

THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
 MEETING OF THE GENERAL FACULTY AND THE FACULTY COUNCIL
 Friday, April 25, 1997, 3:00 p.m.

◆ NOTE: NEW LOCATION. * * * * *FILM THEATER, HANES ART CENTER* * * * * ◆

RECEPTION, 2:15 p.m., to Honor the Retiring Chair of the Faculty and Retiring Faculty Council Members. Sponsored by the UNC-CH Chapter, American Association of University Professors (AAUP). Foyer Outside the Hanes Theater.

AGENDA

Type	Time	Item
ACT	3:00	Presentation of Awards The Thomas Jefferson Award: Chancellor Michael Hooker. Excellence in Undergraduate Advising Awards: Dean Stephen Birdsall, College of Arts and Sciences. Citation for President C. D. Spangler: Jane D. Brown.
DISC	3:15	Presentation on Instructional Technology: Chancellor Hooker, Sheila Englehardt, Darryl Gless.
INFO	3:35	Question Period. [The Chancellor invites questions or comments on any topic.]
INFO	3:40	Chair of the Faculty Jane D. Brown.
INFO	3:50	Troy K. Green, Executive Director, SEANC.
ACT	4:00	Resolution 97-11. Amendments to <i>The Instrument of Student Judicial Governance</i> : Beverly Foster, Faculty Chair, Committee on Student Conduct.*
ACT	4:05	Resolution 97-13. Regarding Procedures for Discharge of Faculty Members: Laurie Maffly-Kipp, member, Executive Committee, UNC-CH chapter, AAUP.*
ACT	4:20	Resolution 97-12. Distribution of Responses to <i>Carolina Course Review</i> : Michael Salemi.*
ACT	4:35	Second reading and vote on Proposed Changes to <i>The Faculty Code</i> : James L. Peacock, III, Chair, Committee on University Government. (Attached to March Agenda. Amendment to continue voting privileges for faculty on phased retirement is attached to this Agenda.)
INFO	4:40	Annual Reports of Standing Committees: Focus on University Affairs
INFO	4:45	Executive Committee of the Faculty Council: Jane D. Brown, Chair.*
INFO	4:45	Faculty Assembly Delegation: Jane D. Brown, Chair.*
INFO	4:50	Faculty Salary Report, Part I: Internal Statistics: Steven Bachenteimer, Chair, Faculty Welfare Committee.*
INFO	4:55	Announcement of Faculty Election Results: Joseph S. Ferrrell, Secretary of the Faculty.
ACT	5:00	Old or New Business.

Joseph S. Ferrrell
 Secretary of the Faculty

KEY:

ACT = Action
 INFO = Information
 DISC = Discussion

Copies of these documents are being circulated only to members of the Faculty Council and to Chairs and Deans who are encouraged to share them with other faculty. Council members: please bring your copies to the meeting and discuss with your constituents ahead of time.

The next Faculty Council meeting is in September.

THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
Minutes of the General Faculty and the Faculty Council
April 25, 1997, 3:00 P.M.

Attendance

Present (52): C. Anderson, J. Anderson, Andrews, L. Bailey, Barefoot, Beck, Beckman, Bentley, Bluestein, Bose, Brice, Bromberg, Brown, Conover, Crimmins, Dodds, Estroff, Farel, Fletcher, Foshee, Fox, Frankenberg, Glass, Herman, Holmgren, Howard, Irene, Jenkins, Johnstone, Lachiewicz, LeFebvre, Lentz, Loda, Maffly-Klipp, G. McNeil, L. McNeil, Owen, Panter, Platin, Rabinowitz, Renner, Rinehart, Rutledge, Salgado, Shea, Skelly, Stidham, Strauss, Tauchen, Tysinger, White, Yankaskas.

Excused absences (23): A. Bailey, Bangdiwala, Chambers, Dalton, Eckel, Evens, Favorov, Hattem, Hodges, Hogue, Jackson, Ji, Leonard, Mandel, Matson, Mauriello, Mill, Passanante, Peacock, Pietak, Shapiro, Stuck, Williams.

Unexcused absences (7): Brink, Danis, Hyatt, Pagano, Rosenman, Searles, Weber.

Presentation of Awards

Thomas Jefferson Award. The winner of the 1997 Thomas Jefferson Award is Donald Charles Jicha, Professor of Chemistry and Associate Dean of the General College. Professor Joseph Templeton [Chemistry] read the citation, which is appended to these minutes.

Mickel-Shaw Awards for Excellence in Undergraduate Advising. Dean Stephen Birdsall [College of Arts & Sciences] announced the winners of the 1997 Mickel-Shaw Awards for Excellence in Undergraduate Advising. In his introductory remarks, Dean Birdsall spoke to the importance of academic advising. He noted that in a face-to-face survey that asked students about their level of satisfaction with undergraduate advising, 94% of those surveyed said that their adviser helped them understand the university's undergraduate program, and was approachable, friendly, and easy to talk to about academic concerns. This contrasts with other surveys that indicate a lower level of satisfaction with academic advising in general. The College has plans to address this mismatch between the image and reality. As part of that effort, two years ago a friend of the College of Arts and Sciences, Miner Mickel-Shaw, created an endowment to reward and recognize advising excellence in the College. Prospective recipients are nominated by students. The awards are made by a committee of faculty, named by the dean of arts and sciences. At least two-thirds of the recipients must be General College advisers.

The first award was presented to Professor Harold Andrews [Music]. He was cited for his patience, honesty, and helpfulness even, in the words of one student, when "answering my silly questions," for his willingness to go out of his way to find the right answers, and for his unfailing courtesy and helpfulness, "even though I was a walk-in."

Of Professor Todd Austell [Chemistry], a nominator said "he puts students first...he is helpful, knowledgeable, willing to respond to concerned parents and anxious high school seniors, and able to make students feel comfortable in unfamiliar surroundings." "Todd exemplifies all that advising is supposed to be about," said the student.

The third recipient, Professor Barbara Stenross [Sociology] "demonstrates real care and concern for all students, not just the ones that she is assigned to advise." "Even though she sees so many students," wrote another, "she is very friendly and helpful." Cited as extremely patient and understanding, a listener, and always willing to take extra time, one nomination read, "to her each student is special and each problem is important. She makes us feel like individuals."

Citation for President Spangler. On motion of Prof. Jane Brown, the Council adopted Resolution 97-10 whereby "the Faculty Council of the University of North Carolina at Chapel Hill expresses deep and sincere gratitude to President C. D. Spangler, Jr., for his distinctive and essential contributions as President of The University of North Carolina from 1986 to 1997."

Farewell to Professor Jane Brown as Chair of the Faculty. Chancellor Hooker noted that this is Professor Brown's last Council meeting as Chair of the Faculty. "She had the task of breaking in a rookie chancellor," he said, "and I can tell you that she had a lot of patience. Jane has never failed when I have been in need of coaching tips. Sometimes I understood that I needed them and sought them. Sometimes I didn't understand that I needed them but she provided them anyway. Those were the times when they were probably the most valuable." Chancellor Hooker presented to Professor Brown a plaque of appreciation for her distinguished service as faculty chair, 1994-97.

Professor George Lensing [English] moved adoption of a resolution of appreciation for Professor Brown and read a citation. The resolution was adopted by standing ovation.

Members of the Agenda Committee presented Professor Brown with several tokens of affection. Professor Bobbi Owen [Dramatic Art] presented a pair of platform shoes. A thermometer to help gauge the intellectual climate was

presented on behalf of Professor Carol Hogue, who could not be present. Professor Donna Lefebvre [Political Science] proclaimed Jane "Queen of the Virtual University" and presented her with a tiara and sash. Professor Carl Anderson [Business] presented a book titled "A Compendium of the Remarkable, Memorable, Monumentally Inspiring, Yet Esoteric Comments made in Faculty Council Meetings for the years 1994 to 1997." [The book was blank.] Professor Barry Lentz [Biochemistry] presented a large name tag reading on one side "Hi, I'm Jane" and on the reverse "Bye, Jane."

Presentations on Instructional Technology

Chancellor Hooker introduced three presentations on projects that were funded by technology grants through the Office of the Provost. He said that preference will be given next year to projects that further departmental, school, or inter-disciplinary priorities. Also, the permissible uses of grant funds will be expanded to include purchase of necessary equipment.

The first presentation was a videotape that featured, among others, Professor Linda Lacey's on-line course in city planning. Next, Professor Sheila Englehardt [Nursing] told of her project to convert a graduate course of health care informatics in the School of Nursing to a totally on-line course that will be offered to a world-wide clientele as well as to on-campus students. Professor Englehardt said that there must be incentives to invest the time and effort that is required to develop on-line instruction. She doubts that faculty who perceive that they will be rewarded only for research and publication will be encouraged to embark on the "exciting, challenging, and labor-intensive adventure that instructional technology has been for me." Finally, Professor Darryl Gless spoke from his perspective as chair of the Department of English. "Nothing highlights the importance of pooled expertise so completely," he said, "as does instructional and information technology. Mistakes are extraordinarily expensive; entry investments are very high; maintenance will be costly." He was pleasantly surprised at the range of expertise he found in his own department, much of it possessed by graduate students. Partly because of this pooled expertise, his department was able to get help from the technology grants to improve and enhance freshman writing courses.

Chancellor's Remarks

Chancellor Hooker spoke warmly of President-Elect Molly Broad and expressed his great pleasure with her appointment.

The chancellor took note of Resolution 97-13, concerning discharge procedures and indicated his support. He said that the current regulations have inhibited him in explaining why he did not accept the recommendations of the Faculty Hearings Committee in the discharge of Professor Barry Nakell and that he would have welcomed an opportunity to discuss with the committee his response to their advice.

There were no questions of the chancellor.

Chair of the Faculty's Remarks

Responding to the chancellor's and the Council's previous expressions of thanks for her, Professor Brown said, "I feel much loved. Thank you very much for all those accolades."

Professor Brown addressed the Council from the perspective of nearing the conclusion of her three-year term as chair of the faculty. Her remarks are appended to these minutes.

Presentation by SEANC

Darryl Arnold, Director of Legislative Affairs for the State Employees Association of North Carolina (SEANC), spoke to the Council of the work of SEANC and invited faculty members to become active members of the Association.

Amendment to Instrument of Student Judicial Governance.

Prof. Stephen Weiss [Computer Science], on behalf of the Committee on Student Conduct, presented Resolution 97-11 amending the Student Code of Judicial Governance. The resolution makes two changes. The first clarifies that both the campus code and the honor code apply during the time period between semesters, and from the time a student is enrolled. The second change makes it an offense to tamper with or disable any safety device, such as a smoke detector or fire extinguisher. The Student Congress, when it considered the proposed changes, amended them to make the second change inapplicable to premises of student organizations that are not officially recognized. Professor Weiss asked that the Council amend the resolution accordingly, which was done. As amended, the resolution was adopted.

Procedure for Discharge of a Faculty Member

Professor Laurie Matfity-Kipp [Religious Studies] moved adoption of Resolution 97-13 regarding the procedure for discharge of a faculty member. The resolution calls on the Board of Trustees to amend the tenure regulations to bring them into conformity with AAUP guidelines as concerns procedure following a decision by the chancellor not to accept a recommendation of the Hearings Committee favorable to the faculty member in a discharge case. AAUP standards in such a case provide that the proceeding should be returned to the committee with objections specified. The committee should then be given 10 days to reconsider its advice, taking into account the chancellor's objections and taking new evidence, if necessary.

The resolution was referred to the Committee on University Government with direction that the committee report its recommendations and advice to the Council in September.

Prof. Brown reported that she has written to President Spangler asking that the text of the Code of the Board of Governors be amended to cure an ambiguity in the text as to the stage of a discharge proceeding when the faculty member is removed from the payroll.

Carolina Course Review

Prof. Michael Salemi briefed the Council on the origins and procedures of the Carolina Course Review. Professor Brown was asked earlier this year whether the results of the Review could be made available on the Internet. She agreed. Subsequently, some faculty members have questioned whether access to this information should be limited to the campus community.

The Council discussed and adopted Resolution 97-12, which directs the Educational Policy Committee to consider and make recommendations to the Council about the advisability of providing student evaluations on the Internet. Pending receipt of that report, the resolution directs that this information should be accessible only by our own students and other authorized on-campus email users.

Second Reading of Faculty Code Revisions

Professor Janet Mason [Institute of Government], on behalf of the Committee on University Government, presented Resolution 97-9 for approval on second reading. The resolution revises the Faculty Code of University Government and was approved, as amended, on first reading at the March 1997 meeting of the General Faculty. Professor Mason also presented and explained Resolution 97-14, which was prepared by the Committee on University Government to address the voting status of faculty who choose to take phased retirement. On motion of Professor Frayda Bluestein [Institute of Government], Resolution 97-14 was adopted as an amendment to Resolution 97-9. The amendment provides that for purposes of faculty-wide elections, a member of the voting faculty who retires and continues on the faculty with a fixed-term appointment that calls for at least one-half time effort will be deemed to retain the faculty rank and voting status that he or she held immediately prior to retirement. Resolution 97-9, as amended, was adopted on second reading, which constitutes final approval.

Annual Reports of Standing Committees

Professor Brown noted she had summarized the annual reports of the Executive Committee of the Faculty Council and the Faculty Assembly Delegation in her earlier remarks. She announced that Professor Lolly Gasaway [Law] has been chosen chair of the Faculty Assembly. Professor Gasaway is the first UNC-CH faculty member to have achieved that distinction.

Faculty Welfare Committee Supplementary Report.

Professor Steven Bachenheimer [Microbiology] briefly explained the supplementary report of the Faculty Welfare Committee responding to the recent publication of information on faculty salaries.

Report of Faculty Elections

Professor Ferrell, Secretary of the Faculty, announced that the newly elected chair of the faculty is Professor Richard N. (Pete) Andrews [Environmental Sciences & Engineering]. Professor Andrews was welcomed with an ovation.

Adjournment

There being no further business, the Council adjourned.

Joseph S. Ferrell
Secretary of the Faculty

ACTIONS OF THE COUNCIL
 1996-97

Date	Action	Destination
September 8, 1996	No action; meeting canceled due to adverse weather	
October 11, 1996	Second reading of Amendments to Faculty Code of University Government to allow fixed-term faculty to serve on and vote for certain standing committees	Secretary of the Faculty
	Resolution on Privatization	Chancellor
	Resolution on Student Recruitment	Office of Undergraduate Admissions
November 15, 1996	Resolution on Charge of Faculty Welfare Committee	Committee on University Government
December 6, 1996	No formal actions	
January 10, 1997	Resolution 97-1. Of Appreciation for Anne Craig Barnes	Chair of the Faculty for transmittal to Ms. Barnes
February 14, 1997	Resolution 97-2. On the Name and Change of the Committee on the Status of Minorities and the Disadvantaged	Committee on Univ. Gov't
	Resolution 97-6. Encouraging Multidisciplinary Research	Provost
	Resolution 97-7. Concerning Established Lectures	Committee on Univ. Gov't
March 21, 1997	Res. 97-4. Concerning Discontinuance of the Catalog Committee	Committee on Univ. Gov't
	Resolution 97-3. Final Examination Policy for Undergraduates	Provost
	Resolution 97-5. Policies and Guidelines for a Cooperative Learning Environment	Provost
	Res. 95-7. On the Number of Class Days in the Academic Year	President C.D. Spangler, Jr.
	Res. 97-8. Authorization to Establish a Ph.D. Program in Communication Studies	Provost
	Res. 97-9. Revising the Faculty Code of University Government	Adopted on first reading. Ref. To University Gov't
	Request to Study Role of the Executive Committee of the Faculty Council and the Method of Choosing Its Members	Committee on University Government
	Motion for Further Study of the Final Examination Policy	Educ. Policy Committee
April 25, 1997	Res. 97-10. Resolution of Appreciation for President C. D. Spangler, Jr.	President Spangler
	Res. 97-11. Amendments to the Instrument of Student Judicial Governance	Dean Frederic Schroeder
	Res. 97-12. Distribution of Responses to Carolina Course Review	Educational Policy Committee
	Res. 97-13. On Procedures for Discharge of Faculty Members	Committee on Univ. Gov't
	Res. 97-14. Voting by Faculty Taking Phased Retirement	Incorporated in Res. 97-9.
	Res. 97-9. Revising the Faculty Code of University Government	Adopted on second reading. Secretary of the Faculty

THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
Minutes of the General Faculty and the Faculty Council
April 25, 1997, 3:00 P.M.

Attendance

Present (52): C. Anderson, J. Anderson, Andrews, L. Bailey, Barefoot, Beck, Beckman, Bentley, Bluestein, Bose, Brice, Bromberg, Brown, Conover, Crimmins, Dodds, Estroff, Farel, Fletcher, Foshue, Fox, Frankenberg, Glass, Herman, Holmgren, Howard, Irene, Jenkins, Johnstone, Lachiewicz, LeFebvre, Lentz, Loda, Maffly-Kipp, G. McNeil, L. McNeil, Owen, Panter, Platin, Rabinowitz, Renner, Rinehart, Rutledge, Salgado, Shea, Skelly, Stidham, Strauss, Tauchen, Tysinger, White, Yankaskas.

Excused absences (23): A. Bailey, Bangdiwala, Chambers, Dalton, Eckel, Evens, Favorov, Hattem, Hodges, Hogue, Jackson, Ji, Leonard, Mandel, Matson, Mauriello, Mill, Passannante, Peacock, Pielak, Shapiro, Stuck, Williams.

Unexcused absences (7): Brink, Danis, Hyatt, Pagano, Rosenman, Searles, Weber.

Presentation of Awards

Thomas Jefferson Award. The winner of the 1997 Thomas Jefferson Award is Donald Charles Jicha, Professor of Chemistry and Associate Dean of the General College. Professor Joseph Templeton [Chemistry] read the citation, which is appended to these minutes.

Michel-Shaw Awards for Excellence in Undergraduate Advising. Dean Stephen Birdsall [College of Arts & Sciences] announced the winners of the 1997 Michel-Shaw Awards for Excellence in Undergraduate Advising. In his introductory remarks, Dean Birdsall spoke to the importance of academic advising. He noted that in a face-to-face survey that asked students about their level of satisfaction with undergraduate advising, 94% of those surveyed said that their adviser helped them understand the university's undergraduate program, and was approachable, friendly, and easy to talk to about academic concerns. This contrasts with other surveys that indicate a lower level of satisfaction with academic advising in general. The College has plans to address this mismatch between the image and reality. As part of that effort, two years ago a friend of the College of Arts and Sciences, Milner Mickel-Shaw, created an endowment to reward and recognize advising excellence in the College. Prospective recipients are nominated by students. The awards are made by a committee of faculty, named by the dean of arts and sciences. At least two-thirds of the recipients must be General College advisers.

The first award was presented to Professor Harold Andrews [Music]. He was cited for his patience, honesty, and helpfulness even, in the words of one student, when "answering my silly questions," for his willingness to go out of his way to find the right answers, and for his unfailing courtesy and helpfulness, "even though I was a walk-in."

Of Professor Todd Austell [Chemistry], a nominator said "he puts students first...he is helpful, knowledgeable, willing to respond to concerned parents and anxious high school seniors, and able to make students feel comfortable in unfamiliar surroundings." "Todd exemplifies all that advising is supposed to be about," said the student.

The third recipient, Professor Barbara Stenross [Sociology] "demonstrates real care and concern for all students, not just the ones that she is assigned to advise." "Even though she sees so many students," wrote another, "she is very friendly and helpful." Cited as extremely patient and understanding, a listener, and always willing to take extra time, one nomination read, "to her each student is special and each problem is important. She makes us feel like individuals."

Citation for President Spangler. On motion of Prof. Jane Brown, the Council adopted Resolution 97-10 whereby "the Faculty Council of the University of North Carolina at Chapel Hill expresses deep and sincere gratitude to President C. D. Spangler, Jr., for his distinctive and essential contributions as President of The University of North Carolina from 1986 to 1997."

Farewell to Professor Jane Brown as Chair of the Faculty. Chancellor Hooker noted that this is Professor Brown's last Council meeting as Chair of the Faculty. "She had the task of breaking in a rookie chancellor," he said, "and I can tell you that she had a lot of patience. Jane has never failed when I have been in need of coaching tips. Sometimes I understood that I needed them and sought them. Sometimes I didn't understand that I needed them but she provided them anyway. Those were the times when they were probably the most valuable." Chancellor Hooker presented to Professor Brown a plaque of appreciation for her distinguished service as faculty chair, 1994-97.

Professor George Lensing [English] moved adoption of a resolution of appreciation for Professor Brown and read a citation. The resolution was adopted by standing ovation.

Members of the Agenda Committee presented Professor Brown with several tokens of affection. Professor Bobbi Owen [Dramatic Art] presented a pair of platform shoes. A thermometer to help gauge the intellectual climate was

presented on behalf of Professor Carol Hogue, who could not be present. Professor Donna LeFebvre [Political Science] proclaimed Jane "Queen of the Virtual University" and presented her with a tiara and sash. Professor Carl Anderson [Business] presented a book titled "A Compendium of the Remarkable, Memorable, Monumentally Inspiring, Yet Esoteric Comments made in Faculty Council Meetings for the years 1994 to 1997." [The book was blank.] Professor Barry Lentz [Biochemistry] presented a large name tag reading on one side "Hi, I'm Jane" and on the reverse "Bye, Jane."

Presentations on Instructional Technology

Chancellor Hooker introduced three presentations on projects that were funded by technology grants through the Office of the Provost. He said that preference will be given next year to projects that further departmental, school, or inter-disciplinary priorities. Also, the permissible uses of grant funds will be expanded to include purchase of necessary equipment.

The first presentation was a videotape that featured, among others, Professor Linda Lacey's on-line course in city planning. Next, Professor Sheila Englehardt [Nursing] told of her project to convert a graduate course of health care informatics in the School of Nursing to a totally on-line course that will be offered to a world-wide clientele as well as to on-campus students. Professor Englehardt said that there must be incentives to invest the time and effort that is required to develop on-line instruction. She doubts that faculty who perceive that they will be rewarded only for research and publication will be encouraged to embark on the "exciting, challenging, and labor-intensive adventure that instructional technology has been for me." Finally, Professor Daryl Gless spoke from his perspective as chair of the Department of English. "Nothing highlights the importance of pooled expertise so completely," he said, "as does instructional and information technology. Mistakes are extraordinarily expensive; entry investments are very high; maintenance will be costly." He was pleasantly surprised at the range of expertise he found in his own department, much of it possessed by graduate students. Partly because of this pooled expertise, his department was able to get help from the technology grants to improve and enhance freshman writing courses.

Chancellor's Remarks

Chancellor Hooker spoke warmly of President-Elect Molly Broad and expressed his great pleasure with her appointment.

The chancellor took note of Resolution 97-13, concerning discharge procedures and indicated his support. He said that the current regulations have inhibited him in explaining why he did not accept the recommendations of the Faculty Hearings Committee in the discharge of Professor Barry Nakell and that he would have welcomed an opportunity to discuss with the committee his response to their advice.

There were no questions of the chancellor.

Chair of the Faculty's Remarks

Responding to the chancellor's and the Council's previous expressions of thanks for her, Professor Brown said, "I feel much loved. Thank you very much for all those accolades."

