervises tutors engaged to work with players. Dean Bobbi Owen replied that in her capacity as senior associate dean for undergraduate education she oversees the heads of a number of units who work directly with students, including the Academic Support Center.

Prof. Paul Friga (Business) asked about logo licensing revenue. Mr. Baddour replied that all licensing revenue goes to the Office of Student Aid

#### Annual Report of the Faculty Athletics Representative

Prof. Jack Evans (Business) reported as the immediately preceding Faculty Athletics Representative since the annual report of his activities during his last year in that position. He reviewed in detail the functions of the position.

#### **General Questions**

Prof. Lloyd Kramer (History) said that graduate students in his department have questioned why they are required to pay the student athletics fee. He said that fees now total about \$1,800 annually and can be burdensome on graduate students who generally have to be self-supporting. Chancellor Thorp said that the extent to which graduate students have an interest in athletics "varies all over the map." He said that the issue of whether graduate students should pay student fees for activities primarily of interest to undergraduates has been with us a long time. Our rationale has been that all students pay all fees, without regard to whether an individual student needs or wants all of the services for which the fees pay. He mentioned the fee for child care as an example of a fee of little interest to undergraduates. The chancellor thought it impractical to allow individual students to opt out of particular fees.

#### **Adjournment**

Its business having been completed, the Council adjourned at 4:47 p.m.

Joseph S. Ferrell  
Secretary of the Faculty

Faculty Athletics Committee Annual Report to the Faculty Council  
October 9, 2009

This annual report on the activities of the Faculty Athletics Committee (FAC) during the 2008-09 academic year was prepared by FAC Chair Steve Reznick and was reviewed and approved by the FAC members.

**Overview of Committee's Purpose and Structure**

**Charge:** "The Faculty Athletics Committee is concerned with informing the faculty and advising the chancellor on any aspect of athletics, including, but not limited to, the academic experience for varsity athletes, athletic opportunities for members of the University committee, and the general conduct and operation of the University's athletic program" (Faculty Code § 4-7[b]).

**Members 2008-09:** J. Steven Reznick, Psychology, term expires 2009; Kathleen Mullan Harris, Sociology term expires 2011; George Lensing, English, term expires 2011; Barbara Osborne, Exercise & Sports Science, term expires 2011; Glynnis S. Cowell, Romance Languages, term expires 2010; Noelle A. Granger, Cell and Development Biology, term expires 2010; Helen V. Tauchen, Economics, term expires 2010; H. Garland Hershey, Jr., Orthodontics, term expires 2009; Rachel A. Willis, American Studies, term expires 2009.

Members who were elected in spring 2009 are: J. Steven Reznick, Psychology Department, new term expires 2012 and also re-elected as FAC Chair for 2009-2010; Lissa L. Broome, School of Law, term expires 2012; Laura A. Linnan, Health Behavior & Health Ed, term expires 2012. Noelle A. Granger resigned from the committee before her term ended, and Joy J. Renner, Allied Health Sciences, will replace Dr. Granger for the final year of her term.

The faculty athletics representative to the ACC and the NCAA, Jack Evans, serves as an *ex officio* member of the FAC. Director of Athletics Dick Baddour, Senior Associate Athletic Director Larry Gallo, and Senior Associate Athletic Director for Student-Athlete Services John Blanchard also regularly attend the FAC's meetings and interact with the committee to seek advice or provide information. Chancellor Thorp attends FAC meetings as his schedule permits.

The FAC held seven monthly meetings during the 2008-09 academic year (excluding October and April, but including May). No matters were referred to the FAC from the Faculty Council. As explained in more detail below, the FAC acted on behalf of the Faculty Council in issues involving the Coalition on Intercollegiate Athletics.

**Monitoring the Broader Context of Collegiate Athletics**

**Coalition on Intercollegiate Athletics (COIA):** The Faculty Council became a member of COIA in the spring of 2004. This organization is composed of fifty-six faculty senates from Division I-A schools around the country, and its objective is to promote comprehensive reform of intercollegiate athletics. Clemson, Wake Forest, Duke, and Florida State are the other ACC schools that have joined COIA. Pursuant to a previous agreement, the FAC represented the Faculty Council in voting to approve COIA's by-laws, as recommended by Lissa Broome, who formerly chaired the FAC and is now a member of the COIA steering committee. Mr. Baddour noted that complying with the COIA by-laws would cause no problems for the University and would require no changes in current policies.



