



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Meeting of the General Faculty and the Faculty Council

Friday, September 15, 2006

3:00 p.m.

Hitchcock Multipurpose Room

Sonja Haynes Stone Center for Black Culture and History

Chancellor James Moeser and

Professor Joe Templeton, Chair of the Faculty, presiding.

AGENDA

- 3:00 Welcome and Opening Remarks
- Chancellor James Moeser
 - Recognition of Hettleman Award Winners
 - Questions for Chancellor Moeser from the Floor
 - Provost Bernadette Gray-Little
 - Chair of the Faculty Joe Templeton
- 3:30 Comments from Leaders of Campus Constituencies
- James Allred, President of the Student Body
 - Lauren Anderson, President of the Graduate and Professional Student Federation
- 3:40 Enrollment Growth, Student Retention
- Presentation by Provost Bernadette Gray-Little
 - Discussion
- 4:25 Discussion: Faculty Council Work Plan for 2006-07
- Chair of the Faculty Joe Templeton
- 5:00 Adjourn



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

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News Release

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Sept. 15, 2006

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Four on faculty awarded Hettleman Prizes for their artistic, scholarly achievement

CHAPEL HILL – A chemist forging new research methods, a music historian bringing 16th century theater to bare on the present, a pharmacologist who discovered a group of protein regulators and a scholar bringing to light the social implications of medical policy have received the 2006 Philip and Ruth Hettleman Prizes for Artistic and Scholarly Achievement by Young Faculty at the University of North Carolina at Chapel Hill.

Chancellor James Moeser recognized the recipients today (Sept. 15) at the Faculty Council meeting. They are Dr. Jeffrey Johnson, assistant professor of chemistry and Dr. Anne MacNeil, associate professor of music history, both in the College of Arts and Sciences, as well as Dr. David Siderovski, associate professor of pharmacology and a member of the Lineberger Comprehensive Cancer Center and Dr. Jonathan Oberlander, associate professor of social medicine and adjunct professor in political science, both in the School of Medicine.

The Hettleman Prize, which carries a \$5,000 stipend, recognizes the achievements of outstanding junior tenure-track faculty or recently tenured faculty. All of this year's recipients also received praise for their qualities as teachers. They are scheduled to present their work in two lectures at the Carolina Club; MacNeil and Johnson on Nov. 16, Siderovski and Oberlander on April 24, 2007.

(More)

(Page 2-2-2) Four on faculty awarded Hettleman Prizes

The award was established by Phillip Hettleman, who was born in 1899 and grew up in Goldsboro, N.C., in a family with very little money. He earned a scholarship to Carolina, went to New York and, in 1938, founded Hettleman & Co., a Wall Street investment firm. He established the award in 1986 and died later that year.

Johnson joined the chemistry faculty in 2001. His laboratory develops new synthetic methodology for the rapid construction of complex organic molecules, especially pharmaceuticals, and he has won nearly every major award available to young chemists, said Dr. Holden Thorp, chair of the department of chemistry. Thorp called Johnson's contributions "remarkably innovative," "elegant" and "pathbreaking."

"Johnson's productivity has been truly astonishing," Thorp wrote in a nomination letter. "He has assembled a strong group of graduate students and together they have published 34 papers from UNCG, all in top-refereed journals. Jeff has already established a national reputation and is regarded as one of the very top young chemists working in this crowded and highly competitive area."

MacNeil came to UNCG in 1999. Her study of women in late 16th and early 17th century Italian theater has "opened whole new fields of inquiry in the areas of theater history, opera history, commedia dell'arte, and not insignificantly in gender studies," wrote Dr. Tim Carter, who nominated MacNeil.

A colleague characterized MacNeil's writing as an "exceptionally learned, often brilliant study of what I had previously and offhandedly thought of as a peripheral topic in the history of music."

"In her publications and lectures she has brought to light a whole new facet of musical and literary activity in the late Italian Renaissance and early Baroque in a way that has gained her high national and international repute," Carter said.

(More)

(Page 3-3-3) Four on faculty awarded Hettleman Prizes

Siderovski also came to UNC in 1999. His research centers on a unique family of molecules he discovered in 1996 – the regulators of G-protein signaling, or “RGS proteins” – that modify the duration and strength of hormone communication between cells.

“What separates Dr. Siderovski from many investigators is his exceptional multi-disciplinary skills,” said Dr. Gary Johnson, chair of the department of pharmacology. “Dr. Siderovski uses bioinformatics and cross-genome analysis to parse out new discoveries of protein architecture, then he employs structural and cell biology, biochemistry and genetics to validate his predictions and hypotheses.” Johnson called Siderovski “fearless” in his use of multiple disciplines.

Johnson submitted three letters supporting Siderovski’s nomination that also supported his promotion to associate professor. The three authors were members of the National Academy of Sciences, and one is a Nobel laureate. “They unanimously describe Dr. Siderovski’s research as groundbreaking, creative and truly outstanding,” Johnson said.

Oberlander, who graduated with a bachelor’s degree from Carolina in 1989, joined the faculty in 2003 as associate professor of social medicine. He is also an adjunct faculty member in the department of political science.

Nancy King, professor and vice-chair of the department of social medicine, described Oberlander as “an extraordinarily talented scholar with a broad, cross-disciplinary perspective who is able to speak accessibly and authoritatively, both within his home discipline and also to diverse audiences of health care providers and policymakers.”