Professor Brown addressed the Council from the perspective of hearing the conclusion of her three-year term as chair of the faculty. Her remarks are appended to these minutes.

Presentation by SEANC

Daryl Arnold, Director of Legislative Affairs for the State Employees Association of North Carolina (SEANC), spoke to the Council of the work of SEANC and invited faculty members to become active members of the Association.

Amendment to Instrument of Student Judicial Governance.

Prof. Stephen Weiss [Computer Science], on behalf of the Committee on Student Conduct, presented Resolution 97-11 amending the Student Code of Judicial Governance. The resolution makes two changes. The first clarifies that both the campus code and the honor code apply during the time period between semesters, and from the time a student is enrolled. The second change makes it an offense to tamper with or disable any safety device, such as a smoke detector or fire extinguisher. The Student Congress, when it considered the proposed changes, amended them to make the second change inapplicable to premises of student organizations that are not officially recognized. Professor Weiss asked that the Council amend the resolution accordingly, which was done. As amended, the resolution was adopted.

Procedure for Discharge of a Faculty Member

Professor Laurie Maffly-Kipp [Religious Studies] moved adoption of Resolution 97-13 regarding the procedure for discharge of a faculty member. The resolution calls on the Board of Trustees to amend the tenure regulations to bring them into conformity with AAUP guidelines as concerns procedure following a decision by the chancellor not to accept a recommendation of the Hearings Committee favorable to the faculty member in a discharge case. AAUP standards in such a case provide that the proceeding should be returned to the committee with objections specified. The committee should then be given 10 days to reconsider its advice, taking into account the chancellor's objections and taking new evidence, if necessary.

The resolution was referred to the Committee on University Government with direction that the committee report its recommendations and advice to the Council in September.

Prof. Brown reported that she has written to President Spangler asking that the text of the Code of the Board of Governors be amended to cure an ambiguity in the text as to the stage of a discharge proceeding when the faculty member is removed from the payroll.

Carolina Course Review

Prof. Michael Salemi briefed the Council on the origins and procedures of the Carolina Course Review. Professor Brown was asked earlier this year whether the results of the Review could be made available on the Internet. She agreed. Subsequently, some faculty members have questioned whether access to this information should be limited to the campus community.

The Council discussed and adopted Resolution 97-12, which directs the Educational Policy Committee to consider and make recommendations to the Council about the advisability of providing student evaluations on the Internet. Pending receipt of that report, the resolution directs that this information should be accessible only by our own students and other authorized on-campus email users.

Second Reading of Faculty Code Revisions

Professor Janet Mason [Institute of Government], on behalf of the Committee on University Government, presented Resolution 97-9 for approval on second reading. The resolution revises the Faculty Code of University Government and was approved, as amended, on first reading at the March 1997 meeting of the General Faculty. Professor Mason also presented and explained Resolution 97-14, which was prepared by the Committee on University Government to address the voting status of faculty who choose to take phased retirement. On motion of Professor Frayda Bluestein [Institute of Government], Resolution 97-14 was adopted as an amendment to Resolution 97-9. The amendment provides that for purposes of faculty-wide elections, a member of the voting faculty who retires and continues on the faculty with a fixed-term appointment that calls for at least one-half time effort will be deemed to retain the faculty rank and voting status that he or she held immediately prior to retirement. Resolution 97-9, as amended, was adopted on second reading, which constitutes final approval.

Annual Reports of Standing Committees

Professor Brown noted she had summarized the annual reports of the Executive Committee of the Faculty Council and the Faculty Assembly Delegation in her earlier remarks. She announced that Professor Lolly Gasaway [Law] has been chosen chair of the Faculty Assembly. Professor Gasaway is the first UNC-CH faculty member to have achieved that distinction.

Faculty Welfare Committee Supplementary Report.

Professor Steven Bachenheimer [Microbiology] briefly explained the supplementary report of the Faculty Welfare Committee responding to the recent publication of information on faculty salaries.

Report of Faculty Elections

Professor Ferrell, Secretary of the Faculty, announced that the newly elected chair of the faculty is Professor Richard N. (Pete) Andrews [Environmental Sciences & Engineering]. Professor Andrews was welcomed with an ovation.

Adjournment

There being no further business, the Council adjourned.

Joseph S. Ferrell
Secretary of the Faculty

ACTIONS OF THE COUNCIL 1996-97

Date	Action	Destination
September 8, 1996	No action; meeting canceled due to adverse weather	
October 11, 1996	Second reading of Amendments to Faculty Code of University Government to allow fixed-term faculty to serve on and vote for certain standing committees	Secretary of the Faculty
	Resolution on Privatization	Chancellor
	Resolution on Student Recruitment	Office of Undergraduate Admissions
November 15, 1996	Resolution on Charge of Faculty Welfare Committee	Committee on University Government
December 6, 1996	No formal actions	
January 10, 1997	Resolution 97-1. Of Appreciation for Anne Craig Barnes	Chair of the Faculty for transmittal to Ms. Barnes
	Resolution 97-2. On the Name and Charge of the Committee on the Status of Minorities and the Disadvantaged	Committee on Univ. Gov't
February 14, 1997	Resolution 97-6. Encouraging Multidisciplinary Research	Provost
	Resolution 97-7. Concerning Established Lectures	Committee on Univ. Gov't
	Res. 97-4. Concerning Discontinuance of the Catalog Committee	Committee on Univ. Gov't
	Resolution 97-3. Final Examination Policy for Undergraduates	Provost
	Resolution 97-5. Policies and Guidelines for a Cooperative Learning Environment	Provost
March 21, 1997	Res. 95-7. On the Number of Class Days in the Academic Year	President C.D. Spangler, Jr.
	Res. 97-8. Authorization to Establish a Ph.D. Program in Communication Studies	Provost
	Res. 97-9. Revising the Faculty Code of University Government	Adopted on first reading. Ref. To University Gov't
	Request to Study Role of the Executive Committee of the Faculty Council and the Method of Choosing Its Members	Committee on University Government
	Motion for Further Study of the Final Examination Policy	Educ. Policy Committee
April 25, 1997	Res. 97-10. Resolution of Appreciation for President C. D. Spangler, Jr.	President Spangler
	Res. 97-11. Amendments to the Instrument of Student Judicial Governance	Dean Frederic Schroeder
	Res. 97-12. Distribution of Responses to Carolina Course Review	Educational Policy Committee
	Res. 97-13. On Procedures for Discharge of Faculty Members	Committee on Univ. Gov't
	Res. 97-14. Voting by Faculty Taking Phased Retirement	Incorporated in Res. 97-9.
	Res. 97-9. Revising the Faculty Code of University Government	Adopted on second reading. Secretary of the Faculty

1997 THOMAS JEFFERSON AWARD CITATION

Donald Charles Jicha

Picture the summer of 1933. Events that would shape life in the United States for decades, particularly for students at Carolina, were unfolding. The stage is set for John Steinbeck's *Tortilla Flat*, unemployment is at an all-time high, FDR was inaugurated in March, the New Deal has begun, prohibition will be repealed by year's end, and on a sultry day in late July, Don Jicha is born in Chicago.

Fewer than forty years later Don would be ushering thousands of students through the General College here at UNC. As Associate Dean of the General College, he has direct responsibility, delegated by the Dean of Arts and Sciences, for more students than any other academic administrator on campus. Don's steady hand has remained on the rudder for more than twenty years, through four chancellors, five provosts, and three deans. And, like the indefatigable Energizer Bunny, he's still going.

Since day one of his arrival in Chapel Hill in 1960, Don has been an outstanding chemical educator. Recipient of the Johnston Scholars Teaching Award and the Senior Class Favorite Teacher Award, he sandwiched twenty-four years of excellent instruction between two Tanner Teaching Awards. As organizer of the introductory chemistry laboratories, he coordinates the work of more than sixty teaching assistants every semester. Caring for thousands of chemistry laboratory students is a Herculean task, yet Don does this as if it were only a minor perturbation in his daily schedule. He is beloved by students for the demanding lecture courses he teaches in addition to his laboratory and administrative commitments.

Infused with detailed knowledge of curricula, advising, and student activities, Don is a wonderful resource for faculty, staff and students. Those who work with Don see a practical approach to every problem, boundless commitment to the university, and endless optimism for the future. Dean Jicha is known as a listener among all segments of the Carolina population; sharing a problem with Don is always a good idea.

His level of involvement with undergraduates is exceptional. He writes about 300 letters of recommendation per year for students. How many faculty serve as the administrative leader for a unit the size of the General College and then stuff 300 letters into envelopes they printed themselves? Some of you may know that the first and second floor of Steele Building are occasionally referred to as Generous College: how well that nickname reflects the man at its center.

Don Jicha does not resemble the Jeffersonian ghost who walks the UVA campus on dark nights. Rather, he is a grass roots worker for improved campus life, both academic and social. As Don said earlier this week, "I'm not an administrator; I'm a trench fighter." Don often points out that "we're all just pilgrims," and what a great companion he is for the pilgrimage here at Carolina. Quietly he has often watched others take responsibility for his successes; equally often he has accepted responsibility for the errors of others. One nominating letter noted that "Don is as much a part of our University as the Davie Poplar, and every bit as strong and dependable."

Is it possible to reward a lifetime of university service as an outstanding instructor and dependable administrator with the Jefferson Award? Yes, it is. Today Don Jicha has been chosen by this faculty as the 1997 Thomas Jefferson Award recipient.

Prepared and presented by Joseph L. Templeton, Professor of Chemistry and Associate Dean of the College of Arts and Sciences.

REMARKS OF PROFESSOR JANE BROWN, CHAIR OF THE FACULTY APRIL 25, 1997, FACULTY COUNCIL MEETING

Three years ago when I began as chair of the faculty, I said my philosophy was that no one of us is as smart as all of us. And I still believe that. I believe that is why we have faculty government — so we can share our collective intellect and insight, so that the faculty can be a part of the future and the everyday running of the university. Collectively over the past three years, we have dealt with both the lofty and the mundane.

We began my tenure as chair getting clear about where faculty will sit in the Dean Dome. Now we all sit together up in the rafters! We then helped write a policy on consensual amorous relationships. We spent almost a year drafting a set of policies for faculty involvement in salary decisions. We've asked for a task force on intellectual climate, and we'll soon be hearing from them. We've endorsed the expansion of benefits to include the domestic partners of employees. And we've expanded our membership to include fixed-term faculty.

Just this week, we've learned that there will be a women's center in the West House here on campus thanks to the recommendations of the Task Force on Women at Carolina. Professor Marsha Collins, the former chair of our AASP, will chair the advisory committee and lead us in developing the center and implementing the other recommendations of the task force. Kay Wijnberg also will be involved in that, and with that kind of leadership this will happen. This is great news.

We also are moving forward on renovating our classrooms — something we've been talking about for a couple of years — and I appreciate the work of the provost's office and Kate McLaughney in making this happen. Kate has provided a summary of which classrooms will be renovated over the next couple of years, and the contact persons will track what we want in those classrooms.

I also have learned over these past couple of years that much of what gets done gets done through our committees. I've attended more meetings in the last three years than I ever knew existed. But this is how we do things. I'm grateful for the hard work of these committees. This is the work that too often goes unrecognized and unrewarded and, worse, is sometimes ignored. This committee work is the essential work of faculty government. Let me give you some examples of what our committees have done this past year:

The Faculty Hearings Committee has conducted a thorough and thoughtful review of a difficult case in the glare of public scrutiny. The Committee on Black Faculty and Students has raised important concerns about our minority postdoctoral program. The Educational Policy Committee issued guidelines for a cooperative learning environment and has revised the final exam policy. The Committee on University Government revised and updated the Faculty Code and the Advisory Committee lead us in an informed discussion of guidelines for post-tenure review. The Agenda Committee created the agenda for the Council this year.

I would like to thank each of these committees and the other committees of the Council and their chairs for their generosity and commitment to the University community. I especially would like to thank the Agenda Committee and the ECFC, with whom I worked most closely. We've spent lots of time together, and I appreciate your dedication.

Most of the recommendations we've made over the last three years will have long-term positive effects on the whole University community. We should be proud of this progress and the extent of faculty involvement in these issues. Initially, I thought our committee structure was archaic and excessive, and I said we should change it: we should look at it, get rid of a lot of committees, streamline it, make it work better. But I have come to see over the past couple of years that although sometimes tedious, ultimately we come to solutions that work. The Council is a representative body of the faculty, and I've seen that it can be counted on to speak to the issues and to produce recommendations that serve the whole community. It's not always pretty, not usually fast — but it always is thoughtful and thorough.

This body and the faculty governance structure it represents will be even more important in the future. Over the past couple of years we have seen higher education, especially public higher education, come under increasing scrutiny from the public and the legislature. They basically are asking if they are getting their money's worth and if higher education is where our precious tax dollars should be spent. They are asking, 'Are college students learning what they need to know? Are the faculty working hard enough? What are the faculty doing? Are they teaching or just doing their own research? Do the faculty deserve to have guaranteed jobs, when all around us people are losing theirs because of downsizing and restructuring?' These aren't new questions, but they are now being asked and answered with legislation that we must pay attention to.

Over the past year, the Executive Committee of Faculty Council has spent most of its time in investigating how faculty might be involved in setting priorities and making decisions about how scarce monies will be distributed in the future. We luckily have not had to face the crisis and budget-cutting that many of our sister state institutions have, and to some extent we have had the luxury of thinking about how we might organize a process that works with or without a significant cut in funds. I believe it is vitally important that the faculty is knowledgeable about, and have a

role in making, these tough decisions about how money will be spent in the future. The Executive Committee is about to propose a way to do this.

We also have been involved in initial discussions about post-tenure review, and will have the opportunity to design a process for our campus this coming year. But this is only the tip of the iceberg of a much more fundamental conversation about tenure that we have to have. We have not been successful in shifting the prevailing perception that we have cushy jobs guaranteed for life. That's what the public thinks about tenure. We must do better in showing those outside our campus that we do much more than is asked of us, that what we do is valuable, and that most of us are working harder than we should.

We must demonstrate that we take seriously and act on the philosophy of academic freedom that requires us to investigate and discuss the difficult and perhaps unpopular topics of the day. We must make clear that tenure is not a lifetime job guarantee, but an obligation to do exceptional work both as teachers and scholars. We must be clear that faculty can lose the privilege of tenure if standards are not upheld. And we must be clear about what those standards are. These questions are on the table, and we must answer them, or they will be answered for us. I remain optimistic that we can answer these questions, and that we will continue to be the remarkable institution of higher education we have been for more than two centuries. Thank you all for this rare opportunity and honor to serve as chair of this remarkable faculty. I have made friends I would not have made otherwise. I have learned more about how this University works than I sometimes wanted to know. I have seen from behind the scenes how our faculty love this university and how dedicated they are to its future. I have seen faculty devote countless hours to search committees, task forces and standing committees purely in the interest of the University. It has been inspiring. It has been a privilege to get to know and to work with you.

THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
Summary Minutes of the General Faculty and the Faculty Council
April 25, 1997, 3:00 P.M.

A more complete version of the Minutes has been distributed to members of the Faculty Council, deans, directors, and department heads. Any faculty member may obtain a copy upon request.

Presentation of Awards

Thomas Jefferson Award. The winner of the 1997 Thomas Jefferson Award is Donald Charles Jicha, Professor of Chemistry and Associate Dean of the General College. Professor Joseph Templeton [Chemistry] read the citation.

Michel-Shaw Awards for Excellence in Undergraduate Advising. Dean Stephen Birdsall [College of Arts & Sciences] presented the 1997 Michel-Shaw Awards for Excellence in Undergraduate Advising to Professor Harold Andrews [Music], Professor Todd Austell [Chemistry] and Professor Barbara Stenross [Sociology].

Citation for President Spangler. On motion of Professor Jane Brown, the Council adopted a resolution expressing gratitude to President C. D. Spangler, Jr., for his distinctive and essential contributions as President of The University of North Carolina from 1986 to 1997.

Farewell to Professor Jane Brown as Chair of the Faculty. Chancellor Hooker presented to Professor Brown a plaque of appreciation for her distinguished service as faculty chair, 1994-97. Professor George Lensing [English] moved adoption of a resolution of appreciation for Professor Brown and read a citation. Members of the Agenda Committee presented to Professor Brown several tokens of affection.

Presentations on Instructional Technology

Chancellor Hooker introduced three presentations on recent initiatives that were funded by grants through the Office of the Provost. He said that preference will be given next year to projects that further departmental, school, or inter-disciplinary priorities. Also, the permissible uses of grant funds will be expanded to include purchase of necessary equipment.

Chair of the Faculty's Remarks

Responding to the chancellor's and the Council's previous expressions of thanks for her, Professor Brown said, I feel much loved. Thank you very much for all those accolades."

Professor Brown addressed the Council from the perspective of hearing the conclusion of her three-year term as chair of the faculty.

Amendment to Instrument of Student Judicial Governance.

The Council adopted a resolution approving two changes in the Student Code of Judicial Governance. The first change clarifies that both the campus code and the honor code apply during the time period between semesters. The second change makes it an offense to tamper with or disable any safety device, such as a smoke detector or a fire extinguisher.

Procedure for Discharge of a Faculty Member

Professor Laurie Maffly-Kipp [Religious Studies] moved adoption of Resolution 97-13 regarding the procedure for discharge of a faculty member. The resolution calls on the Board of Trustees to amend the tenure regulations to bring them into conformity with AAUP guidelines, as concerns procedure following a decision by the chancellor not to accept a recommendation of the Hearings Committee favorable to the faculty member in a discharge case. AAUP standards in such a case provide that the proceeding would be returned to the committee with objections specified. The committee would then be given 10 days to reconsider its advice, taking into account the chancellor's objections and taking new evidence, if necessary. Chancellor Hooker had previously indicated his support for the resolution.

The resolution was referred to the Committee on University Government with direction that the committee report its recommendations and advice to the Council in September.

Prof. Brown reported that she has written to President Spangler asking that the Code of the Board of Governors be amended to cure an ambiguity in the text as to the stage of a discharge proceeding when the faculty member is removed from the payroll.

Carolina Course Review

The Council discussed and adopted a resolution that directs the Educational Policy Committee to consider and make recommendations to the Council about the advisability of providing student evaluations on the Internet. Pending receipt of that report, the resolution directs that this information should be accessible only by our own students and other authorized on-campus email users.

Second Reading of Faculty Code Revisions

The General Faculty approved on second reading Resolution 97-9, which revises the Faculty Code of University Government after amending it to address the voting status of faculty who choose to take phased retirement. The amendment provides that for purposes of faculty-wide elections, a member of the voting faculty who retires and continues on the faculty with a fixed-term appointment that calls for at least one-half time effort will be deemed to retain the faculty rank and voting status that he or she held immediately prior to retirement.

Annual Reports of Standing Committees

Professor Brown announced that Professor Lolly Gasaway [Law] has been chosen chair of the Faculty Assembly. Professor Gasaway is the first UNC-CH faculty member to have achieved that distinction.

Report of Faculty Elections

Professor Ferrell, Secretary of the Faculty, announced that the newly elected chair of the faculty is Professor Richard N. (Pete) Andrews [Environmental Sciences & Engineering]. Professor Andrews was welcomed with an ovation and Professor Brown presented him with a gavel as the symbol of his office.

Joseph S. Ferrell
Secretary of the Faculty

April 25, 1997
Executive Committee of the Faculty Council
(Elected by Faculty Council)

Annual Report to the Faculty Council

Members: Pete Andrews (Environmental Sciences & Engineering, '97); Carol Jenkins (Health Sciences Library ('97); Jim Peacock (Anthropology, '97); Bonnie Yankaskas (Radiology, '97); Carl Bose (Pediatrics, '98); Pamela Conover (Political Science, '98); Paul Farel (Physiology, '98); Lillie Searles (Biology, '98); Sue Estroff (Social Medicine, '99); Darryl Gless (English, '99); Laurie McNeil (Physics & Astronomy, '99); Joe Pagano (Cancer Center, '99).

Ex-officio: Jane D. Brown (Chair of the Faculty); Joe Ferrell (Secretary of the Faculty)

Meetings: The ECFC met twice monthly throughout the year; one of the meetings each month was with Provost Dick Richardson, Vice Chancellor for Health Affairs Garland Hershey, Vice Chancellor for Graduate Studies and Research Tom Meyer, and Executive Vice Chancellor Elson Floyd. The ECFC also had four dinner meetings with Chancellor Michael Hooker.

Charge and Organization: The ECFC is charged in the Code to: 1) serve as an advisory committee for the Chair of the Faculty; 2) represent the Faculty Council and General Faculty in advising the University Administration with respect to issues, such as planning; that the Committee deems important to the University's mission; 3) work with various officers and groups within the University toward the realization of goals set in actions of the Council, and, 4) report to the Council on the status of the implementation of resolutions of the Council.

Activities this year: The ECFC has spent most of its time this year learning about and developing ideas about how the university makes decisions about how resources will be distributed. The committee also has discussed a number of other issues as they occurred, and whenever appropriate has referred them to existing committees of the faculty.

Strategic management/Resource allocation: In summer 1996, the ECFC accepted the Chancellor's request to consider how the university could develop a process of priority setting and resource allocation. The ECFC began with a series of discussions of a future vision for the university, and Carol Jenkins and Pete Andrews drafted an extensive background report outlining how the current system works, what other universities have done, and what our options are. ECFC has discussed the current process and possibilities for the future with administrators in the Office of Budget and Finance and with the deans of academic and health affairs. Currently subcommittees are drafting recommendations for an expanded University Budget Committee that would include faculty and would be charged broadly in advising the chancellor in budget matters.

Faculty governance restructuring. The ECFCC considered the possibility of launching a full-scale restructuring of faculty committees that report to the Council but found little interest in such an undertaking. Committees were encouraged to consider their charges and make recommendations to the Committee on University Government. As a result, the Committees on Black Faculty and the Committee on Minorities and Disadvantaged have new names (Committee on Black Faculty and Students and Committee on Community and Diversity) and clearer charges. The Code has been updated to include a number of modifications adopted over the past decade and will be republished shortly.

Intellectual climate. Three members of the ECFCC served on subcommittees of the Task Force on Intellectual Climate that was chaired by ECFCC member Pamela Conover. The ECFCC will hear preliminary recommendations of the Task Force in May and will work with the Task Force to move toward implementation over the summer.

Other issues discussed:

- *Post-tenure review* guidelines developed by the Advisory Committee and subsequently discussed by the Faculty Council.
- *BA in Liberal Studies* -- initially referred to the Educational Policy Committee; subsequently taken up by a new committee.
- *Prof. Nakell's dismissal* and implications for faculty governance and the tenure system.
- Draft of measures for a University "*Report Card*" that was developed by the Advisory Committee for the Chancellor.
- Resolution concerning *privatization* initiatives that had been adopted by the Employee Forum and was subsequently endorsed by the Faculty Council.

