



The University of North Carolina at Chapel Hill

MEETING OF THE FACULTY COUNCIL

Friday, October 11th 2002 at 3:00 p.m.

**** *The Pleasants Family Assembly Room in Wilson Library* ****

Chancellor James Moeser and Professor Sue Estroff, Chair of the Faculty, will preside.

AGENDA

Type	Time	Item
	3:00	<i>Call to Order. The Secretary of the Faculty.</i>
DISC	3:00	<i>Chancellor's Remarks and Question Time.</i>
		Chancellor James Moeser invites questions or comments.
DISC	3:15	<i>Remarks by the Provost.</i>
		Provost Robert Shelton invites questions or comments.
DISC	3:25	<i>Remarks by the Chair of the Faculty.</i>
		Professor Sue Estroff invites questions or comments.
INFO	3:45	<i>Greetings: the Mayor of Chapel Hill.</i>
		The Hon. Kevin Foy.
DISC	4:00	<i>2003 Commencement: Separate Ph.D. Hooding Ceremony.</i>
		Executive Associate Provost Bernadette Gray-Little.
INFO	4:10	<i>Annual Report of the Committee on Instructional Personnel.</i>
		Executive Associate Provost Bernadette Gray-Little.
DISC	4:15	<i>Annual Report of the Faculty Committee on Research.</i>
		Professor Vincas Steponaitis.
INFO	4:20	<i>Annual Report of the Faculty Hearings Committee.</i>
		Professor Frayda Bluestein.
INFO	4:25	<i>Annual Report of the Faculty Grievance Committee.</i>
		Professor Melody Harrison.
DISC	4:30	<i>Open Discussion of Topics Raised by Faculty Members.</i>
ACT	5:00	<i>Adjourn.</i>

Joseph S. Ferrell
Secretary of the Faculty

KEY: **ACT** = Action, **DISC** = Discussion, **INFO** = Information.

Documents pertaining to meetings of the Council may be found at www.unc.edu/faculty/facouncn on the Web.

ANNUAL REPORT OF THE
COMMITTEE ON INSTRUCTIONAL PERSONNEL

OCTOBER 11, 2002

This report covers the activities of the Committee on Instructional Personnel for the academic year 2001-2002.

For personnel matters the Committee on Instructional Personnel operates through two subcommittees: the Subcommittee for the College of Arts and Sciences chaired by the Dean, and the Subcommittee on Professional Schools chaired by the Provost. All recommendations from the Schools or departments and curricula in the Division of Academic Affairs involving tenure track appointments of any kind and all reappointments at the rank of lecturer or above were reviewed. In making these reviews both subcommittees sought to ensure uniformity of procedural practices and consistent attention to the respective roles and missions of each of the appointing units.

The Committee also considers academic calendar, and some of the appointments to the Advisory Committee on Undergraduate Admissions are the responsibility of this Committee.

Respectfully submitted,

Richard Cole
Connie Eble
Jaroslav Folda
Madeleine Grumet
Arne Kalleberg
Michael Lienesch
Joanne Marshall
Gene Nichol
Risa Palm
Karl Petersen
Jack Richman
Robert Shelton, Chair
Michael Smith
Robert Sullivan

Date: October 3, 2002

To: Faculty Council

From: Faculty Committee on Research
Vincas Steponaitis (Anthropology), chair
William Glaze (Carolina Environmental Program)
Laura Janda (Slavic Languages and Literatures)
Arne Kalleberg (Sociology)
Mark Peifer (Biology)
Michael Stegman (Public Policy Analysis)
Richard Superfine (Physics and Astronomy)
Jenny Ting (Comprehensive Cancer Center)
Jonathan Wahl (Mathematics)

Re: Report of the committee's activities during the 2001-2002 academic year

The Faculty Committee on Research held five meetings during the 2001-2002 academic year. The principal issues addressed during these meetings are summarized below.

Consultations with Vice-Chancellor Waldrop. The committee received regular updates and progress reports from Vice-Chancellor Tony Waldrop on a range of important campus issues involving research. These sessions provided the committee an opportunity to ask questions and to provide advice. Among the issues discussed were:

- * the reorganization of the Office of Contracts and Grants and the Office of Research Services to form the Office of Sponsored Research;
- * the planning process for Carolina North (a.k.a. the Horace Williams tract);
- * the issues surrounding UNC's effort to retain control of Facilities and Administration funds (a.k.a. "overhead") in the context of the state's fiscal crisis; and
- * the controversy precipitated by PETA's allegations concerning the treatment of lab animals at UNC-CH.

Carolina Research Initiatives Fund. The committee continued its effort to promote fund-raising in the the Carolina First Campaign for the purpose of enhancing seed monies for research. The committee remains convinced that this aspect of research support must remain an important priority in the Campaign. The committee's chair met with staff from the Development Office to raise their awareness of this issue. The committee also continued to push for the publication of a brochure for potential donors touting the "Carolina Research Initiatives Fund." Thanks to support from Provost Shelton and Vice-Chancellor Waldrop, as well as the design and writing talents of Neil Caudle, we expect this brochure to be printed and available in the near future. (A draft of this brochure was presented to Faculty Council as part of last year's report from this committee.)

Core Facilities for Research. At the request of Vice-Chancellor Tony Waldrop, the committee spent considerable time looking into the problems faced by "core facilities," that is, units that provide centralized research expertise and instrumentation to multiple departments. As a way of exploring this matter, the committee met with the heads of four such units, two from Health Affairs and two from Academic Affairs: David Lee (Biochemistry and Biophysics), David Fenstermacher (Center for Bioinformatics), Ken Bollen (Odum Institute for Research in the Social Sciences), and Rick Peterson (Office of Arts and Sciences Information Services).

One common theme that emerged from these meetings was the difficulty that all core facilities face in recruiting and retaining professional staff. The dominant reasons for this difficulty are: (1) the lack of job security due to a heavy reliance on soft or otherwise unstable funding; (2) salaries not competitive with those in the private sector; and (3) a lack of respect or status that professional staff sometimes feel in relation to faculty, even when their training and credentials are comparable. Other problems that were identified, although not consistently across all units, included shortages of space, shortages of staff, and shortages of funds for replacing instrumentation.

Based on this preliminary exploration, the sense of the committee was that these problems deserve additional study. Core facilities play an essential role in campus research, yet often lack the stable support accorded to conventional teaching departments. This makes core facilities particularly vulnerable in times of fiscal constraint.

Acknowledgments. In closing, we wish to express our gratitude to the many individuals who met with us or otherwise helped in the committee's work during the past academic year: Ken Bollen, Neil Caudle, Margie Crowell, David Fenstermacher, David Lee, Louanne Long, Bob Lowman, Mark Meares, Rick Peterson, Andi Sobbe, Pam Teer, and Tony Waldrop.

October 11, 2002
Faculty Hearings Committee
Annual Report

Members: Chair (as of September, 2001), Frayda S. Bluestein (School of Government, 2005); Laurel A. Files (School of Public Health, 2006); Barbara J. Harris (Women's Studies, 2003); Lawrence Rosenfeld (Communication Studies, 2004); Linda L. Spremulli (Chemistry, 2007).

Report prepared by: Frayda S. Bluestein (Chair) with review by full committee.