### Athletics Department Policy, Practice, and Facilities

**Remarks from Mr. Baddour:** Each FAC meeting began with a report from Athletics Director Dick Baddour updating us on salient undertakings in the Athletics Department. In September he reported on the automobile accident involving a vehicle driven by a student-athlete, and the preventive activities that we have in place to help our student athletes prosper. We discussed the Carolina Leadership Academy that addresses responsible individual behavior and the need for individuals to make good decisions, the educational messages that are delivered to student-athletes each semester, and the strong connections that the Athletics Department has with the university's counseling and wellness services. In November, Mr. Baddour explained the history and significance of "closed scrimmages" and the NCAA regulations related to this topic, leading to the Athletics Department's decision to scrimmage against another Division I institution in a closed session with no spectators and no scores or statistics reported. We also had a long discussion of issues related to hosting football games on campus on Thursday nights. Mr. Baddour provided a summary of the status of our Learfield contract and the recently announced contract extension. Key elements of the new contract are higher guarantees and a larger share of revenues beyond the guarantee after three years. In January, Mr. Baddour reported on the presence of 40,000 Carolina fans at the Meineke Car Care Bowl, contributing to a crowd that was the fourth largest of the bowls. We were also pleased to hear that six student-athletes were inducted into Phi Beta Kappa. In February, Mr. Baddour provided a financial overview of the Athletics Department and the impact of recent changes in the economy. The cost side of the Athletic Department's budget is under careful review for cost containment and reduction opportunities. Finally, the renovated Boshamer Stadium will open on February 22 for the first home game. A major theme at our meeting in March was a discussion of the plans for renovation and improvement of Kenan Stadium, with a focus on financing, facilities, and the process that will allow the University to decide whether the project should or should not be launched in the current economic climate. In May, Mr. Baddour reported on the aftermath of the men's basketball team's national championship and gave us a status report on the ongoing construction/renovation projects.

**Finances:** The Athletic Department's chief financial officer, Sr. Associate Director of Athletics Martina Ballen, and Dick Baddour reviewed the department's finances. The FAC inspected budgeted revenues/expenditures for 2006-07, 2007-08, and 2008-09 and an eight-year summary of actual revenues/expenditures for 2000-01 through 2007-08. We noted that the mandate for furloughs in the spring of 2009 applied to Athletics Department employees just as it did to all state employees, and we reviewed the cost containment measures that are being implemented or considered in the department's planning.

**Sports Marketing:** Rick Steinbacher, Associate Director of Athletics, and his colleague, Bonnie Clarke, Assistant Director of Sports Marketing provided an informative presentation on the values, objectives, goals and measures, and strategies associated with Carolina sports marketing. Examples of recent initiatives include web sites and the seatback rental in Kenan Stadium, which generated approximately \$90,000 in new revenue. The general objective of these initiatives is to enhance the game-day experience for fans without detracting from the game itself.

Significant marketing projects include emphasis on Olympic sports through the new Learfield contract, the RFP for concessions that is pending, Football Game Day promotion, and additional football ticket sales (sales of season tickets in the 60,000 seat Kenan Stadium topped out for the 2008 season and reached 34,500 in 2009.) Work is underway on organizing faculty/staff days for selected events, and the Carolina Kids Club has reached 4,500 members.

UNC fans have been the number one user of ACC Select, a service available through the conference, and we are 58% ahead of the second most frequent user. Websites receive continual updating and improvement. New sport-specific web sites are being developed that will feature play diagramming by coaches.

Although Carolina athletics provides an excellent package of marketing opportunities, these efforts face a number of challenges. One example is women's basketball. Although our program is in the top echelon competitively, attendance, while strong, has not yet reached the level that a relatively few of the perennial top programs have achieved. This year is an anomaly because the women are playing their games in the Smith Center due to the renovation of Carmichael. The game with Connecticut on January 19 was targeted as an effort to sell out the lower level of the Smith Center. When games are held in Carmichael, the limited supply of nearby parking represents, or may be perceived as, a difficulty.