Liaison with other initiatives: ECFCC's members also served on other university-wide committees to provide representation from the Council:

- Performance-based budget measures (Darryl Gless)
- Women at Carolina advisory committee (Paul Farel, Carol Jenkins)
- Task Force for the Recruitment and Retention of Minority Students and Faculty (Lillie Searles)
- Enrollment Committee; BA in Liberal Studies Committee (Bonnie Yankaskas)
- Faculty Legislative Liaison Committee (Jim Peacock, Jane Brown)
- Task Force on Substance Abuse (Jane Brown, Pamela Conover)
- Task Force on Instructional Technology (Carol Jenkins, Jane Brown)
- Search committee for the vice provost for academic affairs (Laurie McNeill)
- Search committee for the dean of arts and sciences (Pete Andrews)

April 25, 1997, Faculty Council Meeting

THE UNC FACULTY ASSEMBLY

Annual Report

The UNC Faculty Assembly is the elected body of the faculty of the sixteen campuses of the University of North Carolina. The Assembly meets four times during each academic year, and in February, 1997 celebrated its 100th meeting. The Assembly advises the General Administration on issues that affect the students and faculty of the constituent campuses through its committee structure, by service on system-wide committees, and by meetings with various officials at the General Administration (GA). President Spangler addresses the Assembly at each meeting and reports GA or Board of Governors response to Faculty Assembly resolutions; various other GA staff members attend the meetings to report on particular issues as appropriate. A major thrust in recent years has been increased openness in the budgeting process and greater faculty involvement. The Assembly has been instrumental in seeing that copies of the UNC Budget and other related documents are placed in the libraries at each campus and that information is shared among the campuses about faculty involvement in each institution.

There are six standing committees: Academic Freedom and Tenure; Budget; Faculty Governance; Faculty Welfare; Planning and Programs; and Professional Development. Members of the Faculty Assembly have served on various GA committees such as the Phased Retirement, Post Tenure Review and the Presidential Leadership Statement Committees.

At each meeting, the Committees caucus and then report their actions to the Assembly. Often Committees present resolutions. Resolutions are the primary way the Assembly communicates formally with the system President and GA.

This year the Assembly adopted two resolutions relating to faculty governance. The first dealt with faculty and student access to electronic technology. The Assembly often finds its work made more difficult by the fact that some of the campuses do not provide electronic mail capabilities for faculty.¹ The resolution urged President Spangler to determine which students and faculty still lack convenient and modern access to the Internet and to support and encourage correction of all deficiencies found

¹ Naturally, this also impedes student learning and faculty research on these campuses, and the resolution so noted.

as soon as possible. Because faculty senates/councils are called upon to advise campus administrations, an additional resolution focused on faculty involvement in governance and called for faculty senates/councils to be assured adequate budget, space, technology and staff support to perform their functions.

The search for the new President has been of particular concern. A resolution asked the Search Committee to seek a President who meets three criteria: (1) demonstrated record of significant accomplishment in administration and executive leadership in higher education as well as a visionary perspective for the future of the University of North Carolina, (2) strategic leadership and effective articulation of the mission of UNC, and (3) demonstrated leadership style that emphasizes openness, consultation and respect for the process of shared governance. A second resolution dealing with the Presidential search urged the Board to provide opportunities for representatives of the Faculty Assembly to meet confidentially with the final candidates for the position and to provide confidential comments on these candidates to the Search Committee.

There were also resolutions dealing with faculty development. Performance reviews for permanently tenured faculty was a topic of discussion that generated a resolution pointing to the fact that the existing Code of the University of North Carolina was adequate for all matters relating to tenure and promotion and that no amendment was required. The resolution called for each campus independently to develop procedures suitable for reviewing the performance of permanently tenured faculty, consistent with current practice. The permanent goal for such performance review should be faculty development. Along with review of tenured faculty, the Assembly asked the GA to assess the status and funding of teaching centers on each campus, to establish centers on those campuses where they do not exist and to expand existing centers as appropriate.

The Assembly has long been concerned that virtually untrained department chairs annually review the performance of individual faculty members. A resolution asked the University to provide training for these chairs. The resolution urged the President to work with the Board of Governors to establish professional development opportunities for department chairs such as workshops, seminars and symposia that focus on teaching, evaluation and administration.

Another resolution criticized the Governor's Budget that reduced the request for faculty raises to 3% and called for restoration of the GA budget that provided for faculty raises of 6% with 1% in continuing funding for teaching excellence.

An extremely important resolution recognized that the terms of the agreement between the University and the North Carolina Press Association concerning interpretation of the North Carolina Open Meetings Law has resulted in the exclusion of faculty, staff and students from participation with administrators in important advisory capacities and has produced discord between administrators and these groups. The

resolution calls for the Board of Governors to use its best efforts to change the criteria by which a university group is subject to the Open Meetings law and to expand the definition of professional staff to include faculty, staff and official representatives of student government in addition to administrators.

The Faculty Assembly maintains a homepage on the GA website. It contains the full text of all minutes and resolutions as well as other descriptive information including an excellent document prepared at the request of the Budget Committee that explains the UNC budget process.² <url> <http://www.uncg.edu/~duvall/plassembly/>

Laura N. Gasaway
UNC-CH Delegate

² Prepared by General Administration staff member Kennis Grogan, this excellent document has already been updated once. It explains the budget process and simplifies a complex procedure so that each faculty member has easy access to this information.

Carolina Course Review

Welcome to the **Carolina Course Review**. The **Course Review** compiles survey results by students in participating classes over several terms at the University of North Carolina an Chapel Hill. These results are grouped by term, and contain summaries for each class section as well as detailed results on a few selected individual questions for each section. Students routinely use this information when planning upcoming registrations, while instructors make use of the same information to determine which aspects of their teaching to work on.

Term Index

- 1996 [Spring Semester](#), [1st Summer Session](#), [2nd Summer Session](#), [Fall Semester](#)
- 1995 [Spring Semester](#), [Fall Semester](#)

Q&A

Q. Who actually runs the Course Review? Who pays for this?

A. The Econ department gets a grant from the Dean to administer the Course Review. A small group of Econ grad students are drafted to do most of the administrative grant work. The raw data is scanned by ATN (formerly OIT, ACS, a.k.a the Computation Center) using the same equipment used for scanning student elections and exams. The data is processed by ATN and the results are then returned to the Econ department who distributes it back to other departments and faculty as necessary. ATN maintains the Web version.

Q. Didn't there used to be some "detail" pages in addition to the short summaries? Where did they go?

A. Yes. They were removed from the published version of the Course Review because the original agreement between the Dean and the Econ department clearly states that the summaries will be published and the details of the analysis will be given to the instructors/departments. That may have been a cost concession as printing that much data would have been fairly expensive before the advent of the World Wide Web. Since that was the agreement under which the data was collected, we are obligated to honor it even though it would be easy and inexpensive to make the details available on the Web.

Q. When you compare an instructor/course to others, what others are we talking about? Other sections of the same course, other courses in the department, across departments, within this term or across terms?

A. Actually, none of the above. Quite a few years ago, an analysis was run on all the Carolina Course Review data across several terms from the early 1980s. This data is our "Norm Group", the group with which everybody gets compared.

Q. Is it fair to compare our instructors of the late 90's to the Norm Group's instructors from the early 80's?

A. It isn't really fair to compare a given instructor with the person who taught the class, say, the previous term. For one thing, they are often the same person, or the course may not have been offered. For another thing, for that comparison to mean anything to you, you would have to have a pretty good understanding of the previous instructor's strengths and weaknesses. Further, the relative ratings would be all over the board from class to class. Basically you would be comparing apples to

oranges.

The solution then is to compare all the apples to the same orange. Comparing everybody to the Norm Group makes sure that the relative measures from term to term are at least relative to the same thing.

Q. About those little charts that compare an instructor/course to others — how is that done?

A. Each of the 21 survey questions contributes different amounts to each of the 5 summary categories. These different amounts (coefficients) were derived through a statistical process on the Norm Group data some years ago. The charts are calculated by taking a given instructor's mean for each summary category, subtracting the corresponding mean for the Norm Group, then dividing by the corresponding standard deviation from the Norm Group. The result is called a z-score which, in statistical terms, is a measure of variance from a mean given in the same units as the mean (as opposed to a square, log, or some other scale). Since the original values ranged from 1 to 5, the z-score generally ranges over 5 values as well, specifically from -2 to 2 with the middle value, 0, representing the mean. Note that the comparison is with the Norm Group, not the other instructors/courses in the same term. This provides some degree of consistency when comparing the charts from one term to another.

Q. OK, but why does it seem that most instructors score a little above average? I thought "average" would mean that most instructors would rate "average". What's the deal?

A. Good question. Here are several answers, each of which may be partly true. Take your pick.

First, these are statistics, not Tablets of Stone From The Mountain Top. (Those are surely available on some other WEB site.) Surprises are the norm. You should view this as a guideline, not the Absolute Truth.

Second, not everybody scores all the questions. We go to some lengths to distinguish between missing scores and low scores, and the statistical fudging that results tends to favor (slightly) the instructors today. Details of the analysis of the Norm Group are shrouded in the mists of time, and it isn't at all clear that they received the same benefit of the statistical doubt. Third, perhaps today's students just aren't as tough or demanding as the students of the early 80's, and they tend to go easier on instructors. Fourth (and this may be reaching a bit), teaching at Carolina may be better today that it was back then.

Q. Here's the real meaty question. How do I use this information to pick slide courses?

A. You can't, sorry. The thing isn't structured that way. Look as some specific questions. For example, "The amount of student effort required in this course was reasonable." Too much effort would clearly elicit a "disagree" from most students, but too little required effort would as well. This is typical of how the survey is set up. Variance from "strongly agree" doesn't imply ease or difficulty, so you could be in for a big surprise if you think you're selecting a slide course based on the Carolina Course Review.

These pages are maintained by [The CCRewiew Team](#).



[University of North Carolina at Chapel Hill](#)



[To UNC-CH Home Page](#)

Resolution 97-9. Revising the Faculty Code of University Government

2nd Edition Engrossed
4/25/97

1 The General Faculty resolves:

2 The Faculty Code of University Government is revised to read as follows:

3
4 THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

5 THE FACULTY CODE OF UNIVERSITY GOVERNMENT

6 Subject to the powers of the Board of Governors of the University of North Carolina, the president of the University
7 of North Carolina, the Board of Trustees of the University of North Carolina at Chapel Hill, and the chancellor of the
8 University of North Carolina at Chapel Hill, the faculty of the University of North Carolina at Chapel Hill has enacted
9 the following *Faculty Code of University Government*:

10 ARTICLE 1
11 THE GENERAL FACULTY

12 § 1-1. **Members.** The General Faculty consists of all persons holding appointments to the ranks of professor,
13 associate professor, assistant professor, instructor, lecturer, any of the formally authorized lecturer-equivalent ranks,
14 persons holding the ranks of librarian, associate librarian, assistant librarian, and general librarian under procedures
15 approved by the chancellor, and the following officers of the administration, ex officio: the president, the chancellor, the
16 provost and vice provosts, and the vice chancellors; the university librarian, the university registrar, the directors of the
17 Press, Extension Division, Undergraduate Admissions, and Student Health Service; and such other officials having
18 responsibility for making and administering educational, research, and student welfare policies as shall be approved by
19 the faculty Advisory Committee for ex officio membership on the General Faculty.

20 § 1-2. **Organization.** (a) Presiding officer. The chancellor shall be the presiding officer of the General Faculty. The
21 chair of the faculty shall be chair pro tempore of the General Faculty and shall preside in the absence of the chancellor.

22 (b) Minutes. The secretary of the faculty shall keep a record of the proceedings.

23 (c) Quorum. The presence of one hundred twenty-five voting members shall be necessary for a quorum.

24 (d) Bylaws. The General Faculty may adopt bylaws to govern its proceedings.

25 § 1-3. **Meetings.** The General Faculty shall meet at least once in the fall semester and once in the spring semester in
26 each academic year. Special meetings may be called by the chancellor, or, in his or her absence, by the chair of the
27 faculty, and shall be called on the written request of ten percent of the voting members of the General Faculty.

28 § 1-4. **Voting.** (a) Except as otherwise provided in this Code, the voting faculty comprises (i) all members of the
29 General Faculty having tenured or probationary-term appointments, (ii) librarians who are members of the General
30 Faculty, and (iii) fixed-term faculty whose positions satisfied the following criteria:

- 31 (1) The position is for full-time employment and is not a visiting appointment; and
32 (2) The duties of the position include teaching, research, or both; and
33 (3) The actual or anticipated length of service in the position is at least three years. This criterion is satisfied
34 if (i) the current term of appointment is for three years or more, or (ii) the appointment is a renewal
35 appointment to the same position and the combined length of the current term and the immediately
36 preceding terms is three years or more.
37

38 § 1-5. **Office-holding.** Only members of the voting faculty are eligible to hold offices established by the Code.

39 § 1-6. **Powers.** The General Faculty shall have power:

- 40 (1) To establish the policies governing the educational activities of, and the award of academic degrees by
41 The University of North Carolina at Chapel Hill and to promulgate such regulations as are necessary to
42 implement established policies;

- (2) To request information and reports from and to give advice to the chancellor with respect to any matter affecting the life of the University;
- (3) To act upon reports from—and to make recommendations to—the Faculty Council, faculty committees, colleges, schools, institutes, and other units of the University;
- (4) To discuss and resolve upon matters relating to the life of the University;
- (5) To join with the chancellor and other officers of administration and the student body in regulating student conduct and discipline;
- (6) To delegate its powers, except the power to establish or amend this *Code*, to such officers and bodies as may be established herein.

§ 1-6. *Code Amendments.* Proposals to amend this *Code* must be passed on two separate readings. At the meeting at which it is introduced, the proposal must receive the affirmative votes of a majority of the voting members of the General Faculty present and voting. Upon such tentative approval, the proposal shall be referred to the Committee on University Government, which shall consider the proposal and report its recommendations to the next regular or special meeting of the General Faculty. When the proposal is reported by the Committee on University Government, those present shall first determine whether to submit the proposal to a general referendum, which shall be done upon motion of one-third of those present and voting. If the proposal is not submitted to a general referendum, passage shall require the affirmative votes of two-thirds of those present and voting. Before the final vote is taken on a proposal that is not submitted to a general referendum, any faculty member present may ask for a ruling of the presiding officer as to whether the proposal has been so materially amended that the text of the proposal as tentatively approved does not constitute a fair representation of the substance of the proposal as amended. If the presiding officer so rules, final action shall be deferred until the next meeting of the General Faculty, or the proposal shall be submitted to a general referendum, as may be decided by a majority of those present and voting. When a proposal is submitted to a general referendum, the secretary of the faculty shall mail a ballot and a copy of the proposal, together with any written report or explanatory material accompanying it, to each voting member of the General Faculty. Ballots must be returned to the secretary of the faculty not later than 15 days after the date of mailing. In a general referendum, passage shall require the affirmative votes of three-fifths of those voting.

§ 1-7. *Policy on Section of Officers.* It is the policy of the General Faculty that in selecting persons to fill positions established by or pursuant to this *Code*, consideration should be given to the factors of departmental affiliation, faculty rank, tenure status, color, age, and sex to the end that diversity of interests among the faculty are appropriately reflected in the various organs of faculty government.

ARTICLE 2 THE FACULTY COUNCIL

§ 2-1. *Legislative power vested in Council.* The legislative powers of the General Faculty shall be vested in a Faculty Council.

§ 2-2. *Members.* (a) The Council shall consist of two groups of members, ex officio and elected.

(b) The ex officio members shall be: the chancellor, the provost and vice provosts, and the vice chancellors, the dean of the General College and the College of Arts and Sciences, the dean of the Graduate School, the chair of the faculty, the secretary of the faculty, members of the Executive Committee of the Faculty Council and delegates to the Faculty Assembly who are not otherwise elected or ex officio members of the Council, and the chairs of standing committees of the faculty.

(c) ~~Members of the General Faculty holding the ranks of professor, Associate professor, Assistant professor, Librarian, Associate Librarian, and Assistant Librarian. All members of the voting faculty are eligible for election to the Council.~~

(d) The elected members of the Council shall be chosen by and from the electoral divisions defined in subsection (e), on the basis of one representative for each of the ranks of lecturer (or its equivalent), instructor, assistant professor, associate professor, and professor for each twenty-five faculty members eligible to vote in Council elections or major fraction thereof of the same rank in the respective divisions. If there are too few eligible faculty members in a given rank to qualify for at least one representative, that rank shall be combined with the least numerous adjacent rank for purposes of computing representation and electing representatives. Representation is determined by the composition of the electoral division at the beginning of the fall semester of the academic year in which the election is held.

(e) The electoral divisions are:

- 1 (1) The Division of Fine Arts of the College of Arts and Sciences;
- 2 (2) The Division of Humanities of the College of Arts and Sciences;
- 3 (3) The Division of Basic and Applied Natural Sciences of the College of Arts and Sciences and The Institute
- 4 of Marine Sciences;
- 5 (4) The Division of Social Sciences of the College of Arts and Sciences,
- 6 (5) The University Libraries and The School of Information and Library Science;
- 7 (6) The Kenan-Flagler School of Business;
- 8 (7) The School of Education;
- 9 (8) The School of Journalism and Mass Communication
- 10 (9) The School of Law;
- 11 (10) The School of Social Work
- 12 (11) The Institute of Government;
- 13 (12) The School of Medicine;
- 14 (13) The School of Dentistry;
- 15 (14) The School of Nursing;
- 16 (15) The School of Pharmacy;
- 17 (16) The School of Public Health.

18 (f) Departments and other units initiating faculty appointments that are not assigned to an electoral division by
19 subsection (e) shall be assigned to an appropriate division by the secretary of the faculty.

20 (g) In 1985 and every five years thereafter, the Committee on University Government shall adjust the apportionment
21 factor so that the number of elected members of the Council is as near seventy as practicable. Such an adjustment shall
22 be deemed an amendment of subsection (d) and shall be reported promptly to the secretary of the faculty and by him or
23 her to the General Faculty.

24 (h) The Committee on University Government, with the approval of the chancellor, may amend the provisions of this
25 section to adjust details of the pattern of elective and ex officio membership herein established whenever required by
26 changes in the organization of the University.

27 § 2-3. Terms. Elected members of the Council shall serve for terms of three years and shall not be eligible for
28 election more than twice in any period of seven years. Nominations and elections shall be held in the spring semester in
29 each academic year and the term of office shall begin on July 1. A member's term of office shall not be affected by his
30 or her promotion during the term or by reapportionment of the Council before expiration of the term.

31 § 2-4. Nomination and election. (a) Nominations for election to the Faculty Council shall be the responsibility of
32 the Nominating Committee. ~~Each spring the Nominating Committee shall provide the Secretary of the Faculty with the~~
33 ~~names of nominees for each position to be filled by election that year in accordance with the provisions of Section~~
34 ~~IV-B.3.a of this Code.~~ Other names may be added to the ballot by written nomination submitted to the secretary of the
35 faculty by ten percent or more of the faculty members of the division for which the nomination is made.

36 (b) The Nominating Committee shall establish divisional nominating committees of three to five members within
37 each electoral division of the Faculty Council. These committees shall recommend nominees for the Faculty Council.
38 Each committee shall recommend at least two nominees for each vacancy within its electoral division. The divisional
39 committees normally shall be drawn from the retiring members of the Faculty Council and each shall be as widely
40 representative of the departments in its electoral division as possible. Service on a divisional nominating committee shall
41 be for one year.

42 (b) Members representing electoral divisions shall be chosen by members of the voting faculty whose primary
43 appointments are in schools or departments assigned to that electoral division. Ballots containing the nominations shall
44 be distributed to the appropriate division by the secretary of the faculty. Elections shall be determined by a plurality of
45 the votes cast.

46 (c) The secretary of the faculty shall decide the votes by lot.

47 (d) The secretary of the faculty shall fill vacancies for the remainder of unexpired terms from the list of those voted
48 on in the most recent election for that division in the order of the highest number of votes received. If all such persons
49 decline appointment or are no longer eligible for election, the Nominating Committee shall fill the vacancy for the
50 remainder of the unexpired term. Council members taking leave for not longer than one year may be temporarily
51 replaced during such leave in like manner. Council members taking leave for longer than one year shall be deemed to
52 have resigned from the Council.

1 § 2-5. **Organization.** Pursuant to Section 502(D)(2) of *The Code of the Board of Governors of The University of*
 2 *North Carolina*, the chancellor has the right to preside over the deliberations of the Faculty Council. The chair of the
 3 faculty shall preside upon the request of the chancellor. The secretary of the faculty shall be secretary of the Council ex
 4 officio. The presence of a majority of the elected members shall be necessary for a quorum. The Council may adopt
 5 bylaws to govern its proceedings.

6 § 2-6. **Meetings.** The Council shall meet regularly each month from September through April. Special meetings may
 7 be called by the chancellor, or, in his or her absence, by the chair of the faculty, and shall be called upon the written
 8 request of ten members of the Council. It shall be the duty of all members to attend all regular and special meetings of
 9 the Council, save for good cause. If any voting member is absent for two successive regular meetings without cause, the
 10 Council may declare his or her membership vacant.

11 § 2-7. **Voting.** All elected members and the chair of the faculty, and ex officio members serving by virtue of
 12 membership on the Executive Committee of the Faculty Council shall have the right to vote. Ex officio members shall
 13 have the right to make motions and otherwise participate in the Council's deliberations, but shall not vote. The presiding
 14 officer shall vote only in case of a tie.

15 § 2-8. **Powers.** (a) The Council shall exercise the legislative powers of the General Faculty:

- 16 (1) To determine the educational policies of the University and the rules and regulations under which
- 17 administrators and faculty will conduct the educational activities of the University;
- 18 (2) To prescribe the requirements for admissions, programs of study, and the award of academic degrees by
- 19 the University in the context of the basic educational policies of the University and the special
- 20 competencies of the faculties of particular colleges and schools;
- 21 (3) To recommend persons for honorary degrees and special awards;
- 22 (4) To advise the chancellor and other officers of administration and the student body in matters of student
- 23 conduct and discipline, and to approve any rules and regulations governing student conduct that affect
- 24 academic standards of performance.

25 (b) The Council shall also have power, concurrently with the General Faculty:

- 26 (1) To provide for such standing and special committees as the Council may deem necessary or useful for the
- 27 effective and expeditious conduct of its business;
- 28 (2) To act upon reports from—and to make recommendations to—the General Faculty, faculty committees,
- 29 colleges, schools, institutes, and other units of the University;
- 30 (3) To request information and reports from and to give advice to the chancellor and other officers of
- 31 administration with respect to any matter affecting the life of the University;
- 32 (4) To discuss and resolve upon matters relating to the life of the University.

33 § 2-9. **Minutes.** Summaries of the actions of the Council shall be sent promptly to every member of the General
 34 Faculty.

35 § 2-10. **Executive Committee of the Faculty Council.** (a) The Executive Committee of the Faculty Council shall
 36 consist of the chair of the faculty, the secretary of the faculty, and twelve voting members of the General Faculty elected
 37 by the Faculty Council for renewable three-year terms. The term of office shall begin on July 1. Six of the initial
 38 members of the Executive Committee shall be appointed by the chair of the faculty and six shall be elected by the
 39 Faculty Council in the manner provided in paragraph (2), below. The initial selections shall be for a combination of one-
 40 , two-, and three-year terms so that thereafter four seats will become open each year. As the initial terms expire, all seats
 41 shall be filled by election. No person shall serve as an elected member of the Executive Committee for more than six
 42 years in any period of seven years.