Committee charge: According to *The Faculty Code of University Government*, the Faculty Hearings Committee is composed of five faculty members with permanent tenure, service five-year terms. The committee performs functions assigned to it in the *Trustee Policies and Regulations Governing Academic Tenure*. Those duties include conducting hearings (a) on the request of a faculty member who has been notified before the end of his or her tenure or term of appointment that the University intends to discharge him or her, and (b) on the request of faculty member for review of a decision not to reappoint him or her upon expiration of a probationary term of appointment. In the case of a discharge hearing, the committee's duty is to determine whether one of the following permissible grounds for discharge has been established: misconduct of such a nature as to indicate that the faculty member is unfit to continue as a member of the faculty, incompetence, and neglect of duty (*Trustee Policies*, section 3.a.). With respect to review of nonreappointment decisions, the committee is limited to determining whether the grounds for such action are impermissible under section 4.a. of the *Trustee Policies* or whether the decision was affected by material procedural irregularities (*Trustee Policies*, section 4.c.).

Previous Faculty Council questions or charges: None.

Report of activities: The committee has one discharge matter pending. University Counsel has made the committee aware of the *Report of The University of North Carolina Task Force on Faculty Dispute Resolution* and the committee is prepared to assist in its implementation, at the appropriate time, as to aspects that affect the jurisdiction of the committee.

Recommendations for action by Faculty Council: None.

Respectfully submitted,

Frayda S. Bluestein, Chair
Laurel A. Files
Barbara J. Harris
Lawrence Rosenfeld
Linda L. Spremulli

**Faculty Grievance Committee
Annual Report October 4, 2002**

Members 2001-2002: William L. Andrews (2004), Eugenia Eng (2002) Beverly W. Ferreiro (2003), Melody F. Harrison (2003), Robert P. Joyce (2002), Mary R. Lynn (2004), Melanie Mintzer (2003), Melissa L. Saunders (2003), John B. Stephens (2004) Todd W. Taylor (2002)

Members Ending Terms: Joyce, Eng, Taylor

Members Beginning Terms 2002-2005: Giselle Corbie-Smith, Bruce Fried, Stephen Weiss

Report prepared by: Melody Harrison, Chair, and Robert Joyce Past Chair

Committee Meetings: October 15, 2001, August 8, 2002

Committee Charge: "The committee is authorized to hear, mediate and advise with respect to the adjustment of grievances all person designated as member of the faculty..." (The Faculty Code of University Government, July 1999, p.13)

Report of Activities: In the 2001-2002 academic year, the previous chair, Robert Joyce, received seven inquiries, one of which was carried over from the the 2000-2001 academic year. Negotiated settlements were attained in three of the cases; one was transferred to the Faculty Hearings Committee, one is active but in negotiation, and in two cases grievance hearing subcommittees have been selected. Both of these cases will be heard in the Fall semester 2002.

Comment on Resolution 99-8: On September 10, 1999 the Faculty Council adopted a resolution authorizing the Faculty Grievance Committee to introduce mediation, through the Orange County Dispute Settlement Center, into the conflict resolution process, on a two year trial basis. At the end of 2001, this committee reported its experience that by the time most grievances reach the stage of a formal hearing, the parties on both sides are unprepared to consider compromise, which is a vital component of the mediation process. It was the view of the committee at that time, and it remains the view of the committee, that there should be some mechanism, within the University, to review and mediate complaints before the issues have festered over a number of years.

Representatives of the committee have on several occasions discussed with Vice Chancellor Susan H. Ehringhaus the draft report and recommendations of the University of North Carolina Task Force on Internal Resolution of Disputes Concerning Faculty Employment. The Grievance Committee awaits the final report of that task force and stands ready to work with the Vice Chancellor to review the process of faculty grievance when the University's report is available.



The University of North Carolina at Chapel Hill

Faculty Council Information Item

October 11, 2002

Michael Luger, professor of public policy, business, and planning, and director of the University's Office of Economic Development (OED), wanted to bring specific and general items to the attention of the Faculty Council.

The specific item is that his office is now collecting data for the biennial report on *The Impact of Carolina on the Region's and State's Economy*. That uses data from various administrative support offices on campus, but also requires some input from faculty and students. Following IRB approval, short surveys will be e-mailed to all faculty. The Office of Economic Development appreciates the volume of e-mail we all get, and the proliferation of survey requests. This is a sanctioned University activity and requires a rate of participation. So when you get yours, please respond, and please urge your colleagues to respond as well. For further information about the survey or the impact report, call or e-mail Professor Luger.

The general point is to familiarize you with the Office of Economic Development. It was established in 1998 as a way to bring the considerable resources of Carolina to bear on critical economic development problems in North Carolina, the southeast, the U.S. and world. It helps the University in its own efforts in economic development. It strives to serve as a gateway and clearinghouse on economic development analysis, research, and policy matters on campus. The OED administratively is in the office of the Vice Chancellor for Research and Graduate Studies, but also exists as a center in the Kenan Institute of Private Enterprise. Please visit our website at www.oed.unc.edu.

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Student Congress Select Committee on Textbook Pricing: Helping Professors Help Students

Goals

The Student Congress Select Committee on Textbook Pricing was formed in response to student concerns as a taskforce to investigate methods in which students could save money on textbooks required for courses at the University of North Carolina at Chapel Hill. Over the past four months, we have worked closely with the Director of Student Stores, John Jones, to formulate a feasible method of savings for both students and professors. With faculty cooperation, we have the potential to save students over \$20,000 in the next buyback period.

How Does the Process Work?

- Student Stores requests all professors at the University to submit a Textbook Request Form each semester to indicate reuse of the same text, purchase a new text, or absence of a text for their class in the subsequent semester.
- Based on professor responses to this notification, Student Stores can guarantee the resale of specific textbooks for the upcoming semester. In turn, this means that they will have the ability to purchase more of those books from students and pay Carolina students significantly more for their books during the December buyback period.
- However, according to John Jones, only 65% of professors return the Textbook Request Form each semester.
- The Textbook Pricing Committee's goal for Fall 2002 is to increase the percentage of professors who return the order form in order to increase the amount of money that students will receive for their resold textbooks. If Student Stores can determine which books will be used in a forthcoming semester, they will be able to pay students as much as 50% of the retail price and keep the books on campus for future use, equaling to the possibility of an additional \$20,000 or more to students in one semester alone.

What Can We Do?

In order to make the increased money for students' textbooks possible during the December buyback period, UNC faculty needs to respond to the urgent message from Student Stores. The first deadline for professor response was Friday, September 27, 2002. At this time, John Jones reported that 33% of professors had submitted their requests, a 30% increase from last year's deadline in which there was a 22% response. It is our hope that professors will continue to submit the Textbook Request Forms until the absolute deadline of November 30, 2002. We encourage you to discuss the importance of this issue with your departments and fellow instructors in order that Student Stores may prepare for a successful Spring semester for both students and faculty.

What Are We Doing As a Committee?

In addition to numerous interviews and publicity of our efforts among students at UNC, we intend to make phone calls to each professor that has not yet submitted a request to remind them to do so as well as emphasize the importance of their requests. We will follow this up with subsequent phone calls, if necessary, in addition to e-mail contact.