Oberlander’s first book, “The Political Life of Medicare,” received wide acclaim, and his paper, titled “The U.S. Health System: On the Road to Nowhere,” has “been called the best account of the American system available today,” King said.

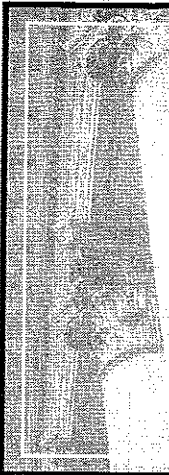
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Undergraduate Persistence and Graduation Rates

Bernadette Gray-Little
Faculty Council
September 15, 2006

UNC Graduation Rates

- 1999 class graduated at a rate of 83.7%.*
- The rate for the 1997 class was 82% and for 1998 was 83%.
- Most who graduated did so in five years or less – mostly four years.

*(6 year rate)

Source: UNC Institutional Research & Assessment Website

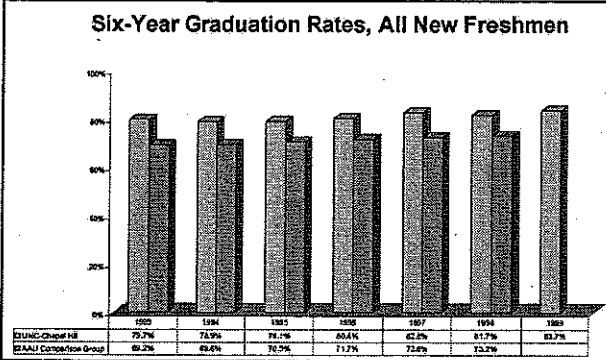
4, 5, and 6-year Graduation Rates: Entering Class of 1997

- Completions by Term:
 - 4.0 Years 72.8%
 - 4.5 Years 80.0%
 - 5.0 Years 84.7%
 - 5.5 Years 85.2%
 - 6.0 Years 86.1%
- Of Those Who Graduate:
 - 85% do so in four years.
 - 98.4% do so in five years.

Source: UNC Institutional Research

UNC Exceeds the AAU Average

Six-Year Graduation Rates, All New Freshmen



	1993	1994	1995	1996	1997	1998	1999
UNC Chapel Hill	79.7%	78.9%	78.1%	80.4%	82.8%	81.7%	83.7%
AAU Comparison Group	69.2%	69.6%	70.5%	71.7%	72.8%	73.2%	

Source: AAU Comparison Group (Public and Private)

Graduation and Persistence: Comparison with Select AAU Peers

Institution	Cohort Year: 1999		Cohort Year: 2004	
	Number of 1st Year Freshmen	6 Yr Grad Rates	Number of 1st Year Freshmen	Retention Rates After 1 Year
UNC-Chapel Hill	3390	84	3589	97
Berkeley	4128	87	3671	97
UCLA	5545	87	4269*	96
Michigan	2924	87	6040	96
Virginia	2924	92	3096	97

Source: Individual Institution's Website
 * This is 2003 data; 2004 not yet available

Two of the Four Have a Lower Admit Rate

2005 Freshman Class	Applications	Admit Rate
UNC-Chapel Hill	18,114	36.6
UC Berkeley	36,989	26.5
UCLA	42,227	26.9

Source: AAUDE Enrolled Freshmen Profile Report for Fall 2005

Conditions at select peer institutions differ in one of two ways:

Two of the Four Have a Substantially Higher Rate of Out-of-State Admissions

Institution	Out of State %
UNC-Chapel Hill	17.1%
Virginia	31.2%
Michigan	39.5%

Source: AAUDE Enrolled Freshmen Profile Report for Fall 2005

These Two Indices are Associated with Higher Selectivity

Institution	Freshman from Top 10% of HS Class	Selectivity Rank*
Berkeley	99%	14
UCLA	97%	16
Michigan	90%	24
Virginia	84%	25
UNC-Chapel Hill	74%	34

Source: US News & World Report— America's Best Colleges, Fall 2005
 *Selectivity Rank = Comprises: 50% SAT Scores; 40% Top 10% of H.S.;
 10% Acceptance Rate— Ratio of Admitted Students to Total # of Applicants

What Happens to Students Who Do Not Graduate from Carolina?

- 6% transfer to another school:
 - To pursue a major we do not offer;
 - For personal and family reasons;
 - To have a different college experience.
- 10-11% neither transfer nor graduate and many of these students have academic difficulties and become ineligible.
 - Among the students who remain in academic good standing, 90% graduate.

Source: UNC Retention and Graduation Study 2004

Three Groups of Factors are Strongly Associated with Failing to Graduate

- Becoming academically ineligible; low first year grades; a pattern of intermittent enrollment;
- Parents' low educational and income level;
- Lower levels of academic and social engagement.

Source: UNC Retention and Graduation Study 2004

Maintaining Good Academic Eligibility is the Key to Persistence and Graduation

We have programs that are effective in enhancing persistence and graduation rates for students who might be expected to have more difficulty than others:

- Summer Bridge
- Carolina Covenant

**Recommendation #2:
Carolina Covenant Mentoring**

- Provide to first year students who appear to need it the type of advising and mentoring Carolina Covenant students receive.

**Recommendation #1:
Expand Summer Bridge**

- Expand the program to include 100 student from the current level of 50 to 60.

What are the Outcomes ?

- The inaugural class of Carolina Covenant students have a first year persistence rate that slightly exceeds the student body as a whole.
- Summer Bridge students persist and graduate at the same rate as all students.