43 (b) The Advisory Committee shall nominate candidates for open seats in the ration of no fewer than three to two.
 44 Other names may be added to the ballot by written nomination submitted to the secretary of the faculty by seven or more
 45 Faculty Council members. Nominations and elections shall be held in the spring semester in each academic year.
 46 Vacancies shall be filled in the manner provided for vacancies in the Faculty Council [§ 2-4(d)] except that the Advisory
 47 Committee shall act instead of the Nominating Committee.

48 (c) The chair of the faculty shall convene the Executive Committee and preside at its sessions.

49 (d) For the purposes of § 4-1 of this Code, the Executive Committee shall be deemed a Committee of the Faculty
 50 Council and not a standing committee of the General Faculty.

51 (e) The Executive Committee shall have the following powers and duties:

- 1 (1) To exercise the consultative powers delegated to the Faculty Council by sections § 2-8(b)(3) and § 2-
- 2 8(b)(4), above, subject to such restrictions or instructions as the Council may from time to time establish.
- 3 (2) When prompt action is required, to exercise the legislative powers delegated to the Faculty Council by
- 4 sections § 2-8(a)(1) and § 2-8(a)(4), above, subject to confirmation by the Council at its next regular
- 5 meeting.
- 6 (3) To serve as an advisory committee to the chair of the faculty.
- 7 (4) To represent the Faculty Council and the General Faculty in advising the University administration with
- 8 respect to issues, such as planning the setting of University priorities, that the Committee deems important
- 9 to the University's mission.
- 10 (5) To work with the various officers and groups within the University toward the realization of goals set in
- 11 actions of the Faculty Council.
- 12 (6) To report to the Council at regular intervals, including reporting annually on the status of the
- 13 implementation of resolutions of the Faculty Council.

ARTICLE 3 OFFICERS OF THE FACULTY

16 § 3-1. **The chair of the faculty.** (a) The chair of the faculty shall serve as chair pro tempore of the Faculty Council
 17 and of the General Faculty, shall make an annual report to the Faculty Council on the state of the faculty, shall represent
 18 the chancellor in all academic matters whenever the chancellor may request him or her to do so, and shall have such
 19 other responsibilities as may be determined by the chancellor or the Faculty Council. He or she shall serve ex officio as
 20 chair of the Executive Committee of the Faculty Council, the Agenda Committee, and the Faculty Assembly Delegation,
 21 and as a member of the Advisory Committee and the Nominating Committee.

22 (b) The chair of the faculty shall serve for a term of three years and shall not be eligible for immediate reelection.
 23 Nominations and elections shall be held in the spring semester, every third year, and the person elected shall take office
 24 on July 1 following the election.

25 (c) Nominations shall be made by the Advisory Committee, which shall select and submit the names of three
 26 qualified persons. The nominee receiving the highest number of votes in the election shall be deemed elected, unless he
 27 or she has failed to receive a majority of the votes cast. In that event, a run-off election shall be held between those who
 28 received the highest and the next highest number of votes in the previous election, and the person receiving the highest
 29 number of votes in the run-off election shall be deemed elected. Interim vacancies in the office of chair of the faculty
 30 shall be filled through appointment by the Advisory Committee.

31 § 3-2. **The secretary of the faculty.** (a) The secretary of the faculty shall keep minutes of all meetings of the
 32 General Faculty and of the Faculty Council and enter them in the Permanent Minute Books of the Faculty, conduct all
 33 elections of the General Faculty and the Faculty Council, and conduct correspondence pertaining to elections and actions
 34 of the two faculty bodies. He or she shall maintain files of all nominations and citations for honorary degrees and special
 35 awards. He or she shall serve ex officio as a member of the Agenda Committee, the Nominating Committee, the
 36 Advisory Committee, the Committee on University Government, and the Committee on Honorary Degrees and Special
 37 Awards.

38 (b) The secretary of the faculty shall serve for a term of five years and shall be eligible for reelection. The Advisory
 39 Committee shall nominate one member of the faculty having permanent tenure to the Faculty Council, which, after
 40 opportunity has been given for nominations from the floor, shall proceed to elect a secretary of the faculty.

ARTICLE 4 STANDING COMMITTEES

41 § 4-1. **Organizational principles.** The existing standing committees of the faculty and new committees shall be
 42 organized as nearly as practicable in accordance with the following principles:

- 43 (1) No committee shall consist of more than seven members, unless authorized by the chancellor and
- 44 Advisory Committee.
- 45 (2) Members shall serve for staggered terms of three years each and, on elective committees, be ineligible to
- 46 succeed themselves.
- 47 (3) When a committee is created by faculty action, its functions shall be specifically stated in the motion or
- 48 resolution.
- 49 (4) When a committee is created by administrative action, its functions shall be specifically stated in a written
- 50 communication to the faculty.
- 51
- 52

- 1 (5) Before any new special or standing committee is created, consideration shall be given to the question
 2 whether one of the existing committees could effectively undertake the assignment.
 3 (6) Necessary aid and assistance shall be provided to expedite the work of the committees of the faculty.
 4 (7) Service on all standing committees shall begin on July 1st following election or appointment and end on
 5 June 30th of the appropriate year.

6 ~~The continuing standing committees of the faculty are of three types: elective, appointive, and ex-officio.~~

7 § 4-2. The Nominating Committee. (a) The Nominating Committee shall consist of all faculty members retiring
 8 from the elective faculty committees (Advisory, Athletics, Educational Policy, Faculty Grievance, Faculty Hearings,
 9 Financial Exigency and Program Change, and Honorary Degrees and Special Awards). Service shall be for one year and
 10 members are ineligible for nomination to an Elective Committee. The chair and secretary of the faculty shall serve as ex
 11 officio, non-voting members. The chair of the faculty shall convene the Committee each year to elect its chair. The
 12 secretary of the faculty shall serve as secretary of the Nominating Committee.

13 (b) The Nominating Committee shall nominate three candidates for each vacancy on each Elective Committee.

14 ~~The Nominating Committee shall establish divisional nominating committees of three to five members within each~~
 15 ~~electoral division of the University Faculty Council. These committees shall recommend nominees for the Faculty~~
 16 ~~Council. Each committee shall recommend at least two nominees for each vacancy within its electoral division. The~~
 17 ~~divisional committees normally shall be drawn from the retiring members of the Faculty Council and each shall be as~~
 18 ~~widely representative of the departments in its electoral division as possible. Service on a divisional nominating~~
 19 ~~committee shall be for one year.~~

20 (d) ~~It will act in an advisory capacity to the Chancellor and the Chair of the Faculty, as they deem appropriate, in the~~
 21 ~~appointment of standing and special committees.~~

22 § 4-3. Procedure for electing standing committees. (a) Each spring the Nominating Committee (see B-3-a below)
 23 shall provide the secretary of the faculty with three nominees for each elective committee. Additional
 24 nominees may be added to the ballot by written nomination of ten or more faculty members submitted to the secretary of
 25 the faculty.

26 (b) Ballots shall be distributed by the secretary of the faculty and those nominees receiving the highest number of
 27 votes shall be declared elected.

28 (c) In the event of a tie the secretary shall determine election by lot.

29 (d) Interim vacancies shall be filled by the secretary from the list of those voted on in the most recent election in the
 30 order of the highest number of votes received.

31 § 4-4. Procedure for selecting appointed standing committees. The Nominating Committee will act in an advisory
 32 capacity to the chancellor and the chair of the faculty, as they deem appropriate, in the appointment of standing and
 33 special committees.

34 § 4-5. Advisory Committee. (a) The Advisory Committee shall consist of nine elected members, the chair of the
 35 faculty (III-A), and the secretary of the faculty (III-B).

36 (b) The Advisory Committee shall be advisory to the chancellor in faculty personnel decisions, program planning
 37 and assessment, resource planning and allocation, and other matters which are deemed important by the chancellor or the
 38 Committee. No faculty member shall serve simultaneously as an elected member of the Advisory Committee and the
 39 Executive Committee of the Faculty Council, the Committee on Faculty Hearings or the Faculty Grievance Committee.

40 (c) It shall elect a chair for a term of one year, the chair to be chosen from the members who are serving the final
 41 year of their three-year terms, if there be such. The secretary of the faculty shall serve as secretary of the Committee.

42 (d) It shall hold regular meetings once each month, at such time and place as may be fixed by the Committee and the
 43 chancellor. The presiding officer shall be the chancellor, or, in his or her absence, the chair of the Advisory Committee.
 44 Special meetings may be called by the chancellor or the chair of the Advisory Committee on written request of three of
 45 its members. Notice of a special meeting called by the chair shall be given to the chancellor. Whoever calls the special
 46 meeting shall preside.

47 § 4-6. Educational Policy Committee. (a) The Committee is concerned with those matters of educational policy and
 48 its implementation which have significant impact upon graduate and undergraduate instruction within the Division of
 49 Academic Affairs, and as to which the Faculty Council possesses legislative powers by delegation from the General

1 Faculty under Article II of the *Code*. The Committee's function is advisory to the Faculty Council in respect of such
 2 matters. The Committee exercises its advisory function by:

- 3 (1) routinely taking on reference from the Faculty Council any matter lying within its range of concern which
 4 has been formally presented to the Council for study or for action, and on which the Council desires to
 5 have substantial committee study prior to undertaking formal consideration;
- 6 (2) from time to time taking on reference from the Faculty Council any specific proposal which has come
 7 through the normal administrative channels for approval by the Council (such as adding or dropping
 8 academic program) and on which the Council desires further review and advice prior to taking final
 9 action;
- 10 (3) acting as a council of advice for the university registrar in administering faculty regulations concerning
 11 student records and transcripts, registration, class and examination schedules, grading systems, grade
 12 reports, academic deficiencies, probation, and readmission; ~~and~~
- 13 (4) setting general policy on the kind of catalogs to be issued, their content, and their design; and
- 14 (5) originating studies of particular matters lying within its range of concern by requesting authority from the
 15 Faculty Council to make such studies, conducting the studies if authorized, and reporting the results of the
 16 studies to the Council.

17 (b) The Committee is composed of nine members elected by the Faculty for staggered three-year terms, one
 18 undergraduate student appointed by the chair of the faculty for a one-year term on recommendation of the president of
 19 the Student Body, and one graduate or professional student appointed by the chair of the faculty for a one-year term on
 20 recommendation of the president of the Graduate and Professional Student Federation. Eight members shall be elected
 21 by the Division of Academic Affairs voting at large. Of these, two members shall hold primary appointments in the
 22 Social Sciences Division of the College of Arts and Sciences, one in one of the professional schools or other academic
 23 units in the Division of Academic Affairs (other than the College of Arts and Sciences), two in the Humanities Division
 24 of the College of Arts and Sciences, two in the Basic and Applied Natural Sciences Division of the College of Arts and
 25 Sciences or the Institute of Marine Sciences, and one in the Fine Arts Division of the College of Arts and Sciences. One
 26 member shall be elected by the Division of Health Affairs voting at large and shall hold a primary appointment in one of
 27 the professional schools or other academic units of that Division. The Committee shall elect its own chair at the first
 28 meeting after July 1 of each year.

29 (c) In considering any matter referred to it and prior to its report to the Faculty Council the Committee shall provide
 30 reasonable opportunity for comment upon the matter by members of the faculty and of the student body.

31 **§ 4-6. Faculty Athletics Committee.** (a) The Faculty Athletics Committee is concerned with informing the faculty
 32 and advising the chancellor on any aspect of athletics, including, but not limited to, the academic experience for varsity
 33 athletes, athletic opportunities for members of the University community, and the general conduct and operation of the
 34 University's athletic program. The Committee will report on its activities at least once each academic year to the Faculty
 35 Council.

36 (b) The Committee shall consist of ten members to be elected by the faculty for five-year, staggered terms, two new
 37 members being elected each year. In addition to the consideration of See I-G-§ 1-7, the Nominating Committee should
 38 attempt to assure that units that teach undergraduates are substantially represented on the Faculty Athletics Committee.

39 (c) The voting delegate to the Atlantic Coast Conference, if not otherwise an elected member of the Faculty Athletics
 40 Committee, shall be a voting ex officio member of the Committee. The total Committee may thus number either ten or
 41 eleven members.

42 (d) The Committee shall choose its chair from among its membership.

43 **§ 4-7. Faculty Grievance Committee.** (a) The Faculty Grievance Committee shall consist of ten elected members.
 44 At all times three of the members shall have been professors when elected, three shall have been associate professors,
 45 three shall have been assistant professors, and one shall have held a fixed-term appointment. A member's promotion in
 46 rank during a term of office shall not terminate his or her membership. The term of office shall be three years. One
 47 professor, one associate professor, and one assistant professor shall be elected each year. One person holding a fixed-
 48 term appointment shall be elected in 1997 and every third year thereafter.

49 (b) The Committee is authorized to hear, mediate, and advise with respect to the adjustment of grievances of all
 50 persons designated as members of the Faculty by the *Trustee Policies and Regulations Governing Academic Tenure* and
 51 those librarians who are members of the General Faculty. The power of the Committee is solely to hear representations
 52 by the persons directly involved in grievances, to mediate voluntary adjustment by the parties, and to advise adjustment

1 by the administration when appropriate. Advice for adjustment in favor of an aggrieved faculty member may be given to
 2 the chancellor only after the dean, department chair, or other administrative official most directly empowered to adjust it
 3 has been given similar advice and has not acted upon it within a reasonable time.

4 (c) As to members of the General Faculty, "grievances" within the Committee's jurisdiction include matters directly
 5 related to a faculty member's employment status and institutional relationships within the University, except for those
 6 within the jurisdiction of the Faculty Hearings Committee or arising from the termination of an administrative
 7 appointment.

8 (d) As to graduate students or others who have teaching duties, "grievances" within the committee's jurisdiction
 9 include only those which meet all four of the following conditions: (1) they arose in connection with the grievant's
 10 teaching duties, (2) they raise a question of academic freedom, (3) the dean or chair with immediate responsibility for
 11 the grievant has no authority to fashion an appropriate remedy, and (4) there is no other appropriate grievance
 12 procedure.

13 (e) No grievance may be considered except on the basis of a prior written statement of its nature by the aggrieved
 14 faculty member, and until determination is made that an unsuccessful attempt has been made by the faculty member to
 15 resolve it with the administrative official most directly concerned.

16 (f) The Committee shall elect its own chair. It may act as a whole or, by designation of the chair, in panels of two or
 17 more, for the consideration of particular grievances. If may promulgate rules of procedure for its operations. When
 18 promulgated, these rules shall constitute the exclusive formal procedures for the adjustment of faculty grievances herein
 19 described. No formal appeal procedure shall be provided.

20 § 4.7. Faculty Hearings Committee. The Committee is composed of five faculty members with permanent tenure,
 21 serving five-year terms. The Committee performs functions assigned to it in the *Trustee Policies and Regulations*
 22 *Governing Academic Tenure*.

23 § 4.8. Financial Exigency and Program Change Committee. (a) The Committee shall consist of twelve elected
 24 members, six from the Division of Academic Affairs and six from the Division of Health Affairs, each of whom shall
 25 hold a tenured or probationary term appointment when elected. The term of office shall be five years, and members may
 26 not be immediately reelected to office. The Committee shall elect its own chair to serve a one-year term, and the chair
 27 may be reelected to successive terms as chair.

28 (b) The Committee discharges the functions provided in Section 6 of the *Trustee Policies and Regulations*
 29 *Governing Academic Tenure*, in accordance with the following procedures:

30 (1) In considering the chancellor's preliminary statement (*Trustee Policies*, Section 6.c) the Committee shall
 31 request advice in the form of a written report from the chair and faculty of each department which in the
 32 judgment of the Committee might be directly affected by the adoption of any option potentially involving
 33 terminations of faculty employment which is described in the chancellor's statement. The Committee may
 34 request advice on any matter deemed by the Committee to be relevant to the problem presented by the
 35 chancellor's statement, but in any event shall require response directly to the following points: (i) in the
 36 case of financial exigency, whether other options than any affecting the particular department would better
 37 serve the interests of the University, and how, if any option directly affecting a particular department were
 38 to be implemented, a sound and balanced educational program might be maintained by the department
 39 without any, or a minimum of, terminations of faculty employment; (ii) in the case of program change,
 40 whether on balance it is justified, and how, if it is to be effected, this may be accomplished without any, or
 41 a minimum of, terminations of faculty employment.

42 (2) In considering the chancellor's proposal for specific action (*Trustee Policies*, Section 6.f) the Committee
 43 shall request advice in the form of a written report from the faculty and chair of each department
 44 identified in the proposal as a unit to be directly affected by the proposed action. The Committee may
 45 request advice on any matter deemed by the Committee to be relevant to its consideration of the proposed
 46 action, but in any event shall require advice as to the propriety and efficacy of the criteria proposed by the
 47 chancellor for determining individual faculty members for termination.

48 (3) In requesting advice at either stage, the Committee shall specify a time for submission of written reports
 49 which allows not less than seven days between receipt of such reports and the time for submission of the
 50 Committee's report to the chancellor.

51 (4) ~~Within Subsection f of Article IV-B-~~For the purposes of this section (§ 4-8), the terms "termination,"
 52 "financial exigency," and "program change" have the meanings given them by Section 6.a of the *Trustee*
 53 *Policies and Regulations Governing Academic Tenure*; the word "department" is used to include

1 departments, schools, and any other unit of the University which initiates appointments and other
 2 personnel actions affecting faculty members; and the word "chair" is used to include the chief
 3 administrative officer of each such unit.

4 § 4-9. **Honorary Degrees and Special Awards Committee.** The Committee consists of six members elected by the
 5 voting faculty to staggered three-year terms. The secretary of the faculty is a member of the Committee ex officio. The
 6 Committee considers nominations from the faculty for (1) Honorary Degrees, awarded at Commencement each May; (2)
 7 Distinguished Alumnus and Alumna Awards, presented each University Day, 12 October; (3) the Thomas Jefferson
 8 Award; and (4) the O. Max Gardner Award. Nominees for Honorary Degrees and Distinguished Alumnus and Alumna
 9 Awards are recommended for approval to the Faculty Council and the Board of Trustees. The chancellor presents the
 10 nominee for the Gardner Award to the Board of Governors.

11 § 4-10. **Faculty Delegation.** The delegation of the General Faculty to the Faculty Assembly of the
 12 University of North Carolina is composed of the chair of the faculty and four members elected by the voting faculty for
 13 staggered three-year terms. ~~Nominees for election to the delegation must be members of the Faculty-Council with at least~~
 14 ~~one year remaining in the term of Council membership.~~ The chair of the faculty shall chair the delegation, ex officio.
 15 The Committee on University Government may amend the provisions of this paragraph with respect to the number of
 16 members of the delegation when required by a change in the number of members of the Faculty Assembly apportioned
 17 to the University. Such amendments shall be reported promptly to the secretary of the faculty and by him or her to the
 18 General Faculty.

19 ~~(2) APPROPRIATE COMMITTEES~~

20 ~~(a) Committees Appointed by the Chancellor~~

21 § 4-11. **Buildings and Grounds Committee.** The Committee is appointed by the chancellor. It advises the
 22 chancellor on plans for the long-range physical development of the campus, the siting and exterior design of new and
 23 renovated buildings, major landscaping changes, the selection of architects, the location of monuments and memorials,
 24 and such other matters as the chancellor may refer to it.

25 ~~(ii) Catalog Committee~~

26 ~~The Committee sets general policy on the kinds of catalogs to be issued and their content and design.~~

27 § 4-11. **Established Lectures Committee.** The Committee is appointed by the chancellor. The Committee. It
 28 arranges, promotes, and conducts named Lectureships on topics of campus-wide interest and concern.

29 § 4-12. **Faculty Welfare Committee.** The Committee is appointed by the chancellor. It works for and reports on the
 30 ~~on the expansion and improvement of faculty working conditions, including salaries and benefits.~~

31 § 4-13. **Faculty Committee on Research.** The Committee consists of nine members appointed by the chancellor for
 32 staggered and renewable three-year terms. The Committee advises the chancellor, other officers of administration, and
 33 the Faculty Council on matters of University policy and its implementation that have significant impact upon research.

34 § 4-14. **Scholarships, Awards, and Student Aid Committee.** The Committee is appointed by the chancellor. It
 35 establishes policy for scholarship and student aid funds, monitors and operations of the Office of Scholarships and
 36 Student Aid, and advises the chancellor on matters regarding scholarships and other forms of student aid.

37 § 4-15. **Status of Minorities and the Disadvantaged Committee.** The Committee addresses ongoing needs and
 38 concerns of minority and disadvantaged students, faculty, and staff. In addition to faculty, the Committee shall include
 39 four students to be nominated by the President of the Student Body and approved by the Campus Governing Council.

40 § 4-15. **Committee on Community and Diversity.** The committee is responsible for fostering community and
 41 promoting pluralism in the university: encouraging social interaction, mutual acceptance, and respect among various
 42 groups on campus. The committee is especially attentive to matters generated by discrimination on the basis of age,
 43 disability, religion, socio-economic status, national or ethnic origin, or sexual orientation. The committee is appointed
 44 by the chancellor and will include five faculty members and two students.

45 § 4-17. **Faculty Committee on University Government.** (a) The Committee shall consist of seven members
 46 appointed by the chancellor, serving for staggered and renewable terms of three years each. The secretary of the faculty
 47 will serve as an ex officio member.

48 (b) The Committee shall be especially concerned with the continuing development, adaptation, and interpretation of
 49 *The Faculty Code of University Government.* Subject to the powers of the University's Board of Governors and

1 president, and of the Board of Trustees and the chancellor of the University of North Carolina at Chapel Hill, the *Code*
 2 represents legislation enacted by the faculty regarding forms of internal organization and procedures at this institution
 3 which are deemed necessary for its fair and effective operation.

4 (c) The Committee should periodically review the existing *Code* and solicit suggestions for its improvement, and
 5 should recommend appropriate amendments in the *Code* for consideration and vote of the General Faculty. As provided
 6 under Article I of the *Code*, it should consider and report on other proposals to amend the *Code* and shall also
 7 periodically make appropriate adjustments of the elective representatives in the Faculty Council. The Committee may
 8 also consider and report on special questions of University governance which may be referred to it by the chancellor or
 9 members of the faculty. The Committee shall be especially concerned with maintaining internal forms and procedures of
 10 academic administration which reflect principles of democracy and equity, vision and adaptability, and quality and
 11 responsibility, toward achieving the intellectual aims of the University.

12 ~~(b) Committees Appointed by the Chair of the Faculty.~~

13 § 4-18. Agenda Committee. ~~(See Appendix B-8.)~~ There shall be a Committee on Agenda of the Council whose
 14 primary responsibility shall be to program the work of the Council. This shall not preclude the initiation of proposals
 15 from the floor. The Committee on Agenda shall consist of the chair of the faculty, as chair, and of five elected members
 16 of the Council, each representing a separate electoral division of the Faculty, to be appointed by the chair annually at the
 17 April meeting of the Council, to serve for the next academic year.

18 § 4-19. Committee on Black Faculty and Students. The Committee is appointed by the chair of the faculty. It
 19 addresses recruitment procedures and the ongoing concerns of black faculty members and students.

20 § 4-20. Status of Women Committee. The Committee is appointed by the chair of the faculty. It addresses ongoing
 21 concerns of women faculty members, identifies obstacles to achievement and maintenance of equality in the
 22 representation and status of women on the faculty, and proposes steps for overcoming those obstacles.