If you have questions or seek further information, please contact:

Jennifer Orr, jennorr@email.unc.edu

Chairwoman of the Select Committee on Textbook Pricing, 919-914-9744

John Jones, jj@unc.edu

Director of Campus Merchandising, 919-962-1051

REMARKS FOR FACULTY COUNCIL
10/11/02

I AM ESPECIALLY PLEASED TO WELCOME CHAPEL HILL MAYOR KEVIN FOY TO FACULTY COUNCIL TODAY. MAYOR FOY WILL BE ADDRESSING THE COUNCIL IN A FEW MINUTES. WE HAVE AN EXCEPTIONALLY FULL AGENDA TODAY, WHICH I FEAR IS ACTUALLY NOT GOING TO LOOK ALL THAT EXCEPTIONAL FOR THE REST OF THE YEAR. IN VIEW OF THE CROWDED SCHEDULE AND AS A COURTESY, I ASK THAT ALL OF US TURN OFF OUR CELL PHONES AND PAGERS FOR THE DURATION OF THE MEETINGS, OR AT A MINIMUM SET THEM ON A SILENT OPTION—I KNOW MINE WIGGLES A BIT ON REQUEST. PLEASE MAKE NOTE THAT BOTH THE HONOR SYSTEM AND APPOINTMENT, PROMOTION, AND TENURE TASK FORCE REPORTS ARE NOW UP ON OUR FACULTY GOVERNANCE WEB SITE. I URGE YOU CONSULT THESE REPORTS BEFORE OUR COUNCIL DISCUSSIONS LATER IN THE YEAR.

NOW FOR THE PLEADINGS SECTION OF MY REMARKS. I'M PLEASED TO RECOGNIZE PROFESSOR MICHAEL LUGER, WHO HAS PROVIDED YOU WITH AN INFORMATION ITEM FOR THE MEETING

TODAY. IF YOU DID NOT PICK ONE UP, PLEASE DO BEFORE YOU LEAVE. PROFESSOR LUGER IS PREPARING A CRUCIAL REPORT ON THE IMPACT OF CAROLINA ON THE REGION'S AND STATE'S ECONOMY FOR THE CAROLINA OFFICE OF ECONOMIC DEVELOPMENT. HE ASKS FOR YOUR PARTICIPATION IN RESPONDING TO FUTURE EMAIL INQUIRIES ABOUT HOW YOUR WORK MIGHT BE INCLUDED IN THE REPORT. IF THERE ARE ANY QUESTIONS, PROFESSOR LUGER WILL BE HAPPY TO ANSWER THEM. ANY QUESTIONS?

I HAVE BEEN ASKED BY JENNIFER ORR OF THE STUDENT TEXTBOOK COMMITTEE TO HARRASS EACH OF YOU, EXHORTING YOU TO GET YOUR TEXTBOOK ORDERS IN TO THE BOOKSTORE BY THE DEADLINE IN AN EFFORT TO KEEP TEXTBOOK PRICES AFFORDABLE. JENNIFER ORR HAS ALSO PROVIDED A HANDOUT AND IS HERE TO ANSWER ANY QUESTIONS.

AND JUST IN CASE YOU NEED YET ANOTHER PRODDING, UNIVERSITY DAY IS TOMORROW. THE MAIN EVENT BEGINS AT 9:30 IN HILL HALL. FACULTY WHO ARE PROCESSING ARE ASKED TO BE THERE AT 9. THE OFFICE OF SPECIAL EVENTS HAS ARRANGED FOR A 35 PERSON SHUTTLE TO RUN FROM 8:30-9:45 FROM SPECIAL RESERVED PARKING

FOR FACULTY AT THE 725 AIRPORT ROAD PARKING LOT. THE SHUTTLES WILL MAKE RETURN RUNS BETWEEN 10:30-12:30. FACULTY WILL ASSEMBLE ON MCCORKLE PLACE AND IN CASE OF RAIN IN THE WEST END OF PERSON HALL. THE DRAWING FOR THE FOOTBALL TICKETS AND BARBECUE WILL TAKE PLACE JUST BEFORE WE PROCESS. THE UNIVERSITY MARSHALL AND I HAVE A BET ON HOW MANY OF US WILL SHOW UP SO EARLY ON A SATURDAY, AND LET'S JUST PUT IT THIS WAY, FOR ONCE, I'D LIKE TO LOSE.

THESE ARE BUSY AND CHALLENGING DAYS ON THE CAMPUS. WE FACE THE PROSPECT OF A WAR THAT ONCE AGAIN DIVIDES OPINION AND STIRS STRONG SENTIMENT. I THANK OUR COLLEAGUES WHO HAVE TAKEN AN ACTIVE ROLE IN CREATING OPPORTUNITIES FOR DEBATE AND DISCUSSION ON AND AROUND CAMPUS. I HOPE THIS CONTINUES SO THAT ALL VOICES, OF DISSENT AND ASSENT ARE HEARD AND CRITICALLY EXAMINED.

WE LEARNED RECENTLY THAT OUR CAMPUS IS TARGETED AND UNDER SURVEILLANCE BY A GROUP THAT CALLS ITSELF CAMPUSWATCH. CAMPUSWATCH PURPORTS TO BE CONCERNED ABOUT INTELLECTUAL BALANCE IN MIDEAST STUDIES. IN REALITY, CAMPUS WATCH HAS

CALLED ON STUDENTS AND COLLEAGUES TO CONTRIBUTE TO SO-CALLED DOSSIERS ON FACULTY WHO TEACH ISLAMIC STUDIES, MIDEAST AREA COURSES, AND COURSES RELATED TO ISLAM, THE ARAB WORLD, AND OTHER TOPICS THEY DEEM OF INTEREST. WE ARE ON THE LIST BECAUSE WE HAD THE AUDACITY TO ASK OUR INCOMING STUDENTS TO LEARN ABOUT ISLAM VIA THE QURAN. I URGE THAT WE REPUDIATE IN THE STRONGEST POSSIBLE TERMS THIS KIND OF SURVEILLANCE AND THREAT TO INTELLECTUAL FREEDOM. I CALL ON OUR STUDENTS TO REJECT THE INVITATION TO INFORM ON THE FACULTY—STUDENTS ARE ENCOURAGED TO SEND IN SYLLABI, NOTES, MEMOS, AND STATEMENTS MADE IN CLASS—IN ANY WAY. NEEDLESS TO SAY, I EXPECT THAT OUR COMMUNITY OF SCHOLARS WILL FIND THIS PROSPECT EQUALLY LOATHESOME.