In addition, while sponsorships are growing at 13% per year, which is excellent, sustaining the Carolina culture in the face of this growth is a challenge. This led to a brief discussion of things we will do and things we will not do in relation to sponsorships. Negotiation of the new Learfield contract had taken approximately one month on the financial aspects and five months on what Learfield can sell (this is the so-called "A-list"). Another example in this discussion was the hosting of ESPN Game Day. At many locations, ESPN is allowed to do a standard list of marketing activities, but this list includes things that UNC does not permit (e.g., decals on the floor, signage behind team benches). Our discussion also touched on the Wachovia relationship and its likely future. Although we have been pleased with the tasteful way in which this relationship has been implemented, we do not know what will happen as a consequence of Wachovia's acquisition by Wells Fargo. The final portion of this discussion touched briefly on the fact that the ACC TV contract will soon be up for renegotiation. Each cycle of negotiation involves the possibility that we will be asked to do something under that contract that we would prefer not to do (e.g., hosting Thursday night football, historically). Our best protection is effective communication by and with conference representatives who conduct the negotiations.

This discussion ended with consideration of additional ways to reach out to the university community, especially faculty and staff employees, to encourage attendance at and support for the various athletic competitions.

#### **Athletics Department Interactions and Other Campus Facilities**

**Faculty/Staff Wellness:** Mr. Brian Usischon of the University's Office of Human Resources provided some background and participated in a discussion with members of the committee. A program called Heels for Health existed for a number of years but was discontinued several years ago. In 2006 then Provost Robert Shelton formed a committee to review this issue. The report of that committee included a number of recommendations, but none of them received funding. Current work on this topic is conducted by a Chancellor's committee chaired by Brenda Malone, Associate Vice Chancellor for Human Resources in 2008-09 and now Vice Chancellor. The committee is cataloging wellness opportunities that are available. The committee expects to recommend some new programmatic activities and is planning a Wellness Fair for May of 2009.

A brief discussion followed regarding the official charge for the FAC and whether its wording meant opportunities for personal exercise/wellness activities or opportunities for involvement with the University's athletic program. Without attempting to resolve that question, the discussion noted that, with the Chancellor's committee now in operation, independent action by the FAC might be less desirable than simply providing appropriate support for the work of that committee. A consensus emerged that the charge could be left as it is, and that the FAC will seek to be kept informed and to

provide appropriate support, but will not intervene in situations that are already being adequately addressed.

**Sports Medicine Review Committee:** Mr. Gallo and Associate Vice Chancellor for Student Affairs Melissa Exum co-chaired a Sports Medicine Review Committee that included FAC members Glynis Cowell and Garland Hershey. Following discussions with head coaches, team physicians, the Student-Athlete Advisory Council, and others, the committee concluded that the two principal opportunities for strengthening our Sports Medicine services are in nutrition and sports psychology. Mr. Gallo reported to the FAC on the major elements in the committee's work and distributed a list of the recommendations that the committee had produced. During its work the committee had received an overview from Winston Crisp (Assistant Vice Chancellor for Student Affairs) of characteristics of modern-day students. Among his most significant comments was the remark that "their eating habits stink" and that getting them to eat a healthy lunch consistently is a challenge. Mr. Gallo provided status information on the committee's recommendations. In response to a question regarding how the committee had responded to issues raised during exit interviews, Mr. Baddour indicated that he had reviewed each of those comments with Dr. Tim Taft (Director of Sports Medicine until he retired on June 30, 2009) and Mr. Dan Hooker (Associate Director of Sports Medicine) and that he was pleased with their responses. Mr. Gallo agreed to provide periodic reports on the status of responses to the committee's recommendations.

**Priority Registration:** The FAC continued to monitor the progress of the Task Force on Priority Registration. The policy developed by the task force was reviewed by the Educational Policy Committee in October 2007, and after extensive discussion, the Faculty Council approved the proposal in December 2007 with one amendment to set the target limit for priority registration in any class at 15% instead of the originally proposed 25%.

Professor Reznick reported that the first semester of priority registration for the Spring 2008 had gone well. The cycle for the Fall 2008 has produced some new issues, including the possibility that an appeal process might be needed for instances in which a request for priority registration by some group is denied. The Registrar has compiled a list of refinements for the process and is gathering information from applicants that have used the process. Consideration is being given to expanding the Priority Registration Advisory Committee to include additional faculty. In the most recent cycle, some athletic squads had been denied approval for priority registration. The current registration system does not support production of accurate utilization data for priority registration, but this problem will be resolved as the system is refined over time.