23 ~~(3) Ex-Officio Committees~~

24 ~~(a) Nominating Committee~~

25 § 4-21. Committee on Instructional Personnel. (a) The Committee shall consist of the deans of all the
 26 undergraduate, graduate, and professional colleges and schools (except those in the Division of Health Affairs), the
 27 director of the Institute of Government, and the chairs of the divisions in the College of Arts and Sciences. The
 28 Committee may add such consultants and delegate such authority to sub-committees as it deems necessary. The provost
 29 shall serve as chair of the Committee.

30 (b) The Committee shall review the recommendations of the chairs of the respective departments and of the deans of
 31 all the undergraduate, graduate, and professional colleges and schools (except those in the Division of Health Affairs)
 32 with respect to additions, promotions, and advancements in personnel and with respect to courses of instruction. It shall
 33 review, improve, and implement the educational and research program of the University. The arrangement of the
 34 University calendar shall come within its purview, and such other matters as the chancellor shall from time to time refer
 35 to it.

36 § 4-22. Advisory Committee on Undergraduate Admissions. ~~(See VII, RECORDS, REGISTRATION, AND~~
 37 ~~UNDERGRADUATE ADMISSIONS)~~ The Advisory Committee on Undergraduate Admissions shall consist of the dean
 38 of the College of Arts and Sciences and the General College as chair, the associate dean of the General College, the vice
 39 chairs of the Divisions of Fine Arts, Humanities, Basic and Applied Natural Sciences, and Social Sciences of the
 40 College of Arts and Sciences; and two other academic deans. The two academic deans shall be selected by the
 41 Committee on Instructional Personnel and shall be rotated on three-year terms, if their terms as dean end before their
 42 terms on the Committee, and Committee on Instructional Personnel shall make other appointments. The Committee may
 43 add ad hoc members (who shall be faculty members engaged in undergraduate instruction) as it deems necessary. The
 44 university registrar, the director of undergraduate admissions, and the vice chancellor for and dean of student affairs
 45 shall be ex officio, non-voting members of the Committee. The Committee shall meet at least once each semester or
 46 more on call of the chair. The chair shall call a meeting whenever requested by the university registrar or the director of
 47 undergraduate admissions.

48 ARTICLE 5

49 APPOINTMENTS, PROMOTIONS, AND TENURE OF MEMBERS OF THE FACULTY

1 § 5-1. Faculty appointments and promotions. Appointments and promotions in rank are made and tenure is
 2 conferred in accordance with the Trustee Policies and Regulations Governing Academic Tenure.

3 ARTICLE 6.
 4 THE SCHOOLS AND COLLEGES

5 § 6-1. Nomination and appointment of deans of Schools and Colleges. The chief administrative officer of each
 6 school or college shall be a dean. Nomination for appointment or reappointment to this office shall be made by the
 7 chancellor after he or she has received the advice of the faculty or faculties concerned, either directly or through
 8 delegates designated by him or her for the purpose, and after consultation with the Advisory Committee. The term of
 9 office for a dean shall be five years, and deans may succeed themselves.

10 § 6-2. Duties of a dean. The duties of a dean shall be the following:

- 11 (1) To initiate and implement educational programs and policies in cooperation with the administrative
 12 boards, the divisions, and the chairs of the respective departments;
- 13 (2) To administer, with the advice of an administrative board, all curricular and degree programs, all
 14 regulations governing academic standards, and such other special functions as may be delegated to the
 15 school or college;
- 16 (3) To convene at least once each semester the administrative board of the school or college for the purpose
 17 of approving or rejecting new courses, clarifying and interpreting rules and regulations, planning for the
 18 initiation of changes in educational policies and practices, and transacting any other business that may be
 19 delegated to it;
- 20 (4) To call and preside over meetings of the faculty of the school or college;
- 21 (5) To consult the assembled faculty of the school at least twice per year on all matters which must be put
 22 before the Faculty Council and on questions of educational policy, personnel policy, curriculum, and
 23 planning for the school.
- 24 (6) To recommend to the Provost or to the Vice-Chancellor for Health Affairs, after consultation with the
 25 faculty of the department concerned, the appointment or reappointment of all chairs of departments in the
 26 school or college;
- 27 (7) To advise his or her administrative superior on any matter affecting the school or the University.
- 28 (8) The Deans of the General College and of the Graduate School shall have advisory powers in
 29 recommending appointments and promotions within their respective faculties. The Dean of the College of
 30 Arts and Sciences shall have duties as set forth in Article VI.D.4. In the Schools of Business
 31 Administration, Education, Journalism, Law, Information and Library Science, and Social Work, the
 32 Deans--The deans of the professional schools shall make recommendations for appointments and
 33 promotions to the provost, following as far as possible the procedure provided for departments. In the
 34 Professional Schools of Dentistry, Medicine, Nursing, Pharmacy, and Public Health, the Deans shall make
 35 such recommendations to the Vice-Chancellor for Health Affairs, in the same manner;
- 36 (9) To prepare and transmit to the chancellor an annual administrative budget and an annual report of the
 37 school or college;
- 38 (10) To prepare materials concerning the school or college for the University Catalogs.
- 39 § 6-3. Administrative Boards; composition and terms. (a) Each school or college shall have an administrative
 40 board representative of its various interests, the members of which shall be appointed by the chancellor upon
 41 recommendation of the dean or director of the school or college concerned. The majority, but not all, of the membership
 42 of a board shall be appointed from the faculty of the particular school or college. The chancellor shall be an ex officio
 43 non-voting member of all administrative boards.
- 44 (b) The term of office for members of administrative boards shall be three years. Each board shall adopt a rotation
 45 plan for appointments so that approximately the same number of terms expire each year. Members may be reappointed
 46 to one additional successive term.
- 47 § 6-4. Administrative Boards; duties. Subject to the powers of the faculty of the school or college concerned and
 48 of the Faculty Council, administrative boards shall:
- 49 (1) Formulate, together with the dean or director, educational policies;
- 50 (2) Advise the dean or director in handling administrative matters;
- 51 (3) Review and approve new programs and curricula;
- 52 (4) Examine and pass finally on all new courses proposed to the particular school or college;

(5) Perform such other duties as may be delegated to them by the dean or director.

ARTICLE 7. THE GENERAL COLLEGE

§ 7-1. The General College. (a) The General College comprises the freshman and sophomore work in the University.

(b) It is administered by the dean of the General College and an administrative board. The advisers of the General College form a special committee of the faculty which consults with the administrative board and reports to it.

(c) The General College formulates programs of study covering the basic and liberal subjects which constitute the foundations of general education on the college level, and which prepare the student for later specialized and professional training. It certifies when a student is eligible to advance into the appropriate upper college.

(d) The curricula of the General College are administered through the dean by a group of advisers who direct the student's choices of studies on the basis of data collected by the University concerning the experience, interests, and aptitudes of each student.

§ 7-2. General College faculty. There shall be a General College Faculty composed of its instructional staff which shall assist the dean of the General College in the origination and development of the General College program and policy.

§ 7-3. Advisory powers of the dean of the General College. The dean of the General College shall be consulted in the appointment and promotion of members of the General College faculty.

ARTICLE 8 THE COLLEGE OF ARTS AND SCIENCES

§ 8-4. Divisions of the College of Arts and Sciences. (a) The College of Arts and Sciences shall be composed of the Divisions of Fine Arts, the Humanities, the Basic and Applied Natural Sciences, and the Social Sciences, and they in turn shall include the departments and curricula listed below:

- (1) *Fine Arts: Art, Dramatic Art, and Music; and Radio, Television and Motion Pictures.*
- (2) *Humanities: Asian Studies, American Studies, Classics, Communication Studies, Comparative Literature, English, Germanic Languages, Linguistics, Philosophy, Religious Studies, Romance Languages, and Slavic Languages; and Speech-Communication.*
- (3) *Basic and Applied Natural Sciences: Biology, Chemistry, Computer Science, Geology, Marine Sciences, Mathematics, Operations Research, Physics and Astronomy, Psychology, and Statistics.*
- (4) *Social Sciences: AEROSPACE Studies: African and African-American Studies; Anthropology; City and Regional Planning; Economics; Geography; History; Leisure Studies and Recreation Administration; NROTC/Naval Science; Physical Education, Exercise and Sport Science; Political Science; Public Policy Analysis; and Sociology; and Women's Studies.*

The secretary of the faculty shall assign to the appropriate division any department or curriculum not specified above.

(b) Members of departmental faculties who offer courses for credit in the College of Arts and Sciences shall have voting privileges in only one division, but may have advisory privileges in other divisions in which their departments have special interests. Thus, those from Art, Dramatic Art, History, Music, and Radio, Television and Motion Pictures shall have advisory privileges in the Humanities; those from Philosophy in the Natural and Social Sciences; and those from Psychology in the Social Sciences.

(c) Faculty members who have no departmental affiliation shall have voting privileges in the division to which they have been assigned by the secretary of the faculty.

§ 8-5. Faculty of the College of Arts and Sciences. All members of the General Faculty holding appointments in departments and curricula within the College of Arts and Sciences are members of the Arts and Sciences Faculty.

§ 8-6. Duties of the dean of the College of Arts and Sciences. The dean of the College of Arts and Sciences shall:

- (1) Review and transmit to the provost recommendations received from the chairs of departments in the College of Arts and Sciences for appointments, promotions, and salary increases of members of the departments. Competence in teaching shall be an essential prerequisite in such appointments;

(2) Receive budget requests from the chairs of the departments and, after consultation with his or her Advisory Committee and with the chairs of departments whose budget requests require strengthening or other modification, shall prepare and transmit to the provost the budget for the College. Budgetary matters will always and regularly be matters for consultation and negotiation between the dean and the chairs of departments, and the chairs, in this as in other areas, have the right of appeal to the provost and to the chancellor.

~~(e) Have an Arts and Sciences Advisory Committee, to consist of the Dean of the General College, the Dean of the Graduate School, and the chairs of the Divisions of Fine Arts, Humanities, Basic and Applied Natural Sciences, and Social Sciences, which he or she shall consult in the development of policies and programs for the College, and which shall serve as a board of liaison among the four University entities concerned with the liberal arts.~~

(3) Consult the Arts and Sciences Faculty on all matters which must be put before the Faculty Council, and on questions of educational policy, curriculum, and planning for the College, assembling the Faculty at least twice a year for this purpose.

§ 8-7. Arts and Sciences Advisory Committee. The Arts and Sciences Advisory Committee consists of the dean of the general college, the dean of the graduate school, and the chairs of the divisions of fine arts, humanities, basic and applied natural sciences, and social sciences. The dean of the college of arts and sciences shall consult the Committee in the development of policies and programs for the College, and it shall serve as a board of liaison among the four University entities concerned with the liberal arts.

§ 8-8. Divisional faculties. (a) The faculty of each Arts and Sciences Division shall be composed of the faculty members of its component departments. Each Division shall have a chair, a vice chair, a secretary, and an Advisory Committee consisting of at least one representative from each of the component departments; all shall serve terms of three years. The faculty of each Division shall elect a chair. Each Division, in consultation with the dean of the College of Arts and Sciences, shall adopt appropriate rules and regulations governing its functions and procedures, including procedures for the selection of a vice chair, a secretary, and departmental representatives on the Advisory Committee. The faculty of each division shall meet at least once each year upon the call of the chair.

(b) Each division, within its area and in cooperation with the dean of the College of Arts and Sciences, shall concern itself with the courses and curricula, shall originate and develop educational objectives and implement these policies, and the chairs of the several divisions shall be members of the Committee on Instructional Personnel. In addition, they shall serve in an advisory capacity, upon request or upon their own initiative, to the respective departments and to the dean of the College of Arts and Sciences in matters involving budgetary, personnel, and instructional problems.

~~(c) All members of the General Faculty holding appointments in departments within the College of Arts and Sciences are members of the Arts and Sciences Faculty. Only members holding the faculty ranks of professor, associate professor, assistant professor, and instructor have the right to vote for and hold the offices of Division chair and vice chair.~~

§ 8-9. Appointment of department chairs. (a) There shall be a chair of each department in the College of Arts and Sciences, who shall serve as the administrative officer of the department. The term of office of the chair shall be five years, and chairs may succeed themselves.

(b) The appointment of a chair may be terminated by the chancellor prior to the expiration of a current term of appointment, upon recommendation of the dean of the College of Arts and Sciences and after consultation with the Advisory Committee, when the termination is deemed by the chancellor to be in the best interests of the University. The dean, in considering whether a chair's appointment should be terminated, shall consult with the faculty members of the department. When the dean recommends the removal of a chair, he or she shall inform the chair of the Action and the reasons for it. The chair shall have the right to appear in person before the Advisory Committee to present his or her perspective on the situation. In exceptional circumstances requiring immediate termination, the chancellor, upon the recommendation of the dean of the College of Arts and Sciences, may suspend a chair's appointment pending the dean's consultation with the departmental faculty and the chancellor's consultation with the Advisory Committee.

(c) A chair shall be appointed or reappointed by the chancellor, after consultation with members above the rank of instructor on the staff of the department concerned, and with the advice of the Committee on Instructional Personnel and of the Advisory Committee.

§ 8-10. Duties of department chairs. The chair, after consultation with the voting faculty of the department (as defined in § 1-4 of the Faculty Code) shall:

(1) prepare and transmit the departmental budget;

- (2) formulate and administer departmental personnel policies, including recommendations for appointments, increases, and promotions; provided that in making such recommendations, consultations shall be required only with the assembled full professors;
- (3) prepare programs of course offerings and schedule the duties of the departmental staff;
- (4) formulate and implement educational policies;
- (5) maintain instructional facilities, including library resources; and
- (6) prepare and transmit annually to the dean of the College of Arts and Sciences a report of the work and activities of his or her department for the preceding year.

§ 8-11. **Departmental faculty meetings.** The Department shall hold regular meetings at least once every three months. Special meetings may be called by the chair. He or she shall call a special meeting upon the request of one-half of the voting members of the department. The chair shall preside at all meetings. A secretary of the departmental faculty shall be elected by the Department and shall keep an accurate record of its proceedings. Those members of the department who are members of the voting faculty as defined in § 1-4 of the Faculty Code shall vote in departmental meetings or on departmental matters, except that voting privileges with respect to matters affecting faculty appointments, reappointments, and promotions shall be limited to members holding tenured or probationary-term appointments.

~~(6) The Chair of each department shall prepare and transmit annually to the Dean of the College of Arts and Sciences a report of the work and activities of his or her department for the preceding year.~~

ARTICLE 9 THE GRADUATE SCHOOL

§ 9-1. **The graduate faculty** There shall be a Graduate Faculty approved by the Administrative Board of the Graduate School which shall assist the dean in the origination and development of graduate programs and policies. It shall meet at least once each year.

§ 9-2. **Appointment and promotion of graduate faculty.** The dean of the Graduate School shall be consulted in the appointment and promotion of members of departments whose duties will include graduate teaching. Competence in teaching, in directing research, and in productive scholarship shall be essential prerequisites in such appointments.

ARTICLE 10 THE SUMMER SCHOOL

§ 10-1. **The Summer School** The Summer School in a curricular sense is a recognized part of the University's academic program. The Summer School has, and should have, a special budget.

§ 10-2. **Dean and Administrative Board of the Summer School.** The Summer School shall be administered by a dean and an Administrative Board. The dean and the Board shall, with reference to the summer session, be authorized to select and appoint the staff, allocate funds, and determine educational policies. The Administrative Board shall be composed of the dean, as chair, the Associate Provost for Education and Support Services, the director of Continuing Education, the dean of the College of Arts and Sciences, two deans or their representatives from the six professional schools in Academic Affairs, who shall serve three-year terms, and at least four other members. The four members last mentioned, and such others as may be added, shall be appointed by the chancellor, and should be selected so that the Divisions of Fine Arts, Humanities, Basic and Applied Natural Sciences, and Social Sciences are represented.

§ 10-3. **Salary payments for Summer School instructional services.** The principle is hereby affirmed that in the calculation of salary payments for instructional services, the scale should be equivalent to that in effect during the regular session.

§ 10-4. **Summer School standards of instruction and teaching load.** The principle is hereby affirmed that the standards of instruction and teaching load should be equal to those observed in the regular session. Employment of a given faculty member in more than one summer term or its equivalent should be discouraged.

ARTICLE 11 RECORDS, REGISTRATION, AND UNDERGRADUATE ADMISSIONS

§ 11-1. **Director of undergraduate admissions and university registrar.** The director of undergraduate admissions and the university registrar shall be appointed by the chancellor, after consultation with the Committee on Instructional Personnel and the Advisory Committee.

1 § 11-2. Duties of the director of undergraduate admissions. The director of undergraduate admissions shall (i)
 2 conduct preliminary negotiations with all applicants seeking admission to the undergraduate schools and colleges; (ii)
 3 evaluate all high school and college transcripts presented by applicants for admission to the undergraduate schools and
 4 colleges; (iii) administer the faculty regulations relating to the initial admission to the undergraduate schools and
 5 colleges; and (iv) render such assistance to the deans of the graduate and professional schools as they may request in
 6 connection with the admission of students to those schools.

7 § 11-3. Duties of the university registrar. The university registrar shall (i) keep the academic records of all
 8 students registered in the University and issue official transcripts and reports of such records; (ii) conduct the
 9 registration of all students in the University; (iii) prepare and publish the class and examination schedules; and (iv)
 10 administer the faculty regulations relating to the removal of academic deficiencies incurred in this University and to
 11 compliance with probation and readmission requirements.

12 § 11-4. Office of Undergraduate Admissions. Admission of undergraduate students to colleges or schools to
 13 pursue programs leading to a baccalaureate degree shall be the responsibility of the Office of Undergraduate
 14 Admissions. That Office shall apply policies and procedures which, not inconsistent with policies adopted by the Board
 15 of Trustees and applicable faculty legislation, are approved by the Advisory Committee on Undergraduate Admissions.
 16 ~~This Committee shall consist of the Dean of the College of Arts and Sciences and the General College as chair, the~~
 17 ~~Associate Dean of the General College, the Vice Chairs of the Divisions of Fine Arts, Humanities, Basic and Applied~~
 18 ~~Natural Sciences, and Social Sciences of the College of Arts and Sciences; and two other academic deans. The two~~
 19 ~~academic deans shall be selected by the Committee on Instructional Personnel and shall be rotated on three-year terms;~~
 20 ~~if their terms as dean end before their terms on the Committee, and Committee on Instructional Personnel shall make~~
 21 ~~other appointments. The Committee may add ad hoc members (who shall be faculty members engaged in undergraduate~~
 22 ~~instruction) as it deems necessary. The Registrar, the Director of Undergraduate Admissions, and the Vice Chancellor~~
 23 ~~for Student Affairs shall be ex officio, non-voting members of the Committee. The Committee shall meet at least once~~
 24 ~~each semester or more on call of the Chair. The Chair shall call a meeting whenever requested by the Registrar or the~~
 25 ~~Director of Undergraduate Admissions.~~

26 § 11-5. Attendance at meetings of administrative boards. The director of undergraduate admissions and the
 27 university registrar may attend the meetings of the administrative boards, in an ex officio, non-voting capacity.

ARTICLE 12 ADMINISTRATIVE BOARD OF STUDENT AFFAIRS

30 § 12-1. Administrative Board of Student Affairs. (a) There shall be an Administrative Board of Student Affairs
 31 composed of six members of the faculty to be appointed by the chancellor. The vice chancellor and dean of Student
 32 Affairs shall preside over the meetings of the board and shall have the casting vote.

33 (b) The term of office for members of the Board shall be three years. One-third of its membership shall be replaced
 34 annually.

35 § 12-2. Duties of the Administrative Board of Student Affairs. Subject to the powers of the General Faculty and
 36 the Faculty Council, the Administrative Board shall:

- 37 (1) Formulate, together with the vice chancellor, student welfare policies;
- 38 (2) Advise the vice chancellor in handling administrative matters;
- 39 (3) Perform such other duties as may be delegated to it by the vice chancellor.

ARTICLE 13 ADMINISTRATIVE BOARD OF THE LIBRARY

42 § 13-1. Administrative Board of the Library; composition. There shall be an Administrative Board of the Library
 43 composed of nineteen members. Thirteen members shall be elected by and from the following electoral divisions:

- 44 (1) The Division of Fine Arts of the College of Arts and Sciences;
- 45 (2) The Division of the Humanities of the College of Arts and Sciences, The School of Journalism and Mass
 46 Communication;
- 47 (3) The Division of the Basic and Applied Natural Sciences of the College of Arts and Sciences, The Institute
 48 of Marine Sciences;
- 49 (4) The Division of the Social Sciences of the College of Arts and Sciences; The Kenan-Flagler School of
 50 Business, The School of Education, The School of Law, The School of Information and Library Science,
 51 The School of Social Work, The Institute of Government;

(5) The Academic Affairs Libraries.

§ 13-2. **Administrative Board of the Library; election.** (a) The Academic Affairs Libraries shall elect one member who shall hold the rank of librarian, associate librarian, or assistant librarian. The remaining divisions shall elect three members, one of whom shall hold the rank of professor and two of whom shall hold the ranks of associate professor or assistant professor. The chair of the faculty shall appoint for a term of three years one member who holds the rank of professor, associate professor, or assistant professor in a school within the Division of Health Affairs. The dean of the College of Arts and Sciences shall appoint for a term of one year one undergraduate student. The 222 Hamilton

CB# 3210Vice-Chancellor and dean of the Graduate School shall appoint for terms of one year two graduate students. The University librarian and the Vice-Chancellor and dean of the Graduate School shall be members ex officio. The Board shall elect annually a secretary and chair from among its members. It shall meet upon the call of the chair or of the University librarian at least six times each calendar year.

(b) Elected members of the Board shall serve terms of three years, representing the rank for which they were elected, and shall not succeed themselves immediately. They shall be nominated and elected by the process employed for the Faculty Council. No more than one elected member is to be drawn from any single school or department.

§ 13-3. **Administrative Board of the Library; duties.** Subject to the power of the General Faculty and the Faculty Council, the Administrative Board shall:

- (1) Advise the University librarian on the administration of the University library system;
- (2) Formulate, together with the University librarian, the basic policies governing the acquisition of library materials and the use of such materials;
- (3) Allocate, with the advice of the University librarian, the book funds which are not specifically designated;
- (4) Submit to the chancellor, through the University librarian, its advice on the establishment or discontinuance of library service units outside of the general library building;
- (5) Review the University librarian's budget request;
- (6) Make an annual report to the Faculty Council.