THE SAME GROUP HAS DESCRIBED OUR CAMPUS AS ANTI SEMITIC, AGAIN BASED ON OUR ASSIGNED SUMMER READING. AS A JEW, I FIND THIS ACCUSATION FAR OFF THE MARK. I GREW UP IN A SMALL TOWN IN THE SOUTH, AND I KNOW WHAT ANTI SEMITISM IS. OF COURSE THERE ARE SOME ANTI SEMITIC CURRENTS ON THE

CAMPUS—AS THERE ARE IN MOST PLACES. BUT THIS CAMPUS HAS
COME A LONG, LONG WAY IN MY TWO DECADES HERE. WE NOW
OPENLY MARK MAJOR RELIGIOUS HOLIDAYS FOR ALL WELL
REPRESENTED PRACTICES ON OUR UNIVERSITY CALENDAR OUT OF
RESPECT FOR THE DIFFERENT TRADITIONS ON CAMPUS. WE WERE
ALL MOVED BY RABBI SHARON MARS ON SEPTEMBER 11—SHE SPOKE
TO AND FOR ALL OF US, AS HAVE MANY CLERGY OF OTHER FAITHS
BEFORE HER. IF ANY STUDENT OR FACULTY MEMBER OR STAFF
MEMBER FEELS ANY DISCOMFORT OR UNWELCOME BECAUSE OF
THEIR RELIGIOUS BELIEFS, THEN ALL OF US ARE IMPLICATED AND
EACH OF US HAS AN OBLIGATION TO REPAIR, RESTORE, AND
MAINTAIN RESPECT AND ACCEPTANCE. THE CHANCELLOR HAS
BECOME A SIGNATORY TO A STRONG STATEMENT CONDEMNING
ACTS OF HATRED AND INTOLERANCE ON CAMPUS. SOME
UNIVERSITY LEADERS HAVE FOUND THE STATEMENT "UNBALANCED"
IN ITS EXPLICIT REFERRAL TO ANTI SEMITISM. THE STATEMENT
DOES NOT EXCLUDE OTHER FORMS OF INTOLERANCE AND VIOLENCE,
BUT IS EXPLICIT IN NAMING ACTS OF HATRED AND VIOLENCE
TOWARD JEWS. I APPLAUD THE CHANCELLOR'S MOVE, AND

UNDERSTAND IT TO BE PART OF HIS CONSISTENT AND ARDENT STANCE TOWARD TOLERANCE, RESPECT, AND DIGNITY FOR ALL MEMBERS OF THE COMMUNITY.

AS YOU ALL KNOW BY NOW, THE BOARD OF TRUSTEES DID NOT ACT FAVORABLY ON OUR REQUEST FOR MORE COLLABORATION AND CONSULTATION VIA A NON VOTING SEAT FOR THE ELECTED FACULTY CHAIR. I HAVE EXPRESSED MY OWN, AND I TRUST OUR, DISAPPOINTMENT WITH THIS DECISION IN VARIOUS FORUMS AND WILL NOT REPEAT THEM HERE. LET ME JUST RE-ITERATE THAT THIS IS NOT ABOUT POWER. IT IS ABOUT ENLIGHTENED, SHARED GOVERNANCE AND ABOUT THE QUALITY AND QUANTITY OF INFORMATION AVAILABLE TO THE BOARD AS THEY MAKE DECISIONS THAT HAVE A HUGE IMPACT ON OUR INSTITUTION. FOR EXAMPLE, HOW THEY CONDUCT RELATIONS WITH THE TOWN OF CHAPEL HILL—ABOUT WHICH WE WILL HEAR MORE FROM THE MAYOR, AND FROM COLLEAGUES WHO ARE RESIDENTS OF SOON TO BE AFFECTED NEIGHBORHOODS. THE BOARD SAID IN THEIR RESPONSE THAT THEY SEEK TO IMPROVE COMMUNICATION WITH THE FACULTY. IN MY VIEW THE BALL IS SQUARELY IN THEIR COURT.

I LOOK FORWARD TO HEARING THEIR AFFIRMATIVE PROPOSALS AND PLANS IN THIS REGARD.

FINALLY, I WANT TO BRING TO THE COUNCIL'S ATTENTION A GROWING CONCERN WITH OUR ENROLLMENT. AS A MEMBER OF THE ENROLLMENT POLICY ADVISORY COMMITTEE, I HAVE HAD THE CHANCE TO REVIEW AND REFLECT ON WHAT IS OCCURRING ON THE CAMPUS. IT IS NOT GOOD. OUR CLASS SIZES ARE GROWING, THE NUMBER OF STUDENTS WHO CANNOT REGISTER FOR CLASSES THEY NEED AND WANT IS INCREASING, AND OUR FACULTY/STUDENT RATIOS ARE MOVING IN THE WRONG DIRECTION. WHAT IS OCCURRING IS SOMETHING I CALL "QUALITY CREEP"—WE ARE CREEPING BY INCREMENTS TOWARD A QUANTUM DIMINUTION IN THE QUALITY OF EDUCATION ON THE CAMPUS. WE DO NOT LEAD BUT FOLLOW ALL OF OUR PUBLIC PEERS ON THESE MEASURES. WHAT WE LACK IS A FEASIBLE, RATIONAL FINANCING POLICY FOR A UNIVERSITY OF THE SIZE WE ARE BECOMING. THE LEGISLATURE AND THE BOARD OF GOVERNORS ARE, IN MY VIEW, IN COMPLETE DENIAL ABOUT HOW ENROLLMENT INCREASES MUST BE ACCOMMODATED. OF COURSE WE ARE HERE TO SERVE THE NEEDS OF

THE STATE OF NORTH CAROLINA, AND WE WANT TO DO OUR PART
IN RESPONDING TO INCREASED DEMAND FOR HIGHER EDUCATION.
BUT WE CANNOT CONTINUE TO ABSORB THE PERVERSE
COMBINATION OF INCREASES IN STUDENTS AND DECREASES IN
RESOURCES. WHILE I KNOW WE HAVE MADE COMMITMENTS AND
PROMISES AND THAT IT MAY NOT BE POLITTICALLY POPULAR, I THINK
THE TIME HAS COME TO CONSIDER SERIOUSLY WHAT IS AT STAKE
FOR OUR FUTURE IF THIS CONTINUES UNABATED. IN MY VIEW, WE
SHOULD NOT CONTINUE TO INCREASE ENROLLMENT AT THE PACE
WE HAD ANTICIPATED, AND WE SHOULD NOT INCREASE
ENROLLMENT ABSENT ADEQUATE RESOURCES TO MAINTAIN
BENCHMARKS IN CLASS SIZE AND FACULTY STUDENT RATIOS THAT
ARE ACCEPTABLE TO US. TO US. WE ARE CREEPING TOWARD
DENIGRATING THAT WHICH IS THE ESSENCE OF CHAPEL HILL.
ON THAT SOLEMN NOTE, I CONCLUDE MY REMARKS AND WILL BE
HAPPY TO ENTERTAIN YOUR QUESTIONS OR COMMENTS.

UNC FACULTY COUNCIL – October 11, 2002

- Thank you, Professor Estroff and members of the Faculty, for inviting me to meet with you today. Greetings Chancellor Moeser and Provost Shelton.
- Today I want to talk about Town-Gown relations. Not in a specific sense, but in more general way. It's axiomatic that Chapel Hill and this university are inextricably mixed. But I'd like to explore what that really means – today, in this day and time.

- The hallmark of our time is growth.
- Town and University have been experiencing growth and are continuing to grow.
- Even though tied together, the Town and the University are growing apart.
- The University is a national institution and the hospital serves people throughout this state and beyond. The University is not, and cannot be, solely focused on Chapel Hill.
- And although at one time, the residents of the Town were focused on the University, they are no longer. At one time the Town was populated almost exclusively by Chapel Hill alumni, professors, and staff. But it no longer is exclusively a University town. Some people who live here now are not connected at all with the University, although they are attracted to this Town in part because of the University's presence.
- So we need to both understand and respect that the University and the Town are, in many ways, growing apart. And we need to manage this change in a way that will alleviate the inevitable tensions that will arise.
- The Chancellor and I have a good, constructive, and productive working relationship. This is an important element in helping manage change.

- We recognize that both the University and the Town have an obligation to understand each other's pressures and aspirations.
- The University wants to be the best university in the nation.
- The Town of Chapel Hill wants to be a place with a very high quality of life. That means good schools for our children, clean air and water, healthy streams, abundant trees and green space, well-managed transportation, affordable housing, and a socially diverse community of people who live and work here in Chapel Hill.