**Carolina Covenant and
Summer Bridge**

- Both programs are aimed at students who are admitted in regular admission process;
- Both programs involve very close advising and mentoring;
- Summer Bridge also offers students the opportunity to take two first year courses during the summer prior to the first year.

**Recommendation #3:
Increase Academic Eligibility Standards**

- We require a cumulative GPA of 1.5 for continuation after the first year. This is lower than all our select peers and lower than the NCAA requirement for continued academic eligibility.
- Allowing students to continue to the 8th semester with less than a 2.0 makes graduation very difficult.

**Recommendation #4:
Increase Academic Support Services**

- Increasing eligibility requirements would raise expectations, but could increase failure rates unless we offer additional support.
- Move the drop deadline from the 6th week to the 8th week (to provide time for academic status reports and for students to react).
- Provide better academic warning notification, including provision for faculty to provide early status reports for students.

**Recommendation #5:
Institute a System of Academic Probation**

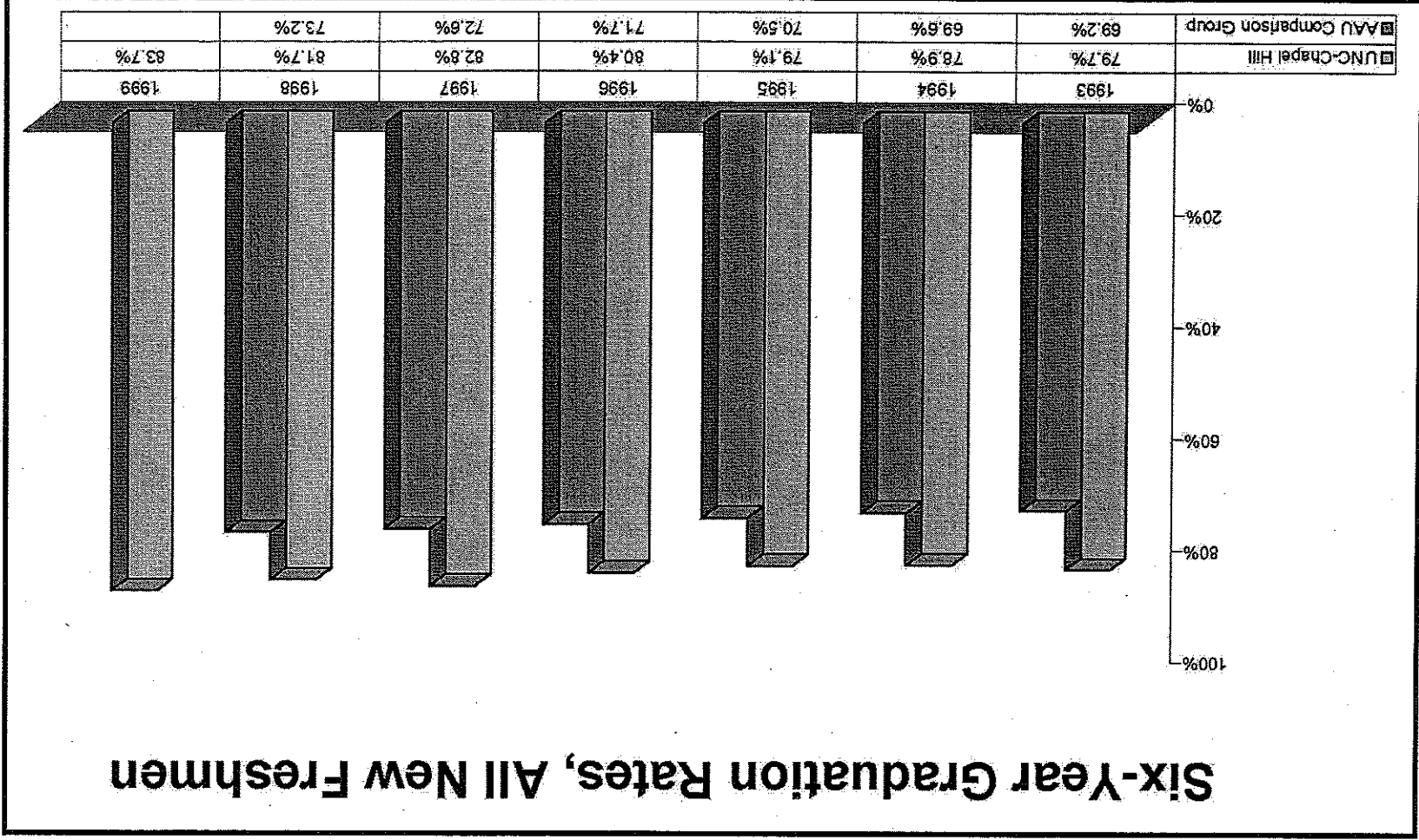
- Require students in academic difficulty to work with an advisor to formulate a plan to restore good standing.
- Students under probation would remain on the campus.
- Only if probation is unsuccessful would a student become ineligible.

Upcoming Efforts

- With the implementation of the new curriculum, the College will be hiring a new team of advisors.
- At the same time, improved retention and graduation goals suggest that we will need more academic services personnel as well (tutors, learning specialists, academic counselors).