Appendix A
RULES OF PROCEDURE OF THE GENERAL FACULTY
 (Adopted by the General Faculty May 1, 1970)

1. The Committee on Agenda of the Faculty Council shall serve also as the Committee on Agenda of the General Faculty and shall program the work of the General Faculty. This shall not preclude the initiation of proposals from the floor.
2. Every resolution expressing the sense of the Faculty shall be reduced to writing and copies thereof shall have been distributed to every member of the voting faculty at least twenty-four hours in advance of the meeting at which it is to be presented.
3. Every amendment to any resolution before the Faculty shall be reduced to writing, if the chair or any two members shall so request.
4. When there are resolutions before the Faculty, the order of precedence of motions shall be as follows: (i) to adjourn; (ii) to lay on the table; (iii) to postpone indefinitely; (iv) the previous question; (v) to postpone to a day certain; (vi) to commit; (vii) to amend an amendment; (viii) to amend; (ix) to substitute; (x) to pass the resolution.
5. The motions to adjourn, to table, and the previous question shall be decided without debate.
6. The call for the previous question shall not be in order more often than once in every ten minutes of debate. If the call for the previous question is made before the expiration of thirty minutes of debate on any resolution, including debate on any amendments and subsidiary motions, it shall be sustained by the vote of two-thirds of those present and voting. If the call for the previous question is made after the expiration of thirty minutes of debate on any resolution, including debate of any amendments and subsidiary motions, it shall be sustained by the vote of a majority of those present and voting. Upon the call for the previous question having been sustained, the chair shall immediately put the resolution and any pending amendments to a vote in the following order: (i) amendments in inverse order of introduction; (ii) the main question as amended.
7. On motion of one-third of those present and voting, all persons who are not voting members of the Faculty shall retire from the hall before a vote is taken on any resolution or any motion listed in Rule 4.
8. A motion to suspend the rules shall require an affirmative vote of two-thirds of those present and voting.
9. Except as otherwise provided in these Rules, the proceedings of the General Faculty shall be governed by the most recent edition of *Robert's Rules of Order*.

Appendix B

RULES OF PROCEDURE OF THE FACULTY COUNCIL

(Adopted by the Council March 7, 1952, and amended April 4, 1953, January 6, 1956, May 4, 1956, February 5, 1960, January 10, 1964, December 4, 1964, April 11, 1969, October 18, 1974, December 12, 1975, and January 16, 1981.)

1. The meetings of the Council shall be open to member of the General Faculty, who may enter into the discussions of the Council upon recognition by the chair. Matters for consideration may be brought before the Council by any member of the General Faculty, either from the floor at a Council meeting, or by presentation to the Committee on Agenda in advance of the scheduled meetings.

Other members of the University community who are not members of the General Faculty may attend Council meetings as observers unless a particular meeting has been declared closed. The Agenda Committee in preparing the agenda for a Council meeting shall determine whether that meeting shall be declared closed to all but faculty members, or whether certain items on the agenda should be considered in closed session. By a vote the Council may, of course, at any time during an open meeting decide to go into closed session.

2. Robert's Rules of Order (the current edition), except as otherwise herein provided, shall govern the procedure of the Council.

3. Meetings of the Council shall automatically adjourn at 5:45 p.m.

4. The agenda for each meeting of the Council shall be prepared by the secretary in consultation with the Committee on Agenda of the Council and distributed by the secretary in advance to all members of the General Faculty and of the Council.

5. The text of any proposal involving any considerable detail shall be presented in writing to the secretary sufficiently in advance to be summarized in the agenda or distributed in connection therewith.

6. No final action shall be taken on any proposal for legislation without due notice. Due notice shall consist of either (i) a summary of the proposal at the preceding meeting, or (ii) distribution of the text or a summary of the proposal, in connection with the agenda for the meeting at which action is to be taken.

7. Proposals for inclusion in the catalog relating to the requirements for admissions, programs of study, and degrees, shall be first presented to the Committee on Agenda to determine whether action by the Council is required.

8. There shall be a Committee on Agenda of the Council, whose primary responsibility shall be to program the work of the Council. This shall not preclude the initiation of proposals from the floor. The Committee on Agenda shall consist of the chair of the faculty, as chair, and of five elected members of the Council, each representing a separate electoral division of the Faculty, to be appointed by the chair annually at the April meeting of the Council, to serve for the next academic year.

9. There shall be such other committees of the Council as may be deemed necessary by the Council. The members thereof, except when otherwise expressly provided, shall be appointed by the chair of the faculty to serve until the close of the next calendar year.

10. All members of all Council committees, including the Committee on Agenda, shall be eligible to succeed themselves, while they remain members of the Council. Interim vacancies shall be filled by appointment by the chair of the faculty.

11. The annual reports to the Council of the Standing Committees of the Faculty shall be presented in writing and orally at such times during the academic year as shall be determined by the Committee on Agenda. Each report shall cover the work of the previous twelve months, with recommendations.

12. Once each year, the Council, through an appropriate committee or otherwise, as the Committee on Agenda shall determine, shall survey the operation of all Standing Committees of the Faculty and of the Council, for the

- 1 purpose of determining which, if any, shall be discontinued, reorganized, consolidated or strengthened, and
- 2 which new ones shall be created. Such recommendations shall be referred to the General Faculty for action.
- 3
- 4 13. These Rules shall be effective upon their adoption. Any of them may be amended, repealed, or suspended
- 5 in a two-thirds vote of the members present at a meeting of the Council. New Rules may be adopted in the same
- 6 manner.
- 7
- 8 14. At each annual Faculty Council election two alternates in each professorial rank in each electoral division of
- 9 the University shall be selected. An alternate shall succeed to membership on the Council when a vacancy occurs.
- 10 Succession shall be within professorial rank and division.
- 11
- 12 Alternates will serve for a period of one year or until the next election. Although there may not be a vacancy
- 13 in a particular professorial rank at the time of the annual election, an election within the rank shall nevertheless
- 14 be conducted to select alternates.
- 15
- 16 The secretary of the faculty shall announce as alternates the two in each rank in each division who, next to
- 17 those elected, receive the highest number of votes.

Appendix C
STATUS OF GRADUATE STUDENTS INVOLVED IN INSTRUCTIONAL AND RESEARCH
PROGRAMS
(Adopted by the Council January 10, 1969)

1. Graduate student teaching appointees shall receive original letters of appointment and subsequent annual letters of appointment containing the terms of the contract with respect to time, nature of service, and remuneration, clearly stating that such appointments are contingent on satisfactory academic work as graduate students, and reserving the assignment of duties, including reassignment and termination, to the judgment of the department. The letters shall contain provisions for supervision and review of the performance of the appointees.
2. Effective September 1, 1969, the University shall adopt an official set of titles for graduate students involved in instructional and research programs. The official titles to be used in all catalog listings and on personnel action forms shall be:
- (a) Graduate assistant—for graduate students who do not involve direct instruction of students;
 - (b) Teaching assistant—for graduate students who actually meet classes and laboratories;
 - (c) Teaching Fellow—for special recognition of outstanding performance.
- (3) The University shall establish formal grievance procedures for graduate assistants, teaching assistants, and teaching fellows:
- (a) Each instructional unit (Department or School) should establish a Grievance Committee with representation from the Graduate assistants, Teaching assistant, or Teaching Fellows to review grievances arising in connection with the graduate student's teaching responsibilities. Such a committee should hear the student after it has been established that the grievance could not be settled between the appointee and the Departmental chair. Requests for a hearing must be received in writing prior to the hearing.
 - (b) An appeal beyond this committee may be made to an Appeals Committee, appointed for each case by the Graduate dean, consisting of a member of the Graduate School Administration, as chair of the committee, two members of the Administrative Board of the Graduate School, and two graduate students holding appointments. No member of the Appeals Committee should be from the department involved.

Carolina Course Review: Fall 1996 ECON 185 Summary

Course: **ECON 185 02** Enrollment: 24 Surveyed: 20

Instructor: **Salemi**

SUMMARY PERFORMANCE MEASURES

(1=Strong Disapproval,...,5=Strong Approval)

1. Instructor's in class performance
2. Reading assignments
3. Exams and grading
4. Value of learning experience
5. Amount of student effort required

SCORE	THIS INSTRUCTOR/COURSE COMPARED TO OTHERS			
	Poor	Mean	Good	
4.56		----->		Good
4.57		----->		Good
4.52		----->		Good
4.46		----->		Good
4.41		----->		Good

SPECIFIC SURVEY QUESTIONS

- (SD=Strongly Disagree,...,SA=Strongly Agree)
 Instructor Presents difficult material clearly
 Instructor is actively helpful
 Amount of student effort required is reasonable
 Course was a valuable learning experience

SD	D	N	A	SA	MISS
.	.	1	12	7	.
.	.	6	5	7	.
.	.	3	10	7	.
.	.	2	6	12	.

Grades expected by students: A=5, B=9, C=5, D=0, F=0

Carolina Course Review: Fall 1996 ECON 185 Summary

[Back to Course Index](#)

Carolina Course Review: Fall 1996 ECON 182 Summary

Course: **ECON 182 01** Enrollment: 9 Surveyed: 8

Instructor: **Salemi**

SUMMARY PERFORMANCE MEASURES

(1=Strong Disapproval,...,5=Strong Approval)

1. Instructor's in class performance
2. Reading assignments
3. Exams and grading
4. Value of learning experience
5. Amount of student effort required

SCORE	THIS INSTRUCTOR/COURSE COMPARED TO OTHERS			
	Poor	Mean	Good	
4.77		----->		Good
4.75		----->		Good
4.76		----->		Good
4.72		----->		Good
4.67		----->		Good

SPECIFIC SURVEY QUESTIONS

- (SD=Strongly Disagree,...,SA=Strongly Agree)
 Instructor presents difficult material clearly
 Instructor is actively helpful
 Amount of student effort required is reasonable
 Course was a valuable learning experience

SD	D	N	A	SA	MISS
.	.	.	5	3	.
.	.	1	2	5	.
.	.	.	4	4	.
.	.	.	.	8	.

Grades expected by students: A=3, B=2, C=1, D=1, F=0

Carolina Course Review: Fall 1996 ECON 182 Summary

[Back to Course Index](#)

CAROLINA COURSE REVIEW QUESTIONNAIRE

DEPT / COURSE / SECTION

INSTRUCTOR

INSTRUCTIONS:



EXAMPLES
WRONG
① X ② 3 ③ 4 ④ 5

WRONG
① 2 ② 4 ③ 4 ④ 5

WRONG
① 2 ② 3 ③ 4 ④ 5

RIGHT
① 2 ② 3 ③ 4 ④ 5

IMPORTANT DIRECTIONS FOR MARKING ANSWERS

- Use black lead pencil only (No. 2)
- Do NOT use ink or ballpoint pens
- Make heavy black marks that fill the circle completely
- Erase cleanly any answer you wish to change
- Make no stray marks on the answer sheet

COURSE ID NUMBER
(ID coding area)

0	1	2	3	4	5	6	7	8	9
0	1	2	3	4	5	6	7	8	9
0	1	2	3	4	5	6	7	8	9
0	1	2	3	4	5	6	7	8	9
0	1	2	3	4	5	6	7	8	9
0	1	2	3	4	5	6	7	8	9
0	1	2	3	4	5	6	7	8	9
0	1	2	3	4	5	6	7	8	9

DEMOGRAPHIC INFORMATION

a. Which is your class? 1. Freshman; 2. Sophomore; 3. Junior; 4. Senior; 5. Graduate student or other	1	2	3	4	5
b. What is your overall cumulative grade point average? 1. 1.99 or less; 2. 2.00-2.49; 3. 2.50-2.99; 4. 3.00-3.49; 5. 3.50-4.00	1	2	3	4	5
c. To the best of your knowledge what is your grade in this course now? 1. F; 2. D; 3. CL; 4. B(P); 5. A(H)	1	2	3	4	5
d. Is this course required for you?	NO 0	YES 1			

THE INSTRUCTOR

1. My instructor identifies major or important points in the course.	SD	D	N	A	SA
2. My instructor displays enthusiasm when teaching.	SD	D	N	A	SA
3. My instructor seems well-prepared for class.	SD	D	N	A	SA
4. My instructor speaks audibly and clearly.	SD	D	N	A	SA
5. My instructor talks at a pace suitable for maximum comprehension.	SD	D	N	A	SA
6. My instructor presents difficult material clearly.	SD	D	N	A	SA
7. My instructor makes good use of examples and illustrations.	SD	D	N	A	SA
8. My instructor displays a clear understanding of course topics.	SD	D	N	A	SA
9. My instructor is actively helpful when students have problems.	SD	D	N	A	SA
10. Overall, my instructor is an effective teacher.	SD	D	N	A	SA

STRONGLY AGREE

AGREE

NEITHER DISAGREE NOR AGREE

DISAGREE

STRONGLY DISAGREE

Resolution 97-11. Amending the Instrument of Student Judicial Governance

The Faculty Council resolves:

1 Section 1. Section I.A.2. of the Instrument of Student Judicial Governance is
2 rewritten to read:

3 “Jurisdiction under the Code of Student Conduct may be exercised at any time
4 between a student’s initial enrollment and the granting of his degree or other termination
5 of enrollment. In matters involving violation of the Campus Code, jurisdiction extends to
6 all offenses that occur during the time the student is enrolled in a semester, summer
7 session or special course of study. For purposes of this provision, “enrolled” includes
8 being registered or otherwise known to be a returning student between semesters, and
9 also includes participation in official university activities such as orientation programs. In
10 all matters involving violation of the Honor Code, jurisdiction extends to all offenses
11 occurring at any time between the student’s initial enrollment and the awarding of his
12 degree, and to all offenses occurring incidental to a student’s application for admission or
13 financial aid and other matters related to his admission to the university.”

14 Sec. 2. The Instrument of Student Judicial Governance is amended by adding a new
15 section I.D.1.g. as follows and renumbering accordingly:

16 “g. Removing, tampering with, or otherwise making less effective, equipment
17 (including but not limited to, fire extinguishers, smoke detectors, and
18 emergency call boxes), intended for use in improving or protecting the safety
19 of members of the University community, either on campus or on the
20 premises of a student organization, whether or not officially recognized by
21 the University.”

22 Sec. 3. This resolution is effective upon adoption.

Comment:

These proposed amendments were passed unanimously by the Committee on Student Conduct on March 20, 1997.

The Code of Student Conduct at UNC-CH is derived from both the Honor Code (prohibiting lying, cheating, and stealing) and the Campus Code (prohibiting conduct that significantly impairs the welfare or educational opportunities of others). Section 1 brings the definition of "enrollment" for purposes of Campus Code violations more in line with the needs of the University community. The change makes it clear that students are responsible for any Code of Student Conduct violations during the time periods between semesters, e.g., the day before class begins. It also clarifies that a person is considered to be "enrolled" when participating in official university activities as a student. This will prevent the inequity that results, for example, when the same violation is committed by a student attending C-TOPS and a student in his or her fourth day of classes. Presently, we lack jurisdiction to hold the C-TOPS student accountable to the same standards.

Section 1 does *not* create any new Code of Student Conduct violations, and does not expand the geographical boundaries of jurisdiction for any presently existing Code of Student Conduct violation. It simply recognizes that student status for the purposes of Campus Code violations need not always be restricted to days on which classes are in session. It also does not *require* action by the University in any situation.

Section 2 resulted from safety recommendations of the Chancellor's Committee on Greek Affairs. The Committee felt that it was appropriate to include on-campus activity in this provision, even though on-campus activity already would be covered by other, more general provisions regarding damage and misuse of University property. From a community education perspective, it will make it easier for Resident Assistants and Greek Advisers to encourage students that safety equipment should never be taken from granted or used in the context of a prank, because they will know that there could be serious consequences for such action.

SEANC Bill Review

H31. Competitive Government Initiative. Sponsor, Baker of Stokes. Creates N.C. Government Competition Commission to oversee the contracting out of State services, originally as "privatization," of State services. *Passed House State Government Committee; currently before House Appropriations. (SEANC opposes)*

H127/S849. Increase State Employee Travel Rates. Sponsor, House: Thompson of Mitchell. Senate: Reeves of Wake. Raises mileage reimbursement rate to 31.5 cents per mile (rate now set by the Internal Revenue Service) and to raise reimbursement for subsistence from \$71 to \$81 in-state, and to \$93 for out-of-state travel. Also allows reimbursement for sales and occupancy taxes. *Referred to Appropriations. (SEANC supports)*

H263. DHR Reorganization. Sponsor, Gardner of Rowan. To implement the recommendation of the Independent Study Commission on the reorganization of the Department of Human Resources. *Referred to Rules Committee. (Agency bill)*

H184. Exempt State Health Plan From APA. Sponsors, Redwine of Brunswick, Allred of Alamance, Creech of Johnston, Nichols of Craven, Mitchell of Iredell, Mercer of Pitt. Exempts the State Health Plan from Article 21 of the Administrative Procedure Act and requires the Employee Hospital and Medical Benefits Committee to meet at least quarterly. *Passed House. Referred to Senate Judiciary. (SEANC supports)*

H275. Delegate Some OSP Functions. Sponsor, Sherrill of Burcombe. To reduce duplication of work between the Office of State Personnel and other agencies, departments, and institutions by the delegation of certain functions from the Office of State Personnel to those agencies. *Passed House. Referred to Senate State and Local Government. (Agency bill)*

H315. State Hires Most Qualified. Sponsor, Russell of Wayne. Amends the State Personnel Act to provide for non-political selection of the most qualified persons for State Government employment by limiting political hirings; to provide for broader protections for State Employees reporting mismanagement and improper government activities, and to provide for the reporting of certain hirings and other matters to the Joint Legislative Commission on Governmental Operations. *Passed House State Government Committee. Passed Judiciary Committee. (SEANC supports)*

H316. Change SPA Exemption Process. Sponsor, Russell of Wayne. Modifies the manner of designating positions as exempt from the State Personnel Act, requiring the approval of the General Assembly before certain positions may be designated as policy-making confidential positions exempt from the State Personnel Act, and changing the treatment of policy-making confidential employees relative to coverage under certain provisions of the State Personnel Act. *Referred to House State Government. (SEANC supports pending amendments)*

S248. Broughton Hospital Security Force. Sponsor, Dalton of Rutherford. Creates a Broughton Hospital Joint Security Force to provide security for Broughton Hospital, N.C. School for the Deaf, Western Regional Vocational Rehabilitation Facility, Western Carolina Center and the surrounding grounds and land adjacent to Broughton Hospital within Burke County. *Passed Senate. Referred to House State Government. (Agency bill)*

S299. Long-Term Care Benefits. Sponsor, Martin of Pitt. Provides for long-term care benefits for qualified employees, retired employees, and their dependents under the State Health Plan. Also includes local government employees. Costs to be borne entirely by individuals opting for the coverage. No State appropriation. Rate schedule and benefits to be decided. Discount potential up to 30 percent over some coverages now carried by State and Local government employees. *Passed Senate Pensions & Retirement Committee. Referred to Appropriations. (SEANC supports)*

H435. State Health Plan Technical Amendments. Sponsor, Dockham of Davidson. In addition to a number of technical changes, bill lists seven criteria for determining whether a treatment is experimental/investigational. Adds definition of skilled care as medically necessary services that can only be rendered under State law or regulation by licensed health professionals. *Referred to House Insurance. (SEANC supports pending further amendments)*

H436. State Health Plan Substantive. Sponsor, Dockham of Davidson. Provides that Plan does not cover prescription drugs used for cosmetic purposes or drugs not having full and unrestricted FDA approval for the condition being treated. Provides that plan covers additional indications (off label use) for chemotherapeutic drugs that have received full and unrestricted FDA approval and that are no longer experimental/investigational. Authorizes executive administrator and Plan board of trustees to implement a case management program. Provides that newborn infants of an enrolled employee or spouse are entitled to in-hospital benefits only for circumcision and routine nursery care and to further medical benefits when delivery is by Cesarean section. Deletes provision that had prohibited payment of benefits for specially built shoes. *Referred to Insurance/Health. (SEANC supports pending further amendments)*

H642. Retirement Benefits Act. Sponsor, Barbee of Stanly. Increases the retirement formula from 1.75 to 1.81. Also, provides for post-retirement adjustment of 3 percent for persons who retired on or before July 1, 1996 Pro-rated thereafter. Current retirees to benefit both from the formula increase and the post retirement adjustment. See reference below to S747. *Passed House Pensions & Retirement. (SEANC supports)*

H796/S866 Prescription Drugs/Competition. Sponsors, House: Crawford, Howard, Blue, Cole, Black, Sherrill, Wilson, Hiatt, Miner and Watson; Senate: Rand. Prohibits health benefit plans from from restricting or prohibiting pharmacy from establishing price for prescription drugs or from setting hours of operation; and provides that if charge made by pharmacy is greater than benefit allowed by plan, beneficiary is responsible for paying pharmacy the difference. *Referred to House Insurance. (SEANC opposes)*

H918. Lottery for Education. Sponsor, Fox of Granville. An act to establish a State lottery to provide funds for educational purposes and infrastructure needs. **(SEANC supports)**

S747. Retirement Benefits Act-2. Sponsor, Jenkins of Macon. Substantially similar to H642 above. *Passed Senate Pensions & Retirement Committee. (SEANC supports)*

S799. Discipline Disclosure Act. Sponsor, Cooper of Nash. An act to bring more openness to the performance of public employees by providing greater access to personnel records. *Referred to Senate Judiciary. (SEANC opposes)*

SENATE
NORTH CAROLINA GENERAL ASSEMBLY
1997 SESSION
PERMANENT
TELEPHONE AND OFFICE ASSIGNMENTS

LEGISLATIVE BUILDING
ZIP CODE: 27601-2808
FAX: 733-2599 (Room 7)

LEGISLATIVE OFFICE BUILDING
ZIP CODE: 27601-2808
FAX: 733-3113 (Room 109)
and 715-5815 (Room 818)

TELEPHONE	TELEPHONE	OFFICE	TELEPHONE	OFFICE
3-6854	BASNIGHT	2007	3-5705	ALBERTSON
3-7850	BLUST	1117	3-5876	ALLRAN
3-5742	CLARK	1118	715-3032	BALLANCE
715-2525	COCHRANE,	1127	3-5856	BALLANTINE
715-0853	CONDER	2010	3-5875	CARPENTER
3-5684	COOPER	2117	3-5853	CARRINGTON
3-5880	DALTON	2113	3-5855	EAST
3-5855	DANNELLY	2106	715-3036	GULLEY
3-5708	FORRESTER	1121	3-7223	HARTSELL
3-5743	FOXX	1120	3-5734	HOYLE
715-0706	GARWOOD	1419	3-8275	JENKINS
3-3272	HORTON	1406	715-3034	JORDAN
3-5745	KINCAID	1119	3-5821	KERR
3-5804	KINNAIRD	2115	3-5748	LEDBETTER
3-7659	PAGE	1414	715-3030	LEE
3-3460	REEVES	2111	3-4599	LUCAS
3-5850	RUCHO	1113	715-3040	MARTIN, R.L.
715-3050	SHAW, R.G.	1129	715-3042	MARTIN, W.
3-5963	SOLES	2022	3-5820	McDANIEL
3-5665	WEBSTER	1101	3-9349	MILLER
3-5651	WEINSTEIN	2108	3-5707	ODOM
3-5850	WELLONS	1026	3-2055	PERDUE
			3-5870	PHILLIPS
			3-5738	PLYLER
3-7350	LT. GOVERNOR	2104	3-9892	RAND
	WICKER		3-4809	SHAW, L.
			3-5953	WARREN
			715-3038	WINNER