- The University Faculty has an interest in this. You are uniquely situated to bring a critical eye and critical voice to town-gown matters.
- Many of you live in Chapel Hill. But even if you are not a Chapel Hill resident, all of you spend your days, and sometimes evenings and weekends, in Chapel Hill. And your students live here too. You breathe the same air, use the same roads, drink the same water. Hopefully many of you also get a chance to use town parks and recreational facilities. Maybe you even come to Apple Chill or Festival, or ride your bikes on the greenways, or canoe on University Lake. University Lake is a good example of how what is town and what is university is often indistinguishable.
- And maybe Town issues are of interest to you because of your particular discipline. Whether your subject is government, philosophy, sociology, the environment, the arts, or something else, Chapel Hill often provides a real world application of what you teach.
- And remember that how you feel about the University's landmarks – from its century-old buildings to its towering trees – is similar to how citizens feel about Chapel Hill's character. The University is trying to replicate McCorkle and Polk Place because of that deep, unshakable feeling.

- That same feeling, that same desire to protect what is great about the University, is what moves us in Chapel Hill to try to preserve our Town's character, our historic district, our towering trees, our peaceful places for reflection.

- The closer we all stay to these emotions, these visions of protecting what is good and beautiful, the smoother our relationships will be as we both grow. The university is growing not only on its main campus, but also at Carolina North. And the town expects to add 20,000 new citizens – all within the current town borders – over the next fifteen to twenty years.
- The Chancellor has talked about replicating McCorkle and Polk Places at Carolina North. He has described his view of Carolina North as being so beautiful that people will say “You’ve got to see Carolina North, it’s gorgeous.” We in the Town fervently hope that the Chancellor’s vision is realized.
- And we are excited about the possibility that the University will use part of the tract for affordable housing for junior faculty and staff. It is important that people who work in Chapel Hill also have an opportunity to live. Important to our history, our values, our diversity.

- So while we expect that many of the Town’s interests and the University’s interests will converge as Carolina North is developed, we also anticipate that the Town may have some interests that will diverge from the University’s.
- That is the reason the Town is creating its own Horace Williams Citizens Committee. We very much appreciate the University’s inclusion of citizens among the members of its Horace Williams Committee, but we need the considered advice of a separate committee that thinks about the responsibilities the Town has that are attendant to the development of Carolina North.

- The Town committee has been charged with developing a set of principles, including community interests and goals and objectives, to guide the Council's deliberations with the University regarding development of Carolina North. Among the topics to be considered by the committee are – water/sewer, stormwater, transportation, housing, schools, natural area protection, hazardous waste, fiscal implications, and neighborhood interface.

- It is a strong tenet of this Town to seek community input.
 - And I'm here today to extend an invitation to you to participate in community discussions. As I mentioned earlier, many of you live here. But even if you don't, you work here every week for probably more hours than you can count and you are affected by the decisions that this Town makes.
 - So please participate in self-governance. Share with us your ideas, concerns, and suggestions. We need you – we need you to be engaged, to be informed, to bring the critical thinking you bring to academic pursuits to a vision of how this Town should grow and what it should be.
 - There are many ways to jump in: come to the council and speak at any meeting – a sort of public forum called "petition time" when any citizen can raise any issue and ask the council to pay attention to it; we all know about email and telephones and websites and television as modes of communication too. We take communications seriously.
 - Participate. Chapel Hill is your town, and its future is in part your responsibility.
- *****
- Thank you again for inviting me to meet with you today. While I recognize the work that you already do, I'm asking you to do more. If you lend the weight of your

thought, your prestige, and your energy as both the Town and the University grow,
we will all benefit.

Sept 2007

Page 2 Talking Points

Carolina First announcement

- Earlier this afternoon, I had the pleasure of officially announcing the goal for the Carolina First Campaign, an effort to raise private funds that is transforming this university.
- The goal is **\$1.8 billion by 2007**. Generous donors deeply committed to the success of this distinguished faculty, as well as our students, have committed **\$866 million**, or nearly 50% of the goal.
- That is a remarkable statement by the university's friends considering the state of the economy. It has not deterred them from investing in the future of this faculty and student body, to the benefit of the people of North Carolina.
- Reiterate generous historic state support — not enough to provide the margin of excellence.
- Remind faculty of the campaign's impact to date:

- **91 new endowed professorships**; the goal is 200.
- **267 new undergraduate scholarships**; the goal is 1,000.
- **The new Institute for the Arts and Humanities** building, which we will dedicate tomorrow. Mention **pharmacy school ceremony** you've just come from; that addition was made possible in part by private gifts as well as the state higher education bond referendum.
- I will keep you and the campus community informed about the campaign's progress.

Academic Freedom

- As our nation's leaders and citizens debate the latest developments in our foreign affairs, these global issues continue to hit home here in Chapel Hill and on college campuses nationwide.
- Campus faculty representatives of a national campaign have written me to advocate the **divestment of any endowment**

funds from companies selling weapons to Israel or otherwise supporting the occupation of Palestine.

- Meanwhile, UNC is one of 21 universities listed on a controversial Web page called **Campus Forum**, created by a pro-Israel think tank. The page monitors and critiques Middle East studies activities on U.S. campuses. It also collects information about professors “who fan the flames of disinformation, incitement and ignorance” in denigration of U.S. interests.
- Elsewhere, in Europe Israeli scholars are being black listed from some universities or scholarly societies, in what appears to be a rising tide of European anti-Semitism.
- President **Lawrence Summers** at **Harvard** has labeled the attacks on Israel as a new and more subtle wave of American anti-Semitism.

- I want to stake out our own position on this. We vigorously defended academic freedom when members of this faculty held controversial teach-ins critical of American foreign policy last year.
- We defended the choice of the Qur'an as a text chosen for the Summer Reading Program. We led this campus through a careful and judicious consideration last year of the proposed establishment of a branch of the Kenan-Flagler Business School in Qatar.
- I have joined other presidents and chancellors in signing a statement condemning the terroristic attack on **Hebrew University**, and I signed a similar statement pledging an **intimidation-free campus** circulated by those denouncing anti-Semitic acts published this week as a full-page ad in The New York Times.
- However, I amended that latter statement with my signature to say that UNC Chapel Hill would be intimidation free for

all -- Jews, Muslims, Christians, Hindus, non-believers -- and I would add for any other group that might be harassed or intimidated as a result of their sexual orientation.

- We are prepared to defend academic freedom whenever it is attacked -- from the right or from the left, and to maintain the essential objectivity and neutrality of the university itself in national and international partisan affairs.

- I object in the strongest terms to the attempts of **Campus Watch** to identify people on our campuses who teach and write about the Middle East and **critique their work and statements for evidence of bias or errors.**

- At the same time, I shall not recommend that the **university divest from companies that do business with Israel.** The issues of human rights in the Israeli-Palestinian conflict are **far too complex for a simplistic, bumper sticker solution.** While I find the occupation of Palestinian lands reprehensible, so do I find the suicide bombings of innocent civilians abhorrent.