UNC Exceeds the AAU Average

Six-Year Graduation Rates, All New Freshmen



Source: AAU Comparison Group (Public and Private)

The University of North Carolina
at Chapel Hill

Faculty Council
Student Enrollment

Dr. Bernadette Gray-Little,
Executive Vice Chancellor and Provost

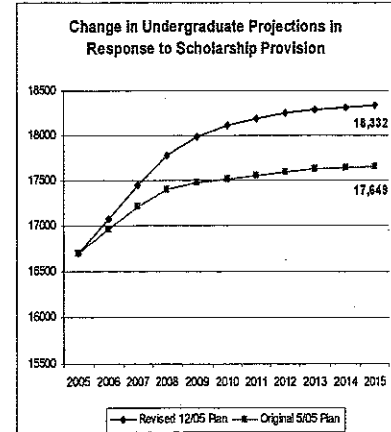
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Exploring Enrollment Trends: Current Status and Projections

- Fall 2005 total enrollment was **27,276**.
- Current long-range plan, submitted to GA in Dec. 2005, projects **29,447** students by Fall 2015.
- This plan exceeds all previous projections.
- The Scholarship Provision increased the 10-year projected growth in undergraduates by 683.

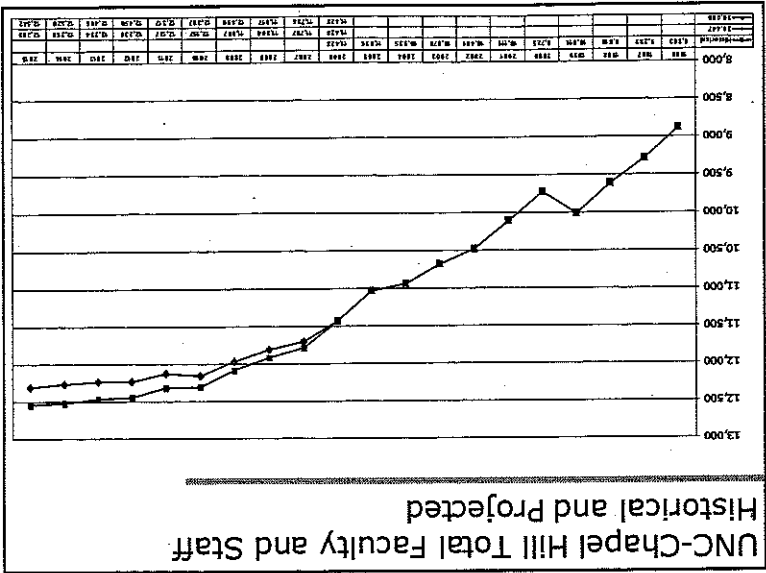


Concerns with the Present Enrollment Plan

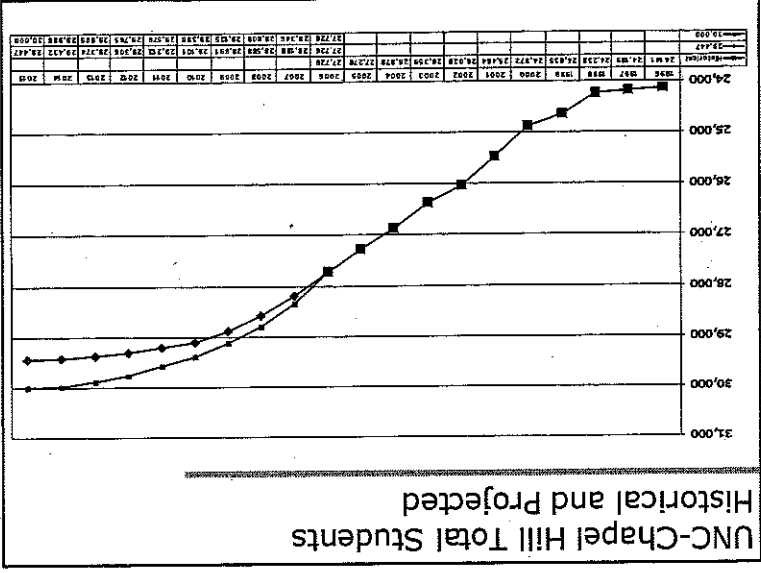
- Ability to maintain selectivity and quality of entering first year class;
- Availability of space for classrooms, offices, laboratories, etc., which lags behind projected enrollment growth by 18-24 months.

Analyses of the Effects of Enrollment Growth

- In considering growth beyond the current projection of **29,477** by 2015, we analyzed the potential effects of two expanded models:
 - A **30,000** model that represents incremental, but consequential, growth above the current plan; and,
 - A **35,000** model that represents rapid growth above the current plan. We considered and then discarded this model because of its profound implications for the academic, fiscal, and operational environment at Carolina.



UNC-Chapel Hill Total Faculty and Staff Historical and Projected

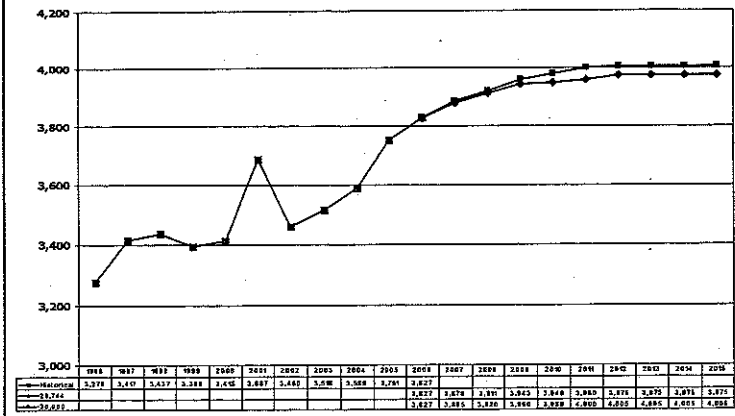


UNC-Chapel Hill Total Students Historical and Projected

- Planning Assumptions (continued)
- Main campus will absorb enrollment growth.
 - Revenue from contracts and grants will increase in proportion to the size of the faculty, but not at the same rates observed in the past decade.
 - The State of North Carolina will continue to fund 100% of projected enrollment increases.
 - The Campus Master Plan will govern development.