**Admissions:** Associate Provost and Director of Admissions Steven Farmer reported to the FAC on the admissions process for student-athletes. Mr. Farmer began by describing the recent meeting of ACC Admission Directors/Deans. After listening to other Admission Directors' frustrations with their athletic programs, Mr. Farmer said that he once again wanted to thank Mr. Baddour and our coaches for the high value they place on academics in their recruiting and for their cooperation with his office. He described his relationship with the Athletic Department and the coaches as one built on mutual respect.

Before discussing the admission process for recruited athletes, Mr. Farmer described the overall philosophy of the UNC Office of Undergraduate Admission. The approach at UNC is to go beyond the SAT and GPA numbers and to consider the entire application in order to understand the applicant as a person. Mr. Farmer explained that his goal is to enroll a class with some 'salt' and a lot of 'flour'. The 'flour' refers to the students who clearly have the background to succeed at UNC. The best classes also

include some salt. These are students who have talents in a specific area such as music, who have succeeded despite very little support from others, or whose application reveals intellectual depth even though their test performance and grades may not be stellar. The Admission Office's approach toward athletic recruits is the same. In considering the admission of recruited athletes, test scores and previous grades are considered. But these numbers are not the only relevant indicators of whether or not a student is likely to succeed academically.

Having outlined the general approach, Mr. Farmer explained some of the procedural details. Recently, the number of admissions slots that the Athletic Department could bring to the Office of Undergraduate Admissions was reduced from 157 to 140 (with the possibility of admitting 20 additional student athletes who have especially strong academic records). Balancing this reduction increased our flexibility. In particular, the previous limit on 100 out-of-state athletes is no longer binding. In addition, the Athletics Department can bank and borrow admissions slots over time.

The Athletic Subcommittee of the Advisory Committee on Undergraduate Admissions, of which FAC Chair Professor Reznick is a member, considers the special cases that do not meet all of the usual criteria for admission. The Subcommittee reviews the less difficult cases (e.g., students who have a low SAT score) quickly and then focuses on cases that are more complex. Professor Reznick pointed out that the Subcommittee sees itself as not merely a gatekeeper. Instead, the Subcommittee sees its primary role as helping our coaches evaluate whether a recruit is likely to be academically successful and remain academically eligible if admitted to UNC. The Subcommittee members realize that some students have had little previous support, and they consider how far these students might go if given opportunity and academic support. If necessary, the Subcommittee recommends that Admissions staff contact the student's high school and any previous colleges in order to evaluate a student's academic potential. The number of special cases considered by the Subcommittee has fallen from 30-35 a few years ago to less than 20 last year. The drop in the number of cases reflects a change in our coaches' recruiting rather than a change in policy.

Mr. Farmer explained that admission of recruited athletes is handled in a variety of ways by ACC schools, but that most have less faculty involvement than UNC. The extreme opposite of UNC is an un-named school in which only the Admission Director evaluates the special cases and in which the Chancellor may overrule the Director.

Mr. Baddour noted that the effectiveness of the Subcommittee on Athletic Admissions is measured by the academic records of the athletes whom our coaches recruit rather than by the number of cases turned down. The coaches understand what is required in order for an applicant to have a good chance of admission and subsequent academic success, and they are unlikely to bring forward students who do not meet these standards. Mr. Baddour said that having faculty involved in reviewing special cases has worked well. Although there are good reasons for structure and rules in admission, we also need to be able to make exceptions in order to achieve the best outcome for students and for the University.

### Student-athlete Academic Performance and Development

**Academic Performance of Student-athletes:** The FAC reviews the academic progress of student-athletes each year using various metrics. The metrics include the NCAA Academic Performance Rate (APR), the federal graduation rate reported by the Department of Education's National Center for Education Statistics, and the NCAA Graduation Success Rate (GSR).

The APR is based on the academic eligibility, retention and graduation of student-athletes. Points are awarded each semester per student-athlete on the basis of eligibility/graduation and retention. Each team member may earn two points per semester: one point for maintaining eligibility or for graduation,

and a second point for being retained. On a team with ten members, for instance, there would be a maximum of 40 possible points in an academic year. If two student-athletes on the team were not eligible in the spring semester and were not retained, then the hypothetical team would only earn 36 points (losing 2 points for each student during that spring semester). The APR in this hypothetical example is calculated by first dividing 36 by 40 (equals .9), and then multiplying by 1000 to get an APR of 900.