- Let us **recommit ourselves** to be a campus where the **discussion and disagreement about important issues of the day can take place in an atmosphere of civility and respect.**
- As our nation appears to be on the brink of initiating a pre-emptive and possibly unilateral military strike, I anticipate that voices will be raised in strong opposition as well as support of that action.
- This will be a time that will test us as perhaps no other since the Vietnam Conflict, which some of us in this room saw tear American campuses apart 30 years ago. Already on many campuses across our nation we are seeing groups militating against one another, reminding us that history is cyclical.
- Let us resolve to deal with these issues in a distinctly different way -- respecting those with whom we disagree, including their right to be speak and be heard, and encouraging honest questioning and inquiry. **I call on**

everyone at Carolina to protect a culture of robust but respectful discussion and of advocacy and dissent.

Acknowledge Mayor Foy; ask for questions.



MINUTES OF THE GENERAL FACULTY AND FACULTY COUNCIL

October 11, 2002, 3:00 p.m.

Attendance.

Present (49): Allison, Bachenheimer, Barbour, Bolen, Bouldin, Carter, Colindres, Cotton, Daye, D'Cruz, Elter, Foley, Fowler, George, Gerber, Gollop, Henry, Janda, Kessler, LeFebvre, Lohr, McGraw, Meece, Metzguen, Miller, Nonini, Orthner, Owen, Panter, Parikh, Pfaff, Reinert, Reisner, Rippe, Rowan, Salmon, Shea, J. Smith, W. Smith, Straughan, Strauss, Tauchen, Toews, Tulloch, Randermeer, Watson, Weiss, Willis, Yopp.

Excused absences (38): Adimora, Ammerman, Bane, Bowen, Cairns, Carelli, Chenault, Crawford-Brown, Elvers, Files, Fishell, Gilland, Granger, Holditch-Davis, Kagarise, Klervik, Langbauer, Leigh, Malizia, McQueen, Meyer, Molina, Moran, Nelson, Nicholas, Pisano, Poole, Retsch-Bogart, Rock, Rong, Schauer, Sigurdsson, Sueta, Tresolini, Vick, Wallace, Williams, Wilson.

Unexcused absences (3): McQueen, Raasch, Sams.

Call to Order.

Prof. Joseph Ferrell, Secretary of the Faculty, called the meeting to order at 3:00 p.m. He reported that Chancellor James Moeser would be delayed in arriving due to ceremonies at the School of Public Health and the School of Pharmacy. He called on Provost Robert Shelton for remarks.

Provost's Remarks.

Budget. Provost Shelton reported that after much consideration final budget letters have been sent to all deans and vice chancellors. Each received two letters: one distributing new funds, the other distributing permanent budget reductions. Carolina received new funds this year from two sources: enrollment change and campus-based tuition increases. Enrollment change funding was available only to units in Academic Affairs and totaled about \$3.2 million. Of this sum \$1.8 million is available for new faculty positions and \$1.4 million for general instructional support. Campus-based tuition increases generated \$6 million. Of this, \$1.8 million was allocated for faculty salaries, \$1.4 million for faculty positions, \$400,000 for teaching assistant salaries, and \$2.4 million for need-based student financial aid. Permanent budget cuts total just over \$12 million. With the exception of the library (whose budget was not cut), each unit will have to absorb budget cuts of between 3% and 4%.

The provost cautioned that we have not seen the last of budget cuts for the current fiscal year. It is widely accepted that the General Assembly's revenue estimates are inflated and that additional reductions in expenditures will be required in order to balance the State budget. He has urged the deans and vice chancellors to exercise caution and to expect mid-year reductions.

Academic Plan Task Force. The Academic Plan Task Force has delivered a first draft of its report, running to about 25 pages. He thanked the task force for a job well done, especially Sr. Assoc. Dean Darryl Gless and Assoc. Provost Stephen Allred, who co-chaired the effort and accomplished the task of blending the contributions of seven subcommittees into one document. The subcommittees addressed the following themes: Academic Strengths, Intellectual Climate, Interdisciplinary Research and Education, Faculty Development, Engagement, International Affairs, and Diversity. He thought it noteworthy that these themes mirror priorities developed by the Intellectual Climate Task Force and in the Case Statement for the Carolina First Campaign. The provost said that much remains to be done. He will begin getting advice on the draft from the Faculty Council, the Dean's Council, the Chancellor's Cabinet, Student Government, and the Employee Forum.

Honor System Task Force. The Honor System Task Force has completed its work. The report is posted on the Faculty Governance web site. The provost urged the faculty to read the report in preparation for discussion of its recommendations later this year.

Senior leadership recruitment. Prof. Jack Richman has been approved by the Board of Governors for appointment as dean of the School of Social Work.

Three other searches for deans are in process at varying stages. The School of Pharmacy search is now inviting candidates to the campus for interviews. The School of Education search committee has organized and is gathering applications. The Kenan-Flagler Business School search is in the earliest stages during which the provost is meeting with the faculty and staff. Nominations for the search committee are being solicited.

Two vice chancellor positions are to be filled early in 2003. Two committees are examining the positions of Vice Chancellor for Information Technology and Vice Chancellor for Student Affairs.

Other studies. The Tuition Advisory Task Force has met three times. Three more meetings are scheduled. The task force intends to complete its work by the end of this semester. The Appointment, Promotion and Tenure Task Force, co-chaired by Professors Paul Farel and Barbara Harris, has made its final report.

Prof. Donna Lefebvre (Political Science) asked about reports that the Board of Governors is going to forbid general salary increases this year, but will require that all available increases be based on "market or equity." The provost replied that he had only recently seen the e-mail message that forms the basis of that report. In the letter he sent to the deans distributing funds from the campus-based tuition increase, he stated that the funds (which average about 1.2% of total salary funds) should not be handed out across-the-board but should be used "for the highest priority that you have." He thought that instruction consistent with instructions being prepared by the Office of the President.

Prof. Steven Bachenheimer (Microbiology) observed that the root question is whose values we should be serving. One can imagine that the market values the amount of indirect cost dollars a faculty member generates, or how many times they are asked to express an opinion. But shouldn't we at least be aware of the possibility that what we consider meritorious might revolve completely around one's work in the classroom? Are we not being led by the nose in a way by what some undefined group of people defines as "market value," thereby leaving our values in the dust? The provost replied that we convinced the Board of Trustees and the Board of Governors to support campus-based tuition increases by arguments based on the competitive market among our peer institutions. Decisions as to how funds are actually allocated among the faculty are made by deans and department chairs, not the provost.

Prof. Sue Estroff, Chair of the Faculty reminded the Council that each department is supposed to have an agreed-upon salary policy. This was mandated by the administration in response to a Council resolution several years ago.

Prof. Richard Pfaff (History) asked if it were not true that the effect of this policy is to create a small number of "haves" and a large number of "have nots." The provost replied that the policy supports distributing salary increases on the basis of performance. He feels that will produce the right results over time. The problem at the moment is that available resources are so small.

Chancellor's Remarks.

Carolina First Campaign. Chancellor Moeser said that he has officially announced a goal of \$1.8 billion for the Carolina First Campaign to be achieved by 2007. To date, donors have committed \$866 million, or nearly 50% of the goal. This is remarkable considering the state of the economy. The chancellor reiterated his appreciation for the generous support that the University has historically received from State funding, but this has proved insufficient to provide the margin of excellence that Carolina has achieved and to which it aspires. Contributions to the campaign so far are sufficient to support 91 new endowed professorships (the goal is 200), 267 new undergraduate scholarships (the goal is 1,000), and the new Institute for the Arts and Humanities building, Hyde Hall, which will be dedicated on University Day.