- Principles of Enrollment Growth
- Sustain quality.
 - No enrollment growth without faculty growth.
 - No enrollment growth without appropriate level of staff growth.
 - Maintain commitment to our historical balance of undergraduate, graduate, and professional education.
 - No enrollment growth without space provided in advance.
 - Maintain the residential character of campus – "a bed for every new (undergraduate) head."
 - Improve the five-year graduation rate.
 - Maintain a commitment to diversity.
- * Developed by the Provost's Enrollment Policy Advisory Committee and presented to the Board of Trustees in 2003.

UNC-Chapel Hill First Year Students Historical and Projected



Implications of Expanded Enrollment Growth on:

- Academic Quality of Entering Classes
- Non-Academic Areas

Effects of Enrollment Growth on the Quality of Entering Undergraduate Students

Current Admission Outcomes

- Fall 2006 baseline:
 - 19,733 applications
 - 34.1% admission rate
 - 56.9% yield rate
- Our current admission and yield rates are exceptionally good in comparison to other large research institutions.

Effects of Enrollment Growth on Yield Rate

- Yield Rate = Percentage of admitted students who enroll.
- Results of recent survey* suggest that larger enrollments would make Carolina less attractive to admitted students and that a significant percentage would choose not to enroll.
- Predicted net loss of 159 (4% of admitted class) would occur with a total enrollment of 30,000.
- Students who said that they would not come to Carolina if it grows to those levels tended to be those at the top of the admitted class.

*Source: 2006 UNC-Chapel Hill Admitted Student Survey

Potential Effects of Enrollment Growth on Selectivity

- Selectivity = the percentage of applicants accepted for admission.
- To maintain our current selectivity (34%), we would need to increase the number of applications received from **19,733 in 2006 to 21,331 in 2015** at a total enrollment of 30,000
- Additional applicants would come from the academically weaker portion of the applicant pool, because the majority of the top North Carolina high school students already apply to Carolina:
 - 69% of those with SAT scores of 1300
 - 69% of those in the top 5% of their high school class

Effects of Enrollment Growth on Class Quality Indicators

- As a result of lower yields of the top students, entering class quality indicators are likely to decline:
 - Average SAT score
 - Average high school GPA
 - Average rank in high school class

Potential Effects of Enrollment Growth on the Diversity of the Entering Class

- Enrollment increases may limit efforts to strengthen diversity in the entering class:
 - Inequities in the quality of K-12 preparation continue to constrict the pipeline of highly competitive students from underrepresented groups.
 - Carolina's share of this pipeline is already large:
 - For example, this year all but 15 African-American students statewide with SAT scores of 1300 and higher applied to Carolina.
 - Under an expanded growth model, minority presence, measured as a percentage of total enrollment, is likely to decrease.

Effects of Enrollment Growth on Research

Effects of Enrollment Growth on Research

- **Importance of the ratio of faculty to students:**
 - With more students, faculty have less time to devote to scholarly/scientific activities.
- **Maintaining** the current faculty-student ratio, a guiding principle for UNC-Chapel Hill enrollment growth, has been a challenge in recent years.
 - Although we have received enrollment growth funding, budget cuts have eroded these resources and limited their intended use in expanding the faculty to teach the additional students.
- **Improving** the faculty-student ratio, a measure of institutional quality, becomes even more difficult as we increase the number of students.

Effects of Enrollment Growth on Student Affairs

Student Affairs: Implications of Growth Plan to 29,447 or 30,000

- Housing capacity will be adequate to supply a "bed for every new undergraduate head."
- Campus Health Services facilities will need to be expanded to meet increased demand for services.
- The existing ratio of staff to students in several service areas is already unfavorable compared to peers, and will get worse.
- Lack of meeting space has been identified by student leaders as the greatest problem facing student groups and organizations, and this too will worsen.

Summary

- The University has exceeded its enrollment growth commitments, increasing by 13% over the past ten years.
- Current enrollment plans will add 2,201 students by 2015. This represents an additional 8% growth over the next ten year period.
- The current growth plan (29447) presents challenges with classroom and office space, the number of faculty and staff required to serve students according to our standards, and possibly infrastructure and town issues.
- The 30,000 growth model would add 553 additional students to the current plan. This would represent a 10% growth over the next ten year period.

Summary

Madeline Korbel Albright

U.S. Secretary of State



Madeline Korbel Albright was nominated by President Clinton on December 5, 1996 as Secretary of State. After being unanimously confirmed by the U.S. Senate, she was sworn in as the 64th Secretary of State on January 23, 1997. Secretary Albright is the first female secretary of state and the highest ranking woman in the history of the U.S. government.

Prior to her appointment, Secretary Albright served as the United States Permanent Representative to the United Nations (presenting her credentials at the UN on February 6, 1993) and as a member of President Clinton's Cabinet and National Security Council.