*Unless Otherwise Noted
PREFIXES: 919-733

From the Office of the Senate Principal Clerk

919/733-7761

02/24/97 16:53

TX/RX NO.8066

P.002



**1997 HOUSE OF REPRESENTATIVES
PERMANENT ROOM/PHONE ASSIGNMENTS**

3-(733 prefix)		5-(715 prefix)		3 digit room = LOB		Effective 2/19/97	
Room	Phone	Room	Phone	Room	Phone	Room	Phone
2304	3-3451 SPEAKER	1303	3-5821 ELLIS	638	3-5959 MITCHELL		
542	3-5902 ADAMS	634	5-2530 ESPOSITO	1019	3-5661 MOORE		
640	3-5958 ALDRIDGE	1202	5-2241 FITCH	404	5-3028 MORGAN		
1209	3-5605 ALEXANDER	1217	3-5757 FOX	1315	3-5741 MORRIS		
2223	3-5773 ALLRED	416B	5-3021 GAMBLE	2221	3-5781 MOSLEY		
535	3-5747 ARNOLD	417B	5-3017 GARDNER	420	5-9001 NEELY		
501	3-5903 BADDOUR	502	3-4838 GOODWIN	1213	5-0873 NESBITT		
632	3-5787 BAKER	402	5-3024 GRADY	616	5-9644 NICHOLS		
1025	3-5908 BARBER	532	3-5995 GRAY	639	3-5477 NYE		
510	3-5868 BEALL	1307	3-5860 GULLEY	538	3-5877 OLDHAM		
1006	3-5861 BERRY	1321	3-5752 HACKNEY	608	3-0010 OWENS		
1229	5-4946 BLACK	637	3-5906 HALL	403	5-3026 PRESTON		
1227	5-2528 BLUE	1323	3-5775 HARDAWAY	2217	5-3026 RAMSEY		
617	5-9664 BONNER	417A	5-3019 HARDY	418C	5-3009 RAYFIELD		
1206	3-5853 BOWIE	509	3-5936 HENSLEY	1204	3-4948 REDWINE		
507	3-5905 BOYD-MCINTYRE	1008	3-5862 HUATT	533	3-5820 REYNOLDS		
539	3-5809 BRASWELL	541	3-5778 HIGHTOWER	416A	5-3023 ROGERS		
513	3-5931 BRAWLEY	1309	3-5830 HILL	2207	5-0875 RUSSELL		
1111	3-5935 BROWN	631	3-5900 HOLMES	1017	3-5530 SAUNDERS		
536	3-5825 BUCHANAN	1021	3-5904 HOWARD	506	3-5974 SEXTON		
419A	5-3007 CANSLER	613	3-2962 HUNTER, H.	2215	3-5601 SHERILL		
419B	5-3005 CAPPS	1201	3-5987 HUNTER, R.	2119	3-5771 SHUBERT		
537	3-5777 CARPENTER	1004	3-5859 HURLEY	1221	3-5827 SMITH		
1311	3-5805 CHURCH	1319	3-5800 INSKO	418A	5-3012 STARNES		
418B	5-3011 CLARY	633	3-5784 IVES	1317	3-5782 SUTTON		
1218	3-5779 COLE	1426	3-5602 JARRELL	1104	3-5934 TALLENT		
1301	3-5824 CRAWFORD	1013	3-5191 JEFFUS	1002	3-5828 THOMPSON		
635	3-5829 CRBECH	2204	3-5956 JUSTUS	609	3-5607 TOLSON		
1010	3-5865 CULP	527A	3-5867 KINNEY	614	3-5898 WAINWRIGHT		
604	3-5802 CULPEPER	1313	3-5803 KISER	1420	3-5806 WARNER		
607	3-5755 CUNNINGHAM	1325	3-5772 LUEBKE	1015	3-5886 WARWICK		
2301	5-0850 DAUGHTRY	603	3-5706 MCALLISTER	417C	5-3015 WATSON		
419C	5-3003 DAVIS	2123	3-5753 MCCOMAS	503	3-5849 WEATHERLY		
2121	3-7208 DECKER	514	3-5881 MCCOMBS	1220	3-5746 WILKINS		
1211	3-5654 DEDMON	610	3-5780 MCCRARY	529	3-7663 WILSON, C.		
530	3-5662 DICKSON	2213	3-5732 MCMAHAN	1109	3-7727 WILSON, G.		
1106	3-5822 DOCKHAM	1424	5-2526 MERCER	540	3-5751 WOMBLE		
602	5-4466 EARLE	1409	3-5609 MICHAUX	2208	3-5807 WOOD		
606	3-5786 EASTERLING	611	3-5878 MILLER	528	3-5754 WRIGHT		
1219	3-5776 EDDINS	2219	3-5749 MINER	1305	3-5823 YONGUE		

HOUSE PRINCIPAL CLERKS OFFICE

(919)733-7760

02/24/97 16:34

TX/RX NO. 8065

P. 005



State Employees
Association
of North Carolina

Comprehensive Compensation System

The top salary related priority of the State Employees Association of North Carolina is the full funding and implementation of the Comprehensive Compensation System. Salaries for State Employees must be competitive with the public and private sectors, and provide fairness and consistency within State Government.

THE PLAN

The Comprehensive Compensation System, adopted by the General Assembly in July 1993, is designed to reward career service, maintain pace with inflation and recognize outstanding performance. Components of the Comprehensive Compensation System are:

1. Career Growth Recognition. This component provides a systematic process of awarding annual salary increases to those permanent State Employees who perform at a satisfactory level or above. It is the only method for advancing employees through the salary range of their pay grade.
2. Cost of Living Adjustment (COLA). This component adjusts the entire salary schedule reflecting changes in the labor market and inflationary factors.
3. Performance Pay Bonus. This component rewards outstanding State Employees with a one-time bonus that is not added to base pay. The appropriation for bonuses would be divided among a relatively small number of employees for their high performance.

The Career Growth Recognition component should be funded annually from the States' continuation budget. The COLA and Performance Bonus components should be funded from the expansion budget, with priority given to the COLA.

THE FUNDING

The Comprehensive Compensation System should be fully funded at the following levels:

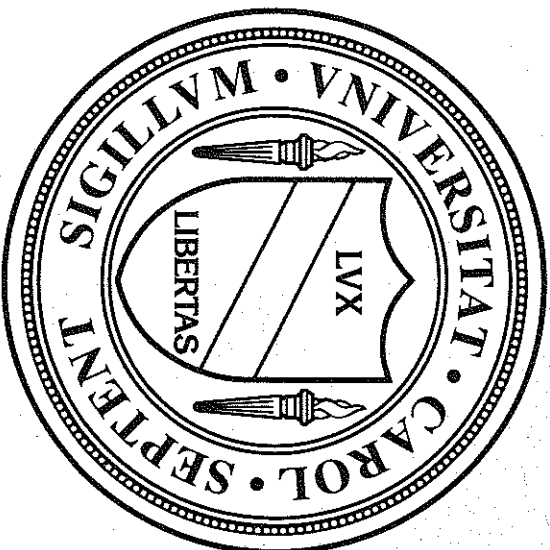
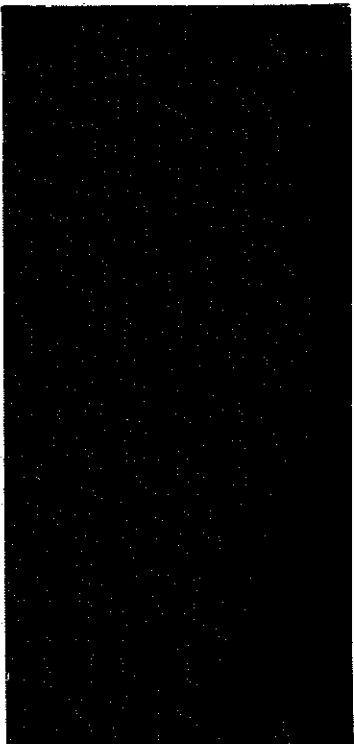
- Two percent (2%) of the current SPA payroll for Career Growth Recognition,
- Three percent (3%) of the current SPA payroll for COLA, and
- One percent (1%) of the current SPA payroll for Performance Bonus.

This funding level provides a total increase of 6% for those State Employees qualifying. Using 1996-97 fiscal data, each one percent (1%) increase for SPA employees costs approximately \$22 million (\$17.8 million General Fund and \$4.2 million Highway Fund)*. To fully fund the Comprehensive Compensation System for 1997-98, the General Assembly should provide the following allocation:

	General Fund	Highway Fund
Career Growth	2%	\$35.6
Cost of Living (COLA)	3%	\$53.4
Performance Bonus	1%	\$17.8
Total Cost in Millions	6%	\$106.8
		\$25.2

*Figures provided by Office of State Budget and Management

OFFICE OF INSTITUTIONAL RESEARCH



The University of North Carolina at Chapel Hill
CB# 3350, 210 Carr Building
Chapel Hill, NC 27599-3350
(919) 962-1500

Faculty Salary Report, 1996-97
Part I: Internal Statistics

The University of North Carolina at Chapel Hill

Compiled by
Lynn E. Williford, Ph.D.
Senior Research Associate

The Office of Institutional Research
210 Carr Building, CB# 3350
University of North Carolina at Chapel Hill
Chapel Hill, NC 27599-3350
(919) 962-1500

February 1997

Faculty Salary Report, 1996-97
Part I: Internal Statistics

Table of Contents

	<u>Page</u>
Introduction.....	1
Faculty Salary Issues at UNC-Chapel Hill.....	2
Data Sources and Definitions.....	3
Total University Salary Statistics	
University-Wide Faculty Salaries By Rank and Service Period.....	4
Change in Faculty Salary Levels from 1995-96 to 1996-97.....	5
Increase in Institutional Average at Each Rank.....	5
Comparisons to Previous Years.....	6
Average Increase Received By Continuing Faculty.....	7
Comparison of Faculty Salaries by Division and School.....	8
Comparison of Faculty Salaries by Status	
Gender Differences in Faculty Salaries.....	14
Difference Between Salaries of Recent Hires and Continuing Faculty.....	15
Appendix: Department Level Salaries.....	17

Introduction

The purpose of the *Annual Faculty Salary Report* is to provide the University community and its constituents with a concise source of information on faculty salaries and compensation at The University of North Carolina at Chapel Hill. These tables, charts, and explanatory notes were developed in response to the most frequently-asked questions concerning salary conditions at this institution.

This report is presented in two parts. Part I, which is presented here, displays aggregated salaries within the University at each faculty rank, with further breakdowns by division, school, and department. Part II, which will be published in late spring 1997, is devoted to comparisons between the salaries earned by faculty at UNC-Chapel Hill and the salaries earned by faculty at peer institutions. Those data will provide a means of assessing UNC-Chapel Hill's status with regard to salaries and other compensation offered by the institutions with which it competes for faculty and students.

The data that appear in this report were compiled by the UNC-Chapel Hill Office of Institutional Research. We gratefully acknowledge the work of James Bennett and Cary White of Administrative Information Services for their assistance in extracting the personnel and payroll data used to compute these statistics. The Faculty Welfare Committee of the Faculty Council and a variety of individual faculty and staff across campus contributed greatly to this report by identifying specific salary information needs and critiquing our first salary report published last year. Kate McGaughy, Assistant Provost for Finance; Gaynelle Williamson, EPA Personnel Coordinator in the Provost's Office; and the staff of the Office of the Vice Provost for Health Affairs reviewed previous drafts and were extremely helpful to us in our attempts to organize the data and present the results clearly.

The Office of Institutional Research encourages members of the University community to offer feedback concerning the usefulness of this and subsequent salary reports. We also welcome suggestions for special salary analyses to support planning, decision-making, and policy development at all levels of the University.

Faculty Salary Issues at UNC-Chapel Hill, 1996-97

Salary Increases. The improvement of faculty salaries was the focus of a considerable amount of attention and activity during 1996. In 1995, the North Carolina General Assembly provided that the Board of Trustees could raise tuition by \$400 per year. Forty-five percent of the additional revenue generated was to be applied to faculty salaries, with another 45% apportioned to student aid and 10% to library resources. In addition, the professional schools, including the Law School, Pharmacy School, and Business School were further authorized to raise tuition to enhance their programs. The funds received from tuition increases for faculty salaries and related benefits, effective with the Fall 1996 semester, were estimated at \$3.8 million.

A portion of the tuition increase revenue was set aside to address salary compression within the Division of Academic Affairs. With the input of a faculty committee appointed by Provost Richard Richardson, approximately \$387,000 of permanent additions to base salary were awarded for equity purposes. The remaining revenue was designated as "teaching enhancement" funds to be used to reward teaching faculty.

The University was also successful in its request to the 1996 General Assembly to match the funds to be derived from the tuition increase with a special appropriation for "academic enhancement." UNC-Chapel Hill received a total of \$9,149,200, funded from recurring revenue and intended as a permanent addition to the budget. A total of \$773,000 of these Academic Enhancement funds were allocated for faculty salary increases effective September 1, 1996, equivalent to an average increase of 0.5%.

In addition the General Assembly provided 4.5% pay raises to EPA employees effective September 1, 1996. The raises were to be awarded to individual faculty based on merit consideration.

Additional Distinguished Professorships Established. In 1995 the Kenan Trust designated funds to recruit four new "Kenan Professors" to the University. The professorships, valued at over \$100,000 each, were established to attract nationally distinguished teachers and scholars to UNC-Chapel Hill. A faculty committee appointed by the Provost met throughout 1996 to begin recruiting top-notch faculty from across the country to apply for the positions, with an expected appointment date of July 1997.

Faculty Salary Goals for 1997. At the first meeting of the UNC-Chapel Hill Faculty Council in October 1996, Chancellor Michael Hooker again declared faculty salaries to be at the top of the list of requests to the 1997 session of the General Assembly. In particular, he set a goal of raising the average salaries of UNC-Chapel Hill professors to the level of its closest peer institution, the University of Virginia. For the 1996-97 academic year, University of Virginia reported average professor salaries of \$84,200, or approximately 2.5% higher than UNC-Chapel Hill's average of \$82,210.

Data Sources and Definitions

- The UNC-Chapel Hill faculty salary data presented here originated from the University's official EPA Personnel Master File as of the census date September 30, 1996, and therefore can be viewed as a "snapshot" of the faculty on that date. Subsequent individual changes in rank, salary, and appointment status are not reflected.
- The university-wide statistics reported here were computed from the salaries of full-time, permanent "Instructional Faculty." Generally, faculty who also hold positions within the administrative ranks of director, dean, provost, or chancellor were **not** included in these aggregated salary statistics because it is assumed that a significant proportion of their time and remuneration is related to administration. Department chairs were included as "Instructional" faculty because in most cases they continue to carry teaching and advising loads. Readers comparing the figures in this report with faculty statistics reported elsewhere should be aware that the definition of "faculty" can vary considerably.
- The individual salaries that make up these statistics represent each faculty member's *total nine-month or twelve-month UNC-Chapel Hill salary from all sources (state and non-state funds) and for all purposes (instructional, research, administration, additional service activities)*. These figures generally do not reflect one-time payments or summer school teaching assignments. However, existing personnel and payroll data systems make it difficult to identify and remove all stipends and other funds for administrative and overload assignments. Therefore, if "true" or "base" instructional salaries could be determined for each faculty member, institutional averages would most likely be lower than those appearing in this document.
- Division, school, and department level salary statistics are broken down by rank and appointment type (tenured/tenure track or fixed term). Salary information for librarians and EPA non-faculty employees are not provided here, although future versions of this report may include salary statistics for these employment categories as well as those of SPA employees.
- Current salaries of North Carolina state employees are by law classified as public information. Salaries of specific individuals can be searched manually using the document entitled "UNC-Chapel Hill EPA Personnel Report." This document can be viewed at the UNC-Chapel Hill Human Resources' Employee Records Office in Battle Hall, the Davis Library reference desk, and the Wilson Library reference desk.

Total University Salary Statistics

University-Wide Faculty Salaries by Rank and Service Period

Aggregated salary statistics for all full-time, permanent, tenured/tenure-track and fixed term faculty in 1996-97 are provided in Table 1 by service period (9 or 12 months) and rank. In addition to the highest, lowest, and mean salary statistics, the median is provided to identify the point at which half of the faculty salaries in the unit are above and half are below. The median is often a better measure of central tendency when the distribution of salaries is skewed by a few extremely high salaries.

Table 1
University-Wide Faculty Salaries, 1996-97
Full-time Permanent Instructional Faculty¹

	Highest	Median	Lowest	Mean	Number
9 Month Salaries					
Professor	\$147,916	\$76,371	\$48,700	\$80,500	484
Associate Professor	\$104,000	\$54,000	\$42,105	\$57,340	229
Assistant Professor	\$96,000	\$44,632	\$33,952	\$47,765	137
Instructor	\$89,000	\$39,075	\$32,875	\$49,913	8
Total Tenure Track	\$147,916	\$64,486	\$32,875	\$68,806	858
Fixed Term	\$78,600	\$42,000	\$26,365	\$45,520	63
12 Month Salaries					
Professor	\$560,000	\$119,885	\$57,500	\$140,374	338
Associate Professor	\$278,171	\$85,193	\$44,479	\$103,352	229
Assistant Professor	\$283,305	\$85,900	\$40,521	\$98,079	200
Instructor	\$55,580	\$50,920	\$47,000	\$51,600	5
Total Tenure Track	\$560,000	\$102,428	\$40,521	\$117,860	772
Fixed Term	\$283,305	\$54,348	\$25,000	\$67,878	438

¹ Excludes faculty who also hold administrative appointments at any level in the categories of director, dean, provost, or chancellor.

Change in Faculty Salary Levels from 1995-96 to 1996-97

Increases in Institutional Averages at Each Rank

Table 2 describes the increase in UNC-Chapel Hill's faculty salary levels at each rank from 1995-96 to 1996-97. It should be noted that the year-to-year change in these salary averages reflects shifts in the faculty population that occur through retirement, resignation, and new appointments, in addition to individual salary increases received by continuing faculty in July and September 1996.

In addition, the last column in Table 2 provides a rough indicator of the increase in "real" salary at each rank. This figure was derived by taking the difference between the percentage of the salary level increase at each rank from 1995-96 to 1996-97 and the percentage change in the Consumer Price Index (CPI) between December 1995 and December 1996. For example, given a CPI change of 3.3%, the increase in the overall institutional average salaries for nine-month faculty at each rank was well ahead of the rate of inflation. However, the average faculty salary for twelve-month faculty appointments fell short of the change in the CPI.

Table 2
Full-time Permanent Instructional Faculty¹

	1995-96			1996-97			Monetary Change in Mean	Percent Change in Mean	% Increase Minus CPI Change ²
	N	Median	Mean	N	Median	Mean			
	9 Month Salaries								
Professor	484	\$69,500	\$73,729	484	\$76,371	\$80,500	\$6,771	9.18%	5.88%
Associate Professor	224	\$49,841	\$52,584	229	\$54,000	\$57,340	\$4,756	9.04%	5.74%
Assistant Professor	144	\$40,829	\$44,821	137	\$44,632	\$47,765	\$2,944	6.57%	3.27%
Instructor	8	\$36,500	\$39,916	8	\$39,075	\$49,913	\$9,997	25.05%	21.75%
Total Tenure Track	860	\$58,756	\$63,066	858	\$64,486	\$68,806	\$5,740	9.10%	5.80%
Fixed Term	63	\$37,345	\$40,824	63	\$42,000	\$45,520	\$4,696	11.50%	8.20%
12 Month Salaries									
Professor	345	\$115,799	\$137,797	338	\$119,885	\$140,374	\$2,577	1.87%	-1.43%
Associate Professor	237	\$80,000	\$98,623	229	\$85,193	\$103,352	\$4,729	4.80%	1.50%
Assistant Professor	194	\$85,210	\$96,535	200	\$85,900	\$98,079	\$1,544	1.60%	-1.70%
Instructor	5	\$52,000	\$52,893	5	\$50,920	\$51,600	-\$1,293	-2.44%	-5.74%
Total Tenure Track	781	\$100,000	\$115,117	772	\$102,428	\$117,860	\$2,743	2.38%	-0.92%
Fixed Term	412	\$52,473	\$64,501	438	\$54,348	\$67,878	\$3,377	5.24%	1.94%

¹ Excludes faculty who also hold administrative appointments at any level in the categories of director, dean, provost, or chancellor.

² The change in the Consumer Price Index (CPI) between December 1995 and December 1996 was 3.3%, according to the U.S. Bureau of Labor.

It should be noted that use of the CPI to adjust salary increases has recently been criticized because of concerns that this measure potentially overestimates the actual rate of inflation. For example, an assumption surrounding the use of the CPI in this manner is that buying decisions will remain constant as prices rise. In actual practice, if the cost of beef goes up, consumers might react by lowering their beef consumption or substituting a lower priced meat rather than continuing to buy at a higher price, thereby negating the effects of beef price increases on their expenditures.

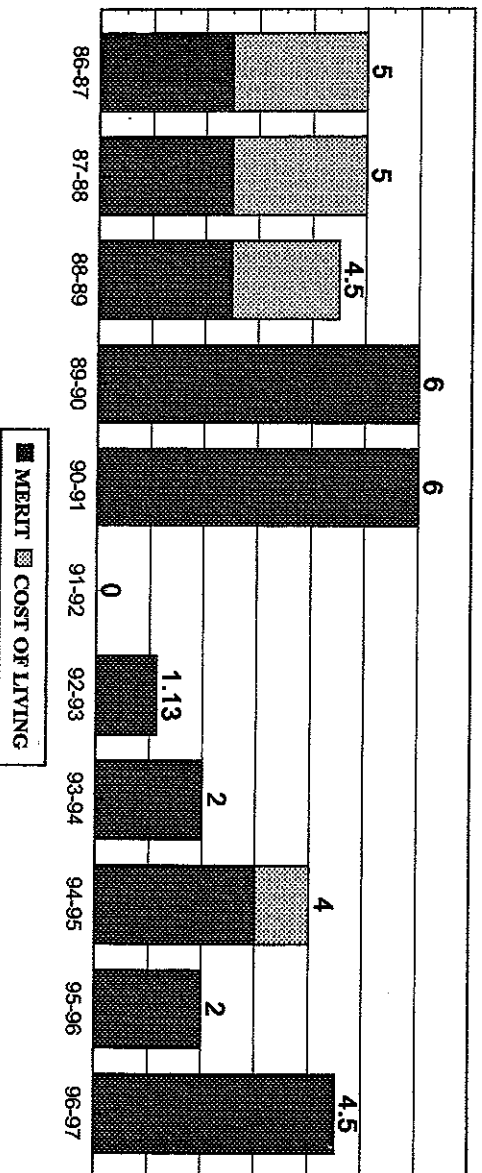
Comparisons to Previous Years

The overall increase in salaries was substantially larger than in the previous two years, at least for 9 month faculty. Table 3 displays the annual increases of salary levels over the last three years at each rank.. In addition to the effects of the special tuition funds, salary increases at UNC-Chapel Hill reflected a 4.5% raise from the General Assembly. As shown in Figure 1, this increase was the largest since July 1990.