Academic freedom. Chancellor Moeser delivered the following statement on academic freedom.

"As our nation's leaders and citizens debate the latest developments in our foreign affairs, these global issues continue to hit home here in Chapel Hill and on college campuses nationwide. Campus faculty representatives of a national campaign have written me to advocate the divestment of any endowment funds from companies selling weapons to Israel or otherwise supporting the occupation of Palestine. Meanwhile, UNC is one of 21 universities listed on a controversial Web page called Campus Watch, created by a pro-Israel think tank. The page monitors and critiques Middle East studies activities on U.S. campuses. It also collects information about professors 'who fan the flames of disinformation, incident and ignorance' in denigration of U.S. interests. Elsewhere, in Europe Israeli scholars are being black-listed from some universities or scholarly societies, in what appears to be a rising tide of European anti-Semitism. President Lawrence Summers at Harvard has labeled the attacks on Israel as a new and more subtle wave of American anti-Semitism.

"I want to stake out our own position on this. We vigorously defended academic freedom when members of this faculty held controversial teach-ins critical of American foreign policy last year. We defended the choice of *Approaching the Qur'an: The Early Revelations* as a text chosen for the Summer Reading Program. We led this campus through a careful and judicious consideration last year of the proposed establishment of a branch of the Kenan-Flagler Business School in Qatar. I have joined other presidents and chancellors in signing a statement condemning the terrorist attack on Hebrew University, and I signed a similar statement pledging an intimidation-free campus circulated by those denouncing anti-Semitic acts published this week as a full-page ad in *The New York Times*. However, I later amended the latter statement with my signature to say that UNC-Chapel Hill would be intimidation-free for all — Jews, Muslims, Christians, Hindus, non-believers — and I would add for any other group that might be harassed or intimidated as a result of their sexual orientation.

"We are prepared to defend academic freedom whenever it is attacked — from the right or from the left — and to maintain the essential objectivity and neutrality of the University itself in national and international partisan affairs. I object in the strongest terms to the attempts of Campus Watch to identify people on our campuses who teach and write about the Middle East and critique their work and statements for evidence of bias or errors. At the same time, I shall not recommend that the University divest from companies that do business with Israel. The issues of human rights in the Israeli-Palestinian conflict are far too complex for a simplistic, bumper-sticker solution. While I find the occupation of the Palestinian lands reprehensible, so do I find the suicide bombings of innocent civilians abhorrent.

"Let us commit ourselves to be a campus where discussion and disagreement about important issues of the day can take place in an atmosphere of civility and respect.

"As our nation appears to be on the brink of initiating a pre-emptive and possibly unilateral military strike, I anticipate that voices will be raised in strong opposition as well as support of that action. This will be a time that will test us as perhaps no other since the Vietnam Conflict, which some of us in this room saw tear American campuses apart 30 years ago. Already on many campuses across our nation we are seeing groups militating against one another, reminding us that history is cyclical. Let us resolve to deal with these issues in a distinctly different way — respecting those with whom we disagree, including their right to speak and be heard, and encouraging honest questioning and inquiry. I call on everyone at Carolina to protect a culture of robust but respectful discussion of advocacy and dissent."

Chair of the Faculty's Remarks.

Professor Estroff recognized Prof. Michael Luger, who is preparing a crucial report on the impact of Carolina on the region's and the state's economy for the Carolina Office of Economic Development. He asks for the faculty's cooperation in responding to future e-mail inquiries about how our work might be included in this report.

Prof. Estroff said that Jennifer Ort, chair of the Student Textbook Committee, asks that the faculty make every effort to get textbook orders to Student Stores by the deadline. Late submissions increase costs for students dramatically.

Academic freedom. Prof. Estroff delivered the following statement on academic freedom.

"We learned recently that our campus is targeted and under surveillance by a group that calls itself Campus Watch. The group purports to be concerned about intellectual balance in Mideast studies. In reality, Campus Watch has called on students and colleagues to contribute to so-called dossiers on faculty who teach Islamic studies, Mideast area courses, and courses related to Islam, the Arab world, and other topics they deem of interest. We are on the list because we had the audacity to ask our incoming students to learn about Islam via the Qur'ân. I urge that we repudiate in the strongest possible terms this kind of surveillance and threat to intellectual freedom. I call on our students to reject the invitation to inform on the faculty — students are encouraged to send in syllabi, notes, memos, and statements made in class — in any way. Needless to say, I expect that our community of scholars will find this prospect equally loathsome.

"The same group has described our campus as anti-Semitic, again based on our assigned summer reading. As a Jew, I find this accusation far off the mark. I grew up in a small town in the South, and I know what anti-Semitism is. Of course there are some anti-Semitic currents on the campus — as there are in most places. But this campus has come a long, long way in my two decades here. We now openly mark major religious holidays for all well-represented practices on our University calendar out of respect for the different traditions on campus. We were all moved by Rabbi Sharon Mars on September 11. She spoke to and for all of us, as have many clergy of other faiths before her. If any student or faculty member or staff member feels any discomfort or unwelcome because of their religious beliefs, then all of us are implicated and each of us has an obligation to repair, restore, and maintain respect and acceptance. The chancellor has become a signatory to a strong statement condemning acts of hatred and intolerance on campus. Some university leaders have found the statement 'unbalanced' in its explicit referral to anti-Semitism. The statement does not exclude other forms of intolerance and violence, but it is explicit in naming acts of hatred and violence toward Jews. I applaud the chancellor's move, and understand it to be part of his consistent and ardent stance toward tolerance, respect, and dignity for all members of the community."

Board of Trustees. Prof. Estroff expressed regret that the Board of Trustees did not act favorably on the faculty's request that the Board provide a seat and voice (but not a vote) to the chair of the faculty. She said that the request was not about power. "It is about enlightened, shared governance and about the quality and quantity of information available to the board." She is encouraged that the board indicated that they will seek to improve communication with the faculty in other ways. She is looking forward to hearing their affirmative proposals and plans in this regard.

Enrollment increases. Prof. Estroff said that, as a member of the Enrollment Policy Advisory Committee, she has had the opportunity to review and reflect on what is occurring in enrollment growth. It is not good. Class sizes are growing, the number of students who cannot register for classes they want is increasing, and the faculty/student ratio is moving in the wrong direction. This is "quality creep." We are creeping by increments toward a quantum diminution in the quality of education on this campus. We lack a feasible, rational financing policy for a university of the size we are becoming. In her view, the Board of Governors and the General Assembly have failed to comprehend the effects of enrollment increases without commensurate increases in financial support. Of course we want to do our part in responding to the increased demand for higher education, but we cannot continue to absorb the perverse combination of increases in students and decreases in resources.

Faculty assistance to low-income staff. Prof. Estroff noted the efforts of the faculty at UNC-Greensboro to raise funds among the faculty for a one-time bonus of staff employees who, for the second year running, have received little or no increase in salary. She asked for discussion as to whether such an effort should be mounted here. She reported that the faculty of the School of Journalism and Mass Communication have already begun to raise money for this purpose to be distributed among staff employees assigned to that school, and that the School of Public Health is planning to do so as well. Prof. Estroff pointed out that many low-wage employees are not assigned to a particular unit, and that many would be left out if several units initiate independent campaigns.