Secretary Albright formerly was the President of the Center for National Policy. The Center is a non-profit research organization formed in 1981 by representatives from government, industry, labor and education. Its mandate is to promote the study and discussion of domestic and international issues.

As a Research Professor of International Affairs and Director of Women in Foreign Service Program at Georgetown University's School of Foreign Service, she taught undergraduate and graduate courses in international affairs, U.S. foreign policy, Russian foreign policy, and Central and Eastern European politics, and was responsible for developing and implementing programs designed to enhance women's professional opportunities in international affairs.

From 1981 to 1982, Secretary Albright was awarded a fellowship at the Woodrow Wilson International Center for Scholars at the Smithsonian following an international competition in which she wrote about the role of the press in political changes in Poland during the early 1980's.

She also served as a Senior Fellow in Soviet and Eastern European Affairs at the Center for Strategic and International Studies, conducting research in developments and trends in the Soviet Union and Eastern Europe.

From 1978-1981, Secretary Albright was a staff member on the National Security Council, as well as a White House staff member, where she was responsible for foreign policy legislation. From 1976-1978, she served as Chief Legislative Assistant to Senator Edmund S. Muskie.

Awarded a B.A. from Wellesley College with honors in Political Science, she studied at the School of Advanced International Studies at Johns Hopkins University, received a Certificate from the Russian Institute at Columbia University, and her Masters and Doctorate from Columbia University's Department of Public Law and Government.

Secretary Albright is fluent in French and Czech, with good speaking and reading abilities in Russian and Polish.

Selected writings include *Poland, the Role of the Press in Political Change* (New York: Praeger with the Center for Strategic and International Studies, Georgetown University, Washington D.C. 1983); *The Role of the Press in Political Change: Czechoslovakia 1968* (Ph.D. Dissertation, Columbia University 1976); and *The Soviet Diplomatic Service: Profile of an Elite* (Master's Thesis, Columbia University 1968).

Secretary Albright has three daughters.

JOURNAL OF PROCEEDINGS OF THE GENERAL FACULTY AND FACULTY COUNCIL

September 15, 2006

The Faculty Council of the University of North Carolina at Chapel Hill convened at 3:00 p.m. in the Hitchcock Multipurpose Room of the Sorja Haynes Stone Center for Black Culture and History. The following 58 members of the Council attended: Alperin, Bachenhelmer, Bagrell, Bathrop, Bangdiwala, Barreau, Bennett, Cairns, Cantwell, Chapman, Chin, Collichio, Conway, Couper, Dalton, DeSaix, Eble, Fisher, Gerber, Gilligan, Glazner, Gulledge, Hendrick, Hobbs, Kamarei, Kirsch, Kramer, Lastra, Lefebvre, Lesneski, Matfily-Kipp, McGrath, McIntosh, Peterson, Moss, Murray, Oatley, Papanikolas, Parsons, Peirce, Pruvost, Rock, Rustioni, Salmon, Sandelowski, Saunders, Selassie, Sulik, Sweeney, Threadgill, Trotman, Votta, Wallace, Wasik, Wegner, Weinberg, Wilson, and Yankaskas. The following 24 members were granted excused absences: Ammerman, Arnold, Blocher, Booth, Campbell, Connolly, Copenhaver, Degerer, Dupuis, Hightow, Huber, Jonas, MacLean, Marshall, Matson, Mathysse, McCombs, Strom-Gottfried, Taylor, Temple, Tiwana, Whisnant, Wilder, and Wissick. The following 5 members were absent without excuse: Ewend, Keagy, Orth, Rosamond, and Weir.

Chancellor's Remarks and Question Period

Chancellor James Moeser called the meeting to order at 3:00 p.m. He commented on the summer reading program for this year, which he characterized as very successful.

The Chancellor commented briefly on a recently concluded conference held here entitled "The Politics of Inclusion: Higher Education at a Crossroads." He said that the proceedings of the conference will be published.

Chancellor Moeser highlighted the budget priorities that this campus has submitted to the Board of Governors for the 2007-08 fiscal year. First priority is improvement in faculty salaries. The Chancellor said that five consecutive years of 6% increases would be needed for Carolina to reach the 67th percentile of our peer institutions in the area of faculty salaries. This estimate includes modest predictable increases in tuition over that period of time as well. The second priority is a request for \$35 million to support research, including more funding for the University Libraries, and \$20 million for computing support. The third priority includes a number of items related to engagement with the State of North Carolina, such as economic development, K-12 education, expansion of AHEC, and expanded outreach by health-care professionals.

Professor Steven Bachenhelmer (Microbiology & Immunology) asked the Chancellor to comment on plans, if any, to reduce the budget for administrative expenses. He noted that UNC System President Erskine Bowles has trimmed 10% from the General Administration budget and is encouraging the campuses to do so as well. The Chancellor replied that he has received neither specific instructions from General Administration in that regard nor any particular dollar or percentage goals. Nevertheless, he said, we are already working to be able to respond appropriately when instructions are received. The Chancellor said that he has suggested that a number of services available at Carolina could be made available to other institutions. Such a move could lower their costs and ours as well. He concluded by saying that he thinks the President's initiative is a very constructive process.

2006 Hettleman Awards

Chancellor Moeser presented the 2006 Phillip and Ruth Hettleman Prizes for Artistic and Scholarly Achievement by Young Faculty at the University of North Carolina at Chapel Hill. The prizes this year went to Jeffrey Johnson, Assistant Professor of Chemistry; Anne McNeil, Associate Professor of Music; David Siderovski, Associate Professor of Pharmacology; and Jonathan Oberlander, Associate Professor of Social Medicine and Adjunct Professor of Political Science.