An APR of 925 is equivalent to an expected 50% graduation rate. The NCAA academic reform program involves penalties at two levels of the APR. If a team's four-year APR falls below 925, it is unable to re-award a scholarship vacated by an ineligible departure. A progressive penalty structure including scholarship reductions, postseason competition bans, and ultimately membership restrictions began to be imposed on squads that were below a 900 APR beginning in the fall of 2007, when a four-year cycle of data collection (2003-2007) was completed. For small teams, such as the 10-person team used in the example in the preceding paragraph, the NCAA has applied a squad size adjustment and may not subject the team to a penalty based on that adjustment even though the APR would normally call for a penalty.

The federal graduation rate is reported by the Department of Education's National Center for Education Statistics as part of the Integrated Postsecondary Education Data System. This metric is a six-year rate that includes students who received athletic scholarship aid in their first semester of enrollment. The federal graduation rate counts student-athletes who left the University in good academic standing prior to graduation as non graduates.

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The FAC monitors UNC's performance on each of these metrics. Faculty Athletics Representative Jack Evans will summarize these data in his presentation to Faculty Council.

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### **Conclusion**

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Faculty Athletics Committee Annual Report to the Faculty Council  
October 9, 2009

This annual report on the activities of the Faculty Athletics Committee (FAC) during the 2008-09 academic year was prepared by FAC Chair Steve Reznick and was reviewed and approved by the FAC members.

**Overview of Committee's Purpose and Structure**

**Charge:** "The Faculty Athletics Committee is concerned with informing the faculty and advising the chancellor on any aspect of athletics, including, but not limited to, the academic experience for varsity athletes, athletic opportunities for members of the University committee, and the general conduct and operation of the University's athletic program" (Faculty Code § 4-7[b]).

**Members 2008-09:** J. Steven Reznick, Psychology, term expires 2009; Kathleen Mullan Harris, Sociology term expires 2011; George Lensing, English, term expires 2011; Barbara Osborne, Exercise & Sports Science, term expires 2011; Glynnis S. Cowell, Romance Languages, term expires 2010; Noelle A. Granger, Cell and Development Biology, term expires 2010; Helen V. Tauchen, Economics, term expires 2010; H. Garland Hershey, Jr., Orthodontics, term expires 2009; Rachel A. Willis, American Studies, term expires 2009.

Members who were elected in spring 2009 are: J. Steven Reznick, Psychology Department, new term expires 2012 and also re-elected as FAC Chair for 2009-2010; Lissa L. Broome, School of Law, term expires 2012; Laura A. Linnan, Health Behavior & Health Ed, term expires 2012. Noelle A. Granger resigned from the committee before her term ended, and Joy J. Renner, Allied Health Sciences, will replace Dr. Granger for the final year of her term.

The faculty athletics representative to the ACC and the NCAA, Jack Evans, serves as an *ex officio* member of the FAC. Director of Athletics Dick Baddour, Senior Associate Athletic Director Larry Gallo, and Senior Associate Athletic Director for Student-Athlete Services John Blanchard also regularly attend the FAC's meetings and interact with the committee to seek advice or provide information. Chancellor Thorp attends FAC meetings as his schedule permits.

The FAC held seven monthly meetings during the 2008-09 academic year (excluding October and April, but including May). No matters were referred to the FAC from the Faculty Council. As explained in more detail below, the FAC acted on behalf of the Faculty Council in issues involving the Coalition on Intercollegiate Athletics.

**Monitoring the Broader Context of Collegiate Athletics**

**Coalition on Intercollegiate Athletics (COLA):** The Faculty Council became a member of COLA in the spring of 2004. This organization is composed of fifty-six faculty senates from Division I-A schools around the country, and its objective is to promote comprehensive reform of intercollegiate athletics. Clemson, Wake Forest, Duke, and Florida State are the other ACC schools that have joined COLA. Pursuant to a previous agreement, the FAC represented the Faculty Council in voting to approve COLA's by-laws, as recommended by Lissa Broome, who formerly chaired the FAC and is now a member of the COLA steering committee. Mr. Baddour noted that complying with the COLA by-laws would cause no problems for the University and would require no changes in current policies.