Prof. Jan Yopp (Journalism and Mass Communication) reported that the Journalism faculty had voted unanimously last Friday to go ahead with their effort. She said that a University-wide campaign should not be deterred by Journalism's efforts. Both should go forward, but staff employees benefiting from Journalism's campaign should not "double-dip."

Ridley Kessler (Academic Affairs Libraries) said he did not favor separate campaigns. They promote factionalism. We should have one unified campaign.

Prof. Thomas Shea (Medicine) thought that such an effort would, in effect, let the legislature off the hook.

Prof. Ferrell wondered what effect a campaign would have on the State Employees Combined Campaign, a concern also shared by Chancellor Moeser.

Prof. Mary Salmon (Social Work) thought that something should be done.

Prof. Donald Norini (Anthropology) favored a one-year only campaign.

Prof. Howard Reisner (Pathology & Laboratory Medicine) was skeptical.

The discussion did not disclose a strong consensus either for or against the idea. Prof. Estroff said she would continue to gather information and would ask the Executive Committee of the Faculty Council to discuss the idea.

Remarks by the Mayor of Chapel Hill.

Prof. Estroff welcomed the Hon. Kevin Foy, Mayor of Chapel Hill, and invited him to address the Council.

Mayor Foy said he would address the matter of Town-Gown relations in general terms.

The Town and the University are both experiencing growth. Even though we are tied together, we are growing apart. The University is a national institution and the hospitals serves people throughout North Carolina and beyond. This means that the University is not, and cannot be, solely focused on Chapel Hill. Although at one time, most of the residents of the Town were focused on the University, this is no longer true. Many of our citizens are not connected at all with the University but many of them were attracted to Chapel Hill in part because of the University's presence. Thus, both the Town and the University must understand and respect that we are in many ways growing apart. We need to manage this change in ways that will alleviate the tensions that will inevitable arise. Each has an obligation to understand the other's pressures and aspirations. The Town understands that the University wants to be the best in the nation. The University should understand that the Town wants to be a place with a very high quality of life.

The University faculty has a distinct interest in these matters. The faculty is uniquely situated to bring a critical eye and critical voice to town-gown matters. Many faculty members are also Chapel Hill residents, but even those who are not spend much of their time here. Town issues are also of interest to many faculty because of their particular disciplines.

While we expect that many of the Town's interests and the University's interest will converge as Carolina North is developed, we also anticipate that the Town may have some interests that will diverge from the University's interests. For that reason, the Town is creating its own Horace Williams Citizens Committee. This committee has been charged with developing a set of principles, including community interest and goals and objectives, to guide the Council's deliberations with the University regarding development of Carolina North. Among the topics to be considered are water/sewer, storm water, transportation, housing, schools, natural area protection, hazardous waste, fiscal implications, and neighborhood interface.

Mayor Foy concluded by urging members of the faculty to participate in community discussions.

2003 Commencement: Separate Ph.D. Hooding Ceremony.

Executive Associate Provost Bernadette Gray-Little initiated discussion of a proposal to begin holding a ceremony for hooding Ph.D. candidates separately from the main Commencement ceremony in Kenan Stadium. She began by summarizing the history of degree-granting ceremonies, which appear to have begun in 1160 at the University of Bologna. Over the past two years, we have been making a concerned effort to enhance the dignity of our own Commencement. This proposal is part of that effort. She reported that there have been consultations with department chairs, deans, students, and staff who are in charge of logistics. Responses have been favorable.

It is proposed that beginning in 2003 there be a hooding ceremony on Saturday before the main ceremony Ph.D. candidates only. Ph.D. candidates would be welcome to participate in the main ceremony but would no longer be recognized by name as they walk across the stage. Each candidate's dissertation advisor would have a role in the special ceremony. All persons receiving Ph.D. degrees during the previous 12 months would be eligible to participate. There would be a speaker whose topic would be in a more scholarly or serious vein than is the custom for undergraduate commencement ceremonies.

Prof. Gray-Little said that the principal objections to the proposal are (1) it would compete with the main ceremony on Sunday for faculty attendance, most likely at the expense of attendance on Sunday; (2) it would compete with separate ceremonies now held by the various professional schools; and (3) it could be seen as demoting the significance of the Ph.D. degree. The principal argument in favor of the proposal is that it would enhance the dignity of the ceremony and would in fact emphasize the significance of the Ph.D. degree.

Prof. Vincas Steponaitis (Anthropology) wondered about the impact on faculty attendance at the main ceremony. Chancellor Moeser said that he has previously been at three institutions which have a separate ceremony: the University of South Carolina, the University of Kansas, and the University of Nebraska. There has never been great faculty participation in the main ceremony at those institutions, but attendance at the Ph.D. hooding ceremony has been good. He strongly favors the proposal and does not think that worry about a deleterious effect on faculty participation in the main ceremony is sufficient reason to oppose it.

Prof. Gray-Little said that Northwestern University has had good experience with such a ceremony.

Prof. Steven Bachenheimer (Microbiology) thought that there should be an incentive for faculty to attend commencement ceremonies. He suggested a program for subsidizing rental or purchase of academic costume.

Prof. Ferrell asked whether the faculty who now regularly attend the main ceremony would go to both. The consensus seemed to be that they would not.

The discussion appeared to support the conclusion that most of those present either favor the proposal or do not have strong feelings about it.

Annual Report of the Committee on Instructional Personnel.

Executive Assoc. Provost Bernadette Gray-Little presented the report by title. There were no questions or discussion.

Annual Report of the Faculty Committee on Research.

Prof. Steponaitis, chair of the Faculty Committee on Research, presented the report by title and remarked briefly on its work in the past year.

Prof. Bachenheimer observed that there are never enough animal research facilities. He wondered whether the committee has addressed that problem. Prof. Steponaitis said this has not come up except in the context of allegations of mistreatment by People for the Ethical Treatment of Animals (PETA). He will bring the concern to the committee. Prof. Bachenheimer also asked about bridge funding (i.e., University funding for researchers for periods between grants). He wondered if an endowment for this purpose could be built up from some source. Provost Shelton said he would be pleased to discuss such a proposal. He has created such a fund at another institution, but it requires retaining more central control over overhead receipts than has been customary here.

Annual Report of the Faculty Hearings Committee.

Prof. Frayda Bluestein (School of Government), chair of the Faculty Hearings Committee, presented the annual report by title. There were no questions or comment.

Annual Report of the Faculty Grievance Committee.

Prof. Melody Harrison (Allied Health Sciences), chair of the Faculty Grievance Committee, presented the annual report by title. She commented on experience with Resolution 99-8, which encouraged the Grievance Committee to offer professional mediation services as an alternative to formal involvement with the committee. She said that experience has shown that by the time the parties to a dispute have decided to contact the Faculty Grievance Committee, there is little or no interest in mediation. Matters have typically gone too far. She said that the committee is recommending that the University take steps to make professional mediation available at the very first stages of disagreements.

Discussion of Issues of Concern.

Prof. Pfaff said it has been reported that last weekend Florida State University cancelled all classes on both Thursday and Friday as the result of a scheduled Thursday football game. He trusted that would not happen here. Chancellor Moeser responded that Carolina has been firm in its opposition to Thursday games.

Adjournment.

Its business having been completed, the Council adjourned at 4:45 p.m.

Joseph S. Ferrell
Secretary of the Faculty