Chair of the Faculty Induction

Chancellor Moeser inducted into office as the newly-elected Chair of the Faculty Joseph L. Templeton, Francis Preston Venable Professor of Chemistry. He presented to Prof. Templeton, as a symbol of his office, the Council's gavel which was crafted from a timber thought to be part of the original framing of the University's first building, Old East.

Greetings from the Provost

Executive Vice Chancellor and Provost Bernadette Gray-Little brought greetings to the Council. She said that her first two months as Provost have been largely spent in retreats focusing on topics such as the regulatory climate in which public universities operate, issues related to enrollment growth, and the implications of the need to replace much of the University's computer infrastructure. Provost Gray-Little said that she is very fortunate to have begun her term in a year in which significant faculty salary funds have been made available. She concluded by assuring the Council that she is aware of the long and distinguished history of shared governance at Carolina. She supports that tradition, and looks forward to working the faculty to attain the goals that we set for ourselves.

Greetings from the Chair of the Faculty

Prof. Templeton began by saying that he had great appreciation for the experience, knowledge, wisdom and intellectual horsepower assembled in the Council chamber today, and that he intended to take advantage of it. He then called Prof. Sue Estroff (Social Medicine) to the podium and left the room. Prof. Estroff recalled the various models of faculty chairs that she has known, and then introduced to the Council the Great Carnac, who strode to the front robed in a black doctoral gown and an outrageous scarlet turban. Carnac (a.k.a. J. Templeton) amazed the Council with his uncanny ability to read minds and predict the contents of sealed envelopes.

Greetings from Student Leaders

Prof. Templeton reported that James Allred, President of the Student Body, and Lauren Anderson, President of the Graduate and Professional Students Association (GPSF), were unable to attend today's meeting due to a conflict with a meeting of the Student Fees Advisory Committee. He said they hope to greet the Council at a later date.

Prof. Templeton introduced Cassidy Sugimoto, Secretary of GPSF. Ms. Sugimoto spoke of GPSF's interest in working with the Council this year on a training transition plan for teaching assistants in the new undergraduate curriculum and in responding to changes in the printing policy. She said that printing labs on campus have moved from a system that students assumed provided unlimited free printing underwritten by the educational and technology fee to a pre-paid plan that allows only 500 "free" pages per semester. This causes problems for teaching assistants in departments that do not underwrite class-related printing by their TAs. Ms. Sugimoto said that GPSF would be making suggestions to address this issue.

Enrollment Growth, Student Retention

Provost Gray-Little spoke on the subjects of enrollment growth and student retention with the aid of PowerPoint slides. The presentations are accessible from the Faculty Council page of the Faculty Governance website.

The Provost emphasized the following points in the course of her presentation:

- The current long-range plan is that enrollment will increase by 2,171 students to a total of 29,447 by 2015.

- The projected total includes an otherwise unnecessary increase needed to keep revenue-neutral the recently mandated policy of counting all full-scholarship students (mostly athletes) as in-state students.
- The administration has considered models of growing to 30,000 and 35,000 students. The latter model has been rejected as infeasible; we simply cannot accommodate those numbers on the existing campus.
- There is much pressure on Carolina to absorb our share of the projected increase in the college-going population in North Carolina.
- Our current admission and yield rates are very good in comparison to other large research institutions.
- A survey of student opinion suggests that higher enrollment numbers would have a negative impact on decisions to enroll at Carolina. This effect is greatest among the most highly-sought-after applicants.
- A drop in the admission yield rate due to higher enrollment would have a negative impact on the quality of the entering class. To offset that effect, we would need to generate more applicants, which is unlikely.
- Under any expanded enrollment model, the percentage of minority students is likely to decrease because the pool of eligible minority applicants is not likely to increase commensurately.
- Expanded enrollment would have a negative impact on the University's research mission because the growth is likely to be entirely among undergraduates; it would be very difficult to increase graduate enrollment by the same percentage.
- Negative impacts of increased enrollment on the area of student life would be focused on access to student health care and career services; housing would not be a problem.
- The administration expects that Carolina will continue to under pressure from General Administration to increase enrollment.
- General Administration is committed to increasing the percentage of students who complete their degree within four to six years.

Prof. Peter Gilligan (Microbiology & Immunology) said that increasing the size of the entering Medical School class by 25% (from 160 to 200) is under discussion. He said that this will further exacerbate student discontent with what they consider to be inadequate access to clinical training here at UNC Hospitals. It is necessary to assign many students to rotations at other hospitals around the state, which they tend to view as less desirable.

Prof. Laurie Matfay-Kipp (Religious Studies) expressed concern about the impact increased undergraduate enrollment could have on allocation of faculty and staff resources among departments in the College. She observed that these allocations do not necessarily correspond to course enrollment. The Provost agreed that departments with large undergraduate enrollments do tend to have proportionately fewer faculty and staff positions. Prof. Matfay-Kipp also expressed concern about the potentially negative impacts on diversity and graduate enrollment.