### **Athletics Department Policy, Practice, and Facilities**

**Remarks from Mr. Baddour:** Each FAC meeting began with a report from Athletics Director Dick Baddour updating us on salient undertakings in the Athletics Department. In September he reported on the automobile accident involving a vehicle driven by a student-athlete, and the preventive activities that we have in place to help our student athletes prosper. We discussed the Carolina Leadership Academy that addresses responsible individual behavior and the need for individuals to make good decisions, the educational messages that are delivered to student-athletes each semester, and the strong connections that the Athletics Department has with the university's counseling and wellness services. In November, Mr. Baddour explained the history and significance of "closed scrimmages" and the NCAA regulations related to this topic, leading to the Athletics Department's decision to scrimmage against another Division I institution in a closed session with no spectators and no scores or statistics reported. We also had a long discussion of issues related to hosting football games on campus on Thursday nights. Mr. Baddour provided a summary of the status of our Learfield contract and the recently announced contract extension. Key elements of the new contract are higher guarantees and a larger share of revenues beyond the guarantee after three years. In January, Mr. Baddour reported on the presence of 40,000 Carolina fans at the Meineke Car Care Bowl, contributing to a crowd that was the fourth largest of the bowls. We were also pleased to hear that six student-athletes were inducted into Phi Beta Kappa. In February, Mr. Baddour provided a financial overview of the Athletics Department and the impact of recent changes in the economy. The cost side of the Athletic Department's budget is under careful review for cost containment and reduction opportunities. Finally, the renovated Boshamer Stadium will open on February 22 for the first home game. A major theme at our meeting in March was a discussion of the plans for renovation and improvement of Kenan Stadium, with a focus on financing, facilities, and the process that will allow the University to decide whether the project should or should not be launched in the current economic climate. In May, Mr. Baddour reported on the aftermath of the men's basketball team's national championship and gave us a status report on the ongoing construction/renovation projects.

**Finances:** The Athletic Department's chief financial officer, Sr. Associate Director of Athletics Martina Ballen, and Dick Baddour reviewed the department's finances. The FAC inspected budgeted revenues/expenditures for 2006-07, 2007-08, and 2008-09 and an eight-year summary of actual revenues/expenditures for 2000-01 through 2007-08. We noted that the mandate for furloughs in the spring of 2009 applied to Athletics Department employees just as it did to all state employees, and we reviewed the cost containment measures that are being implemented or considered in the department's planning.

**Sports Marketing:** Rick Steinbacher, Associate Director of Athletics, and his colleague, Bonnie Clarke, Assistant Director of Sports Marketing provided an informative presentation on the values, objectives, goals and measures, and strategies associated with Carolina sports marketing. Examples of recent initiatives include web sites and the seatback rental in Kenan Stadium, which generated approximately \$90,000 in new revenue. The general objective of these initiatives is to enhance the game-day experience for fans without detracting from the game itself.

Significant marketing projects include emphasis on Olympic sports through the new Learfield contract, the RFP for concessions that is pending, Football Game Day promotion, and additional football ticket sales (sales of season tickets in the 60,000 seat Kenan Stadium topped out for the 2008 season and reached 34,500 in 2009.) Work is underway on organizing faculty/staff days for selected events, and the Carolina Kids Club has reached 4,500 members.



UNC fans have been the number one user of ACC Select, a service available through the conference, and we are 58% ahead of the second most frequent user. Websites receive continual updating and improvement. New sport-specific web sites are being developed that will feature play diagramming by coaches.

Although Carolina athletics provides an excellent package of marketing opportunities, these efforts face a number of challenges. One example is women's basketball. Although our program is in the top echelon competitively, attendance, while strong, has not yet reached the level that a relatively few of the perennial top programs have achieved. This year is an anomaly because the women are playing their games in the Smith Center due to the renovation of Carmichael. The game with Connecticut on January 19 was targeted as an effort to sell out the lower level of the Smith Center. When games are held in Carmichael, the limited supply of nearby parking represents, or may be perceived as, a difficulty.