Prof. Bachtenheimer asked for comment on lateral transfers from other four-year institutions and from community colleges, and for the effect that increased emphasis on distance learning might have on enrollment projections. The Provost replied that there is growing interest across the country in opening new campuses that focus solely on offering distance education degrees. She said that Carolina has been asked to review distance education efforts on this campus. Now, these efforts are dispersed among the schools and departments. The "big question" to be answered is whether Carolina is interested in offering undergraduate degree programs online. Such programs are already available on a limited basis through the School of Public Health and the School of Pharmacy. She said that the administration has not yet

addressed the larger question. As for transfer students, the Provost said that the data summarized in her presentation includes transfer students, but the primary source of those students is other four-year institutions, not community colleges. She pointed out that the UNC System has not followed the lead of the California System, where it is expected that most students will complete their first two years in a community college setting.

Prof. Anselmo Lastra (Computer Science) asked how the projected enrollment growth at Carolina compares to other campuses of the UNC System. The Provost replied that our projected growth is modest both in comparison to growth in the enrollment pool and to other campuses. Some UNC campuses are actually under-enrolled, she said.

Prof. Lloyd Kramer (History) commented on the interconnection between graduate and undergraduate enrollment. He pointed out that for departments with high undergraduate enrollments, it will be essential to increase graduate enrollment in order to maintain acceptable student/faculty classroom ratios. He said that increasing undergraduate enrollment would have a huge ripple effect across the College. The Provost agreed with his assessment.

Prof. John Sweeney (Journalism & Mass Communication) characterized the Provost's presentation as "an impressive analysis with mostly negative conclusions." He asked whether Carolina has the option of declining to increase enrollment. The Provost replied that we do not have the option of simply refusing, but we can and will point out the necessary consequences of growth. She reminded the Council that at one point several years ago Carolina indicated to General Administration that we preferred for all growth to occur in graduate and professional enrollment. That was not acceptable. She felt that there is a "certain level of imperative here."

Prof. Frank Wilson (Orthopaedics) asked whether it would be possible to leverage an increase in overall enrollment to an increase in the percentage of out-of-state students. The Provost said that she did not see that as a realistic possibility.

Prof. John Papanikolas (Chemistry) observed that the Provost's presentation could be encapsulated by saying that we are being asked both to admit more students and to see more of them through to graduation. To admit more students we will need to go deeper into the applicant pool; to let more through means that we will have to reduce grading standards. He said that it appeared to him that the solution to this dilemma must be to try to improve the quality of the applicant pool by improving K-12 education, and working on better instructional techniques in our own classrooms.

Honorary Degree

The Council went into closed session to consider the award of an honorary degree to the person selected as the 2007 Commencement Speaker. The Secretary of the Faculty nominated an individual on behalf of the Committee on Honorary Degrees and Special Awards. The nominee was approved.

Adjournment

Its business having been completed, the Council adjourned at 5:00 p.m.

Joseph S. Ferrell
Secretary of the Faculty



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Faculty Council Orientation
September 8, 2006
3:00 p.m.

Pleasants Family Assembly Room, Wilson Library

Professor Joe Templeton, Chair of the Faculty, Presiding

AGENDA

- 3:00 Welcome and Introductions
- 3:30 Faculty Council Expectations and Procedures
 - *Presentation by Joseph Ferrell, Secretary of the Faculty*
- 3:45 The Work of Faculty Committees
 - *Short presentations by several committee representatives:*
 - *Peter Gordon, Educational Policy Committee*
 - *Steve Bachenheimer, Faculty Assembly Delegation*
 - *Lissa Broome, Athletics Committee*
- 4:00 Ethical Dilemmas and Faculty Governance (An Exercise)

Faculty Council

Procedures and Expectations

- Required attendance except for "good cause"
- Check in by signing attendance roster
- Notify Secretary if unable to attend
 - email David_Thompson@unc.edu
- Two successive unexcused absences reported to Council

Attendance

Identification

- Please
- ✓ Wear name tags
 - ✓ Identify yourself before speaking
 - ✓ Speak clearly and distinctly (transcripts and minutes are prepared from tape recordings)

Alternates

- Alternates are chosen from among candidates in the most recent election in the order of number of votes received.
- Alternates are asked to serve only if an elected member resigns or goes on leave for more than one semester.

Modes of Action

- > Receive information and ask questions.
- > Discuss issues of concern to the faculty without taking formal action.
- > Legislate to amend the Faculty Code and establish educational policy.

Participation

- > Any General Faculty member may bring matters to the Council for consideration and may participate in discussion
- > Other members of the University community may attend as observers except during closed sessions held to approve honorary degrees and awards

Principles of Parliamentary Procedure

- > Council must have authority to take any action it purports to take
- > Council can act only in a valid meeting
- > Proper notice of the meeting and all action items must be given
- > A quorum must be present to act

Principles of Parliamentary Procedure

- > There must be a question before the Council that is capable of being answered yes or no
- > Only one question ("main motion") can be pending at the same time
- > There must be an opportunity for debate
- > The question must be decided by a vote

Principles of Parliamentary Procedure

- > A question is decided by a majority of the votes cast
- > Presumption is that the body will not act
 - Motions must be in the active mode
 - Negative vote implies disapproval, but
 - Decision not to vote does not imply a position on the merits

Types of Motions

- > The Main Motion is the ultimate action to be taken, e.g., to adopt a resolution
- > Subsidiary Motions are procedures to perfect the text of the Main Motion or to move from one stage of consideration to another

Common Subsidiary Motions

- > To amend the text of the Main Motion
- > To refer the pending matter to committee
- > To postpone consideration to another time
- > To table (i.e., to kill the pending matter without actually voting on it)
- > To end debate and vote immediately on the pending matter (the "Previous Question")