In addition, while sponsorships are growing at 13% per year, which is excellent, sustaining the Carolina culture in the face of this growth is a challenge. This led to a brief discussion of things we will do and things we will not do in relation to sponsorships. Negotiation of the new Learfield contract had taken approximately one month on the financial aspects and five months on what Learfield can sell (this is the so-called "A-list"). Another example in this discussion was the hosting of ESPN Game Day. At many locations, ESPN is allowed to do a standard list of marketing activities, but this list includes things that UNC does not permit (e.g., decals on the floor, signage behind team benches). Our discussion also touched on the Wachovia relationship and its likely future. Although we have been pleased with the tasteful way in which this relationship has been implemented, we do not know what will happen as a consequence of Wachovia's acquisition by Wells Fargo. The final portion of this discussion touched briefly on the fact that the ACC TV contract will soon be up for renegotiation. Each cycle of negotiation involves the possibility that we will be asked to do something under that contract that we would prefer not to do (e.g., hosting Thursday night football, historically). Our best protection is effective communication by and with conference representatives who conduct the negotiations.

This discussion ended with consideration of additional ways to reach out to the university community, especially faculty and staff employees, to encourage attendance at and support for the various athletic competitions.

#### **Athletics Department Interactions and Other Campus Facilities**

**Faculty/Staff Wellness:** Mr. Brian Usischon of the University's Office of Human Resources provided some background and participated in a discussion with members of the committee. A program called Heels for Health existed for a number of years but was discontinued several years ago. In 2006 then Provost Robert Shelton formed a committee to review this issue. The report of that committee included a number of recommendations, but none of them received funding. Current work on this topic is conducted by a Chancellor's committee chaired by Brenda Malone, Associate Vice Chancellor for Human Resources in 2008-09 and now Vice Chancellor. The committee is cataloging wellness opportunities that are available. The committee expects to recommend some new programmatic activities and is planning a Wellness Fair for May of 2009.

A brief discussion followed regarding the official charge for the FAC and whether its wording meant opportunities for personal exercise/wellness activities or opportunities for involvement with the University's athletic program. Without attempting to resolve that question, the discussion noted that, with the Chancellor's committee now in operation, independent action by the FAC might be less desirable than simply providing appropriate support for the work of that committee. A consensus emerged that the charge could be left as it is, and that the FAC will seek to be kept informed and to

provide appropriate support, but will not intervene in situations that are already being adequately addressed.

**Sports Medicine Review Committee:** Mr. Gallo and Associate Vice Chancellor for Student Affairs Melissa Exum co-chaired a Sports Medicine Review Committee that included FAC members Glynis Cowell and Garland Hershey. Following discussions with head coaches, team physicians, the Student-Athlete Advisory Council, and others, the committee concluded that the two principal opportunities for strengthening our Sports Medicine services are in nutrition and sports psychology. Mr. Gallo reported to the FAC on the major elements in the committee's work and distributed a list of the recommendations that the committee had produced. During its work the committee had received an overview from Winston Crisp (Assistant Vice Chancellor for Student Affairs) of characteristics of modern-day students. Among his most significant comments was the remark that "their eating habits sink" and that getting them to eat a healthy lunch consistently is a challenge. Mr. Gallo provided status information on the committee's recommendations. In response to a question regarding how the committee had responded to issues raised during exit interviews, Mr. Baddour indicated that he had reviewed each of those comments with Dr. Tim Taft (Director of Sports Medicine until he retired on June 30, 2009) and Mr. Dan Hooker (Associate Director of Sports Medicine) and that he was pleased with their responses. Mr. Gallo agreed to provide periodic reports on the status of responses to the committee's recommendations.

**Priority Registration:** The FAC continued to monitor the progress of the Task Force on Priority Registration. The policy developed by the task force was reviewed by the Educational Policy Committee in October 2007, and after extensive discussion, the Faculty Council approved the proposal in December 2007 with one amendment to set the target limit for priority registration in any class at 15% instead of the originally proposed 25%.

Professor Reznick reported that the first semester of priority registration for the Spring 2008 had gone well. The cycle for the Fall 2008 has produced some new issues, including the possibility that an appeal process might be needed for instances in which a request for priority registration by some group is denied. The Registrar has compiled a list of refinements for the process and is gathering information from applicants that have used the process. Consideration is being given to expanding the Priority Registration Advisory Committee to include additional faculty. In the most recent cycle, some athletic squads had been denied approval for priority registration. The current registration system does not support production of accurate utilization data for priority registration, but this problem will be resolved as the system is refined over time.

**Admissions:** Associate Provost and Director of Admissions Steven Farmer reported to the FAC on the admissions process for student-athletes. Mr. Farmer began by describing the recent meeting of ACC Admission Directors/Deans. After listening to other Admission Directors' frustrations with their athletic programs, Mr. Farmer said that he once again wanted to thank Mr. Baddour and our coaches for the high value they place on academics in their recruiting and for their cooperation with his office. He described his relationship with the Athletic Department and the coaches as one built on mutual respect.

Before discussing the admission process for recruited athletes, Mr. Farmer described the overall philosophy of the UNC Office of Undergraduate Admission. The approach at UNC is to go beyond the SAT and GPA numbers and to consider the entire application in order to understand the applicant as a person. Mr. Farmer explained that his goal is to enroll a class with some 'salt' and a lot of 'flour'. The 'flour' refers to the students who clearly have the background to succeed at UNC. The best classes also

include some salt. These are students who have talents in a specific area such as music, who have succeeded despite very little support from others, or whose application reveals intellectual depth even though their test performance and grades may not be stellar. The Admission Office's approach toward athletic recruits is the same. In considering the admission of recruited athletes, test scores and previous grades are considered. But these numbers are not the only relevant indicators of whether or not a student is likely to succeed academically.

Having outlined the general approach, Mr. Farmer explained some of the procedural details. Recently, the number of admissions slots that the Athletic Department could bring to the Office of Undergraduate Admissions was reduced from 157 to 140 (with the possibility of admitting 20 additional student athletes who have especially strong academic records). Balancing this reduction increased our flexibility. In particular, the previous limit on 100 out-of-state athletes is no longer binding. In addition, the Athletics Department can bank and borrow admissions slots over time.

The Athletic Subcommittee of the Advisory Committee on Undergraduate Admissions, of which FAC Chair Professor Reznick is a member, considers the special cases that do not meet all of the usual criteria for admission. The Subcommittee reviews the less difficult cases (e.g., students who have a low SAT score) quickly and then focuses on cases that are more complex. Professor Reznick pointed out that the Subcommittee sees itself as not merely a gatekeeper. Instead, the Subcommittee sees its primary role as helping our coaches evaluate whether a recruit is likely to be academically successful and remain academically eligible if admitted to UNC. The Subcommittee members realize that some students have had little previous support, and they consider how far these students might go if given opportunity and academic support. If necessary, the Subcommittee recommends that Admissions staff contact the student's high school and any previous colleges in order to evaluate a student's academic potential. The number of special cases considered by the Subcommittee has fallen from 30-35 a few years ago to less than 20 last year. The drop in the number of cases reflects a change in our coaches' recruiting rather than a change in policy.

Mr. Farmer explained that admission of recruited athletes is handled in a variety of ways by ACC schools, but that most have less faculty involvement than UNC. The extreme opposite of UNC is an unnamed school in which only the Admission Director evaluates the special cases and in which the Chancellor may overrule the Director.

Mr. Baddour noted that the effectiveness of the Subcommittee on Athletic Admissions is measured by the academic records of the athletes whom our coaches recruit rather than by the number of cases turned down. The coaches understand what is required in order for an applicant to have a good chance of admission and subsequent academic success, and they are unlikely to bring forward students who do not meet these standards. Mr. Baddour said that having faculty involved in reviewing special cases has worked well. Although there are good reasons for structure and rules in admission, we also need to be able to make exceptions in order to achieve the best outcome for students and for the University.

### **Student-athlete Academic Performance and Development**

**Academic Performance of Student-athletes:** The FAC reviews the academic progress of student-athletes each year using various metrics. The metrics include the NCAA Academic Performance Rate (APR), the federal graduation rate reported by the Department of Education's National Center for Education Statistics, and the NCAA Graduation Success Rate (GSR).

The APR is based on the academic eligibility, retention and graduation of student-athletes. Points are awarded each semester per student-athlete on the basis of eligibility/graduation and retention. Each team member may earn two points per semester: one point for maintaining eligibility or for graduation,

and a second point for being retained. On a team with ten members, for instance, there would be a maximum of 40 possible points in an academic year. If two student-athletes on the team were not eligible in the spring semester and were not retained, then the hypothetical team would only earn 36 points (losing 2 points for each student during that spring semester). The APR in this hypothetical example is calculated by first dividing 36 by 40 (equals .9), and then multiplying by 1000 to get an APR of 900.

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