Table 3
Annual Increases in UNC-Chapel Hill Faculty Salary Levels

	1993-94 to 1994-95	1994-95 to 1995-96	1995-95 to 1996-97
9 Month			
Professor	5.71%	1.60%	9.18%
Associate Professor	6.13%	1.14%	9.04%
Assistant Professor	6.53%	2.41%	6.57%
12 Month			
Professor	5.33%	4.14%	1.87%
Associate Professor	4.74%	3.62%	4.80%
Assistant Professor	5.16%	6.86%	1.60%

Figure 1
Legislated Faculty Salary Increases
1986 to 1996 (in percent)



Average Increase Received by Continuing Faculty

To examine the impact of the recent raises on individual faculty members' earnings, the difference between the 1995-96 and 1996-97 salaries for each faculty member employed in a tenure-track position *both years* was averaged for each academic rank. Table 4 displays the average increase for continuing faculty by rank, along with the net increase after subtracting the CPI change for the period of December 1995 to December 1996. For this analysis, the 87 continuing faculty who moved up in rank during the past year were eliminated on the assumption that their 1996 raises included an additional increase in recognition of the promotion. Also, 36 faculty were removed because their salaries had dropped significantly from 1995-96 to 1996-97. An examination of each case suggested that the loss was due to leaving an administrative post and returning to a regular instructional role, or the expiration of a non-state salary source (e.g., contract or grant).

Table 4
Average Change in Salaries of Continuing Faculty, 1995-96 to 1996-97
Continuing Permanent Full-time Tenure Track Faculty Only¹

	Number	1995-96		1996-97		Average Individual Increase	Percent Increase	% Increase Minus CPI Change ²
		Median	Mean	Median	Mean			
9 Month Salaries								
Professor	449	\$69,463	\$73,492	\$76,200	\$80,362	\$6,869	9.87%	5.47%
Associate Professor	201	\$49,414	\$51,991	\$54,000	\$57,246	\$5,255	10.45%	6.45%
Assistant Professor	120	\$40,800	\$43,618	\$45,200	\$47,919	\$4,300	10.01%	6.56%
Instructor	2	\$34,500	\$34,500	\$36,577	\$36,577	\$2,077	6.02%	2.72%
12 Month Salaries								
Professor	317	\$114,346	\$134,753	\$120,425	\$140,083	\$5,330	4.43%	0.37%
Associate Professor	204	\$80,435	\$97,433	\$84,900	\$102,341	\$4,908	5.68%	1.91%
Assistant Professor	174	\$84,450	\$94,461	\$86,000	\$100,270	\$5,809	6.38%	-0.27%
Instructor	2	\$50,480	\$50,480	\$53,250	\$53,250	\$2,770	5.44%	3.25%

¹ Excludes the following: (1) faculty serving in fixed appointments, (2) faculty who also hold an administrative appointment at any level in the categories of director, dean, provost, vice chancellor, chancellor, (3) faculty who received a promotion in rank in the past year, and (4) faculty whose salary dropped due to significant changes in assignments or external grant funding. These figures will differ slightly from the continuing faculty increases reported for UNC-Chapel Hill in the upcoming 1996-97 Annual Salary Survey. For purposes of comparison with other institutions, the figures reported for that survey did not include medical school faculty, all faculty were categorized by their previous year ranks, and no adjustments were made for promotions or other significant change in duties.

² The change in the Consumer Price Index (CPI) between December 1995-December 1996 was 3.3%.

Comparison of Faculty Salaries by Division and School

Descriptive statistics for 1996-97 faculty salaries by school and rank within Academic Affairs and Health Affairs are listed in the following tables. Salaries of tenured/tenure track faculty were separated from those of fixed-term faculty. It is recognized that there are occasional 12 month faculty housed in traditionally 9 month academic units, and 9 month faculty in 12 month units (primarily Health Affairs). Because in most cases these individuals had work assignments that were not representative of the majority of instructional faculty in that unit, they were excluded from these tallies. Further information on the salaries of all persons with any type of faculty appointment can be obtained from the Office of Institutional Research.

Division of Academic Affairs

The College of Arts and Sciences

Departments and curricula have been grouped in the same major divisions used by Faculty Council for election of representatives. However, a number of units have academic and professional links to more than one major division. For example, Psychology could be considered part of the Division of Basic and Applied Sciences as well as the Division of Social Sciences; History falls under both the Division of Humanities and the Division of Social Sciences. Upon request, the Office of Institutional Research can provide salary information aggregated using other criteria.

The Division of Fine Arts: Art, Dramatic Art, Music

9 Month Faculty					
	Highest	Median	Lowest	Mean	N
Tenure Track					
Professor	\$107,706	\$ 65,377	\$ 53,535	\$ 69,535	21
Associate	\$ 55,903	\$ 47,546	\$ 43,441	\$ 48,590	21
Assistant	\$ 50,727	\$ 38,950	\$ 37,100	\$ 40,722	8
Instructor					
SubTotal	\$107,706	\$ 53,641	\$ 37,100	\$ 56,128	50
Fixed Term	\$ 46,618	\$ 39,300	\$ 36,706	\$ 40,788	6
Total	\$107,706	\$ 50,364	\$ 36,706	\$ 54,485	56

The Division of Humanities: Communication Studies, Classics, English

Linguistics, Germanic Languages and Literature, Philosophy, Religious Studies, Romance Languages, Slavic Languages and Literature, Curriculum in American Studies, Curriculum in Asian Studies, Curriculum in Comparative Literature

9 Month Faculty					
	Highest	Median	Lowest	Mean	N
Tenure Track					
Professor	\$127,000	\$ 72,129	\$ 42,700	\$ 74,683	99
Associate	\$ 64,100	\$ 49,794	\$ 42,105	\$ 49,943	47
Assistant	\$ 47,032	\$ 40,916	\$ 33,952	\$ 40,636	27
Instructor	\$ 40,280	\$ 38,150	\$ 32,875	\$ 37,261	5
SubTotal	\$127,000	\$ 59,574	\$ 32,875	\$ 61,935	178
Fixed Term	\$ 47,311	\$ 35,013	\$ 26,365	\$ 35,711	12
Total	\$127,000	\$ 57,876	\$ 26,365	\$ 60,278	190

The Division of Basic and Applied Sciences: Biology, Chemistry, Computer Science, Geology, Mathematics, Operations Research, Physics and Astronomy, Psychology, Statistics, Curriculum in Marine Science

9 Month Faculty					
	Highest	Median	Lowest	Mean	N
Tenure Track					
Professor	\$147,916	\$ 73,971	\$ 48,700	\$ 78,928	136
Associate	\$ 76,666	\$ 56,175	\$ 33,720	\$ 56,962	45
Assistant	\$ 63,000	\$ 46,962	\$ 39,710	\$ 47,762	28
Instructor					
SubTotal	\$147,916	\$ 66,088	\$ 33,720	\$ 70,023	209
Fixed Term	\$ 78,600	\$ 40,186	\$ 29,035	\$ 43,141	8
Total	\$147,916	\$ 65,635	\$ 29,035	\$ 69,032	217

The Division of Social Sciences: Anthropology, City and Regional Planning, Economics, Geography, History, Leisure Studies and Recreation Administration, Physical Education, Political Science, Sociology, Curriculum in African- and Afro-American Studies, Curriculum in Public Policy Analysis, Women's Studies Program

9 Month Faculty					
	Highest	Median	Lowest	Mean	N
Tenure Track					
Professor	\$126,300	\$ 73,000	\$ 53,885	\$ 77,552	107
Associate	\$ 72,000	\$ 54,250	\$ 44,253	\$ 55,844	44
Assistant	\$ 57,000	\$ 43,465	\$ 35,000	\$ 44,608	38
Instructor	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	1
SubTotal	\$126,300	\$ 63,563	\$ 35,000	\$ 65,712	190
Fixed Term	\$ 63,000	\$ 39,714	\$ 33,373	\$ 42,942	8
Total	\$126,300	\$ 62,600	\$ 33,373	\$ 64,792	198

Totals for College of Arts and Sciences

9 Month Faculty					
	Highest	Median	Lowest	Mean	N
Tenure Track					
Professor	\$147,916	\$ 72,900	\$ 48,700	\$ 76,871	363
Associate	\$ 76,666	\$ 52,360	\$ 42,105	\$ 53,567	157
Assistant	\$ 63,000	\$ 43,000	\$ 33,952	\$ 44,113	101
Instructor	\$ 40,280	\$ 36,575	\$ 32,875	\$ 36,884	6
SubTotal	\$147,916	\$ 62,000	\$ 32,875	\$ 65,377	627
Fixed Term	\$ 78,600	\$ 38,702	\$ 26,365	\$ 40,056	34
Total	\$147,916	\$ 60,994	\$ 26,365	\$ 64,074	661

Institute of Government

12 Month Faculty					
	Highest	Median	Lowest	Mean	N
Tenure Track					
Professor	\$128,875	\$ 83,950	\$ 68,000	\$ 86,680	14
Associate	\$ 80,250	\$ 71,750	\$ 58,750	\$ 71,000	7
Assistant	\$ 62,500	\$ 56,000	\$ 51,000	\$ 56,200	5
Instructor	\$ 52,250	\$ 52,250	\$ 52,250	\$ 52,250	1
SubTotal	\$128,875	\$ 76,750	\$ 51,000	\$ 75,695	27
Fixed Term	\$ 84,900	\$ 76,400	\$ 55,250	\$ 71,145	5
Total	\$128,875	\$ 76,575	\$ 51,000	\$ 74,984	32

School of Business						
9 Month Faculty						
	Highest	Median	Lowest	Mean	N	
Tenure Track						
Professor	\$133,800	\$104,000	\$71,000	\$103,834	35	
Associate	\$104,000	\$91,000	\$59,500	\$87,550	20	
Assistant	\$96,000	\$83,700	\$74,000	\$83,740	10	
Instructor	\$89,000	\$89,000	\$89,000	\$89,000	2	
SubTotal	\$133,800	\$92,000	\$59,500	\$95,531	67	
Fixed Term	\$75,000	\$66,000	\$32,500	\$57,886	7	
Total	\$133,800	\$91,000	\$32,500	\$91,970	74	

School of Education						
9 Month Faculty						
	Highest	Median	Lowest	Mean	N	
Tenure Track						
Professor	\$121,920	\$74,294	\$57,088	\$75,063	28	
Associate	\$68,250	\$53,525	\$46,017	\$54,806	10	
Assistant	\$75,333	\$44,430	\$37,672	\$47,241	7	
Instructor						
SubTotal	\$121,920	\$64,471	\$37,672	\$66,233	45	
Fixed Term	\$40,000	\$37,025	\$29,635	\$35,922	4	
Total	\$121,920	\$63,076	\$29,635	\$63,759	49	

School of Information and Library Science						
9 Month Faculty						
	Highest	Median	Lowest	Mean	N	
Tenure Track						
Professor	\$90,113	\$67,928	\$60,708	\$71,669	4	
Associate	\$56,982	\$52,976	\$48,586	\$53,249	5	
Assistant	\$47,422	\$46,655	\$44,676	\$46,352	4	
Instructor						
SubTotal	\$90,113	\$52,976	\$44,676	\$56,795	13	
Fixed Term	\$55,763	\$55,763	\$55,763	\$55,763	1	
Total	\$90,113	\$53,932	\$44,676	\$56,721	14	

School of Journalism & Mass Communications						
9 Month Faculty						
	Highest	Median	Lowest	Mean	N	
Tenure Track						
Professor	\$118,650	\$72,500	\$53,000	\$79,091	11	
Associate	\$64,250	\$55,000	\$49,000	\$55,467	13	
Assistant	\$48,000	\$46,375	\$40,000	\$45,188	4	
Instructor						
SubTotal	\$118,650	\$59,913	\$40,000	\$63,279	28	
Fixed Term	\$65,000	\$65,000	\$65,000	\$65,000	1	
Total	\$118,650	\$60,575	\$40,000	\$63,339	29	

School of Law						
9 Month Faculty						
	Highest	Median	Lowest	Mean	N	
Tenure Track						
Professor	\$ 135,000	\$ 105,500	\$ 82,200	\$ 107,515	26	
Associate	\$ 87,500	\$ 75,000	\$ 72,000	\$ 78,167	3	
Assistant						
Instructor						
SubTotal	\$ 135,000	\$ 101,500	\$ 72,000	\$ 104,479	29	
Fixed Term	\$ 69,000	\$ 63,500	\$ 56,500	\$ 62,000	5	
Total	\$ 135,000	\$ 98,250	\$ 56,500	\$ 98,232	34	

School of Social Work						
9 Month						
	Highest	Median	Lowest	Mean	N	
Tenured/Tenure Track						
Professor	\$ 95,951	\$ 86,096	\$ 68,026	\$ 83,878	10	
Associate	\$ 70,551	\$ 58,438	\$ 55,646	\$ 59,853	7	
Assistant	\$ 45,791	\$ 45,791	\$ 45,791	\$ 45,791	1	
Instructor						
SubTotal	\$ 95,951	\$ 70,436	\$ 45,791	\$ 72,419	18	
Fixed Term						
Total	\$ 95,951	\$ 70,436	\$ 45,791	\$ 72,419	18	

Division of Health Affairs

School of Dentistry					
12 Month					
	Maximum	Median	Minimum	Mean	N
Tenure Track					
Professor	\$188,152	\$121,750	\$ 77,659	\$126,337	29
Associate	\$154,202	\$ 96,539	\$ 47,479	\$ 94,576	24
Assistant	\$102,456	\$ 77,507	\$ 55,164	\$ 79,157	12
Instructor					
SubTotal	\$188,152	\$100,835	\$ 47,479	\$105,900	65
Fixed Term	\$131,295	\$ 54,970	\$ 28,000	\$ 63,874	40
Total	\$188,152	\$ 90,607	\$ 28,000	\$ 89,890	105

School of Medicine					
12 Month					
Basic Sciences: Biochemistry & Biophysics, Cell Biology & Anatomy, Microbiology & Immunology, Pathology & Lab Medicine, Pharmacology, Physiology.					
	Highest	Median	Lowest	Mean	N
Tenure Track					
Professor	\$233,200	\$100,826	\$ 63,223	\$109,740	83
Associate	\$154,530	\$ 75,302	\$ 64,783	\$ 82,985	35
Assistant	\$113,214	\$ 65,046	\$ 55,000	\$ 72,852	20
SubTotal	\$233,200	\$ 93,826	\$ 55,000	\$ 97,608	138
Fixed Term	\$ 90,000	\$ 45,741	\$ 28,229	\$ 49,112	47
Total	\$233,200	\$ 83,981	\$ 28,229	\$ 85,288	185

Clinical: Anesthesiology, Biomedical Engineering, Dermatology, Emergency Medicine, Family Medicine, Medicine, Molecular Biology, Neurology, Obstetrics & Gynecology, Ophthalmology, Orthopedics, Pediatrics, Physical Medicine & Rehabilitation, Psychiatry, Radiation Oncology, Radiology, Social Medicine, Surgery.

Medical Allied Health Professions					
	Highest	Median	Lowest	Mean	N
Tenure Track					
Professor	\$560,000	\$152,276	\$ 67,749	\$177,694	153
Associate	\$278,171	\$ 126,830	\$ 56,502	\$140,861	103
Assistant	\$283,305	\$114,688	\$ 51,106	\$123,598	123
SubTotal	\$560,000	\$135,104	\$ 51,106	\$150,127	379
Fixed Term	\$283,305	\$ 62,786	\$ 27,000	\$ 82,163	212
Total	\$560,000	\$ 112,020	\$ 27,000	\$125,748	591
	Highest	Median	Lowest	Mean	N
Tenure Track					
Professor	\$148,390	\$ 99,000	\$ 57,500	\$101,630	3
Associate	\$ 75,000	\$ 58,500	\$ 49,000	\$ 58,703	15
Assistant	\$ 57,000	\$ 52,550	\$ 43,000	\$ 51,150	11
Instructor	\$54,500	\$ 50,920	\$ 47,000	\$ 50,807	3
SubTotal	\$148,390	\$ 54,250	\$ 43,000	\$ 59,391	32
Fixed Term	\$ 56,100	\$ 51,250	\$ 21,750	\$ 48,426	18
Total	\$148,390	\$ 53,500	\$ 21,750	\$ 55,444	50

School of Nursing					
9 Month					
Tenure Track	Highest	Median	Lowest	Mean	N
Professor	\$ 86,500	\$ 71,500	\$ 64,500	\$ 74,417	6
Associate	\$ 65,500	\$ 55,250	\$ 45,000	\$ 55,786	14
Assistant	\$ 53,000	\$ 51,500	\$ 48,960	\$ 50,884	9
Instructor
SubTotal	\$ 86,500	\$ 53,500	\$ 45,000	\$ 58,119	29
Fixed Term	\$ 58,000	\$ 47,000	\$ 39,000	\$ 47,836	11
Total	\$ 86,500	\$ 52,000	\$ 39,000	\$ 55,292	40

School of Pharmacy					
12 Month					
Tenure Track	Highest	Median	Lowest	Mean	N
Professor	\$130,214	\$ 84,545	\$ 75,000	\$ 92,563	8
Associate	\$ 84,400	\$ 70,604	\$ 57,633	\$ 71,222	17
Assistant	\$ 67,500	\$ 60,259	\$ 43,841	\$ 58,870	9
Instructor	\$ 50,000	.50,000	.50,000	.50,000	1
SubTotal	\$130,214	\$ 70,420	\$ 43,841	\$ 72,318	35
Fixed Term	\$ 79,464	\$ 54,340	\$ 32,693	\$ 53,635	15
Total	\$130,214	\$ 66,889	\$ 32,693	\$ 66,713	50

School of Public Health					
12 Month					
Tenure Track	Highest	Median	Lowest	Mean	N
Professor	\$145,000	\$103,231	\$77,383	\$105,969	51
Associate	\$ 94,752	\$73,464	\$55,934	\$74,742	36
Assistant	\$ 69,061	\$60,680	\$50,359	\$61,354	28
Instructor	\$55,580	\$55,580	\$55,580	\$55,580	1
SubTotal	\$145,000	\$79,470	\$50,359	\$85,074	116
Fixed Term	\$77,217	\$51,764	\$32,798	\$54,707	41
Total	\$145,000	\$71,144	\$32,798	\$77,144	157

Comparison of Faculty Salaries By Status

Gender Differences in Faculty Salaries

Average salaries for males and for females by rank in the colleges and the professional schools are displayed in Table 5. While females tend to earn lower salaries than males, it should be remembered that there are a number of factors that might contribute to these observed differences. For example, number of years since receiving the terminal degree, years in rank, and productivity account for some of the variation in salaries across all faculty. Since these figures have not been adjusted for these variables, it is not possible to interpret the salary differences appearing here in terms of gender-related or other factors.

Table 5
Gender Differences in Faculty Salaries By School
Full-Time, Permanent, Tenure-Track Only*

College/School	Rank	No. of Males	Mean Salary, Males	No. of Females	Mean Salary, Females	Mean Salary Difference	Salary Ratio, Female/Male
Arts & Sciences	Professor	15	\$68,354	6	\$72,486	+\$4,132	1.06
	Associate	16	\$49,046	5	\$47,131	-\$1,915	0.96
	Assistant	4	\$42,755	4	\$38,688	-\$4,067	0.90
Humanities, 9 mo.	Professor	81	\$74,265	18	\$76,560	+\$2,295	1.03
	Associate	23	\$49,776	24	\$49,134	-\$642	0.99
	Assistant	18	\$40,413	9	\$41,079	+\$666	1.02
	Instructor	3	\$38,426	2	\$35,512	-\$2,914	0.92
Sciences, 9 mo.	Professor	115	\$79,876	14	\$69,166	-\$10,710	0.87
	Associate	30	\$56,689	9	\$54,672	-\$2,017	0.96
	Assistant	18	\$46,520	6	\$43,130	-\$3,390	0.93
Social Sciences, 9 mo.	Professor	88	\$79,059	19	\$70,570	-\$8,489	0.89
	Associate	37	\$55,915	7	\$55,467	-\$448	0.99
	Assistant	22	\$45,389	16	\$43,535	-\$1,854	0.96
	Instructor	0		1	\$35,000		
School of Business, 9 mo.	Professor	31	\$101,554	4	\$106,125	+\$4,571	1.05
	Associate	15	\$88,733	5	\$84,000	-\$4,733	0.95
	Assistant	6	\$86,500	4	\$79,600	-\$6,900	0.92
	Instructor	2	\$89,000				
School of Education, 9 mo.	Professor	25	\$75,093	3	\$74,808	-\$285	1
	Associate	3	\$56,952	7	\$53,885	-\$3,067	0.95
	Assistant	2	\$59,982	5	\$42,144	-\$17,838	0.70

(Continued)

College/School	Rank	No. of Males	Mean Salary, Males	No. of Females	Mean Salary, Females	Mean Salary Difference	Salary Ratio, Female/Male
School of Journalism, 9 mo.	Professor	8	\$84,312	3	\$67,500	-\$16,812	0.80
	Associate	8	\$56,884	5	\$53,200	-\$3,684	0.94
	Assistant	2	\$46,750	2	\$43,625	-\$3,125	0.93
School of Law, 9 mo.	Professor	19	\$110,959	7	\$98,428	-\$12,531	0.89
	Associate	1	\$87,500	2	\$73,500	-\$14,000	0.84
	Assistant	2	\$62,750	3	\$61,500	-\$1,250	0.98
School of Info/Library Sc., 9 mo.	Professor	1	\$70,724	3	\$71,984	+\$1,260	1.02
	Associate	2	\$55,934	3	\$51,459	-\$4,475	0.92
	Assistant	2	\$47,253	2	\$45,450	-\$1,803	0.96
School of Social Work, 9 mo.	Professor	8	\$82,393	2	\$89,812	+\$7,419	1.09
	Associate	1	\$58,438	6	\$60,088	+\$1,650	1.03
	Assistant			1	\$45,791		
School of Dentistry, 12 mo.	Professor	28	\$126,721	1	\$120,338	-\$6,383	0.95
	Associate	20	\$98,749	4	\$73,707	-\$25,042	0.75
	Assistant	10	\$77,242	2	\$88,728	+\$11,486	1.15
School of Medicine, 12 mo.	Professor	215	\$156,501	24	\$123,026	-\$33,475	0.79
	Associate	109	\$128,152	44	\$98,295	-\$29,857	0.77
	Assistant	116	\$117,668	38	\$94,018	-\$23,650	0.80
School of Nursing, 9 mo.	Professor			6	\$74,416		
	Associate	1	\$61,500	13	\$55,346	-\$6,154	0.90
	Assistant			9	\$50,884		
School of Pharmacy, 12 mo.	Professor	6	\$97,537	2	\$77,639	-\$19,898	0.80
	Associate	15	\$70,597	2	\$75,908	+\$5,311	1.08
	Assistant	6	\$58,272	3	\$60,066	+\$1,794	1.03
School of Public Health, 12 mo.	Instructor			1	\$50,000		
	Professor	45	\$106,346	6	\$103,578	-\$2,768	0.97
	Associate	19	\$73,090	17	\$76,588	+\$3,498	1.05
	Assistant	8	\$61,166	19	\$61,570	+\$404	1.01
	Instructor			1	\$55,580		

*Fixed term appointments are excluded because of the small numbers and the wide variation in rank and assignments.

Differences Between the Salaries of Recent Hires and Continuing Faculty

To provide a rough indicator of the market forces that influence the salaries paid to new faculty, Table 5 displays the average difference in salary between faculty at each rank who were hired on or before January 1, 1994 and since January 1, 1994. The greatest disparity between the average salary of new hires and those of earlier hires comes at the Associate Professor level, followed closely by the Full Professor level. At the assistant professor level, new hires average less than what is being paid to more senior assistant professors (i.e., in rank 3+ years).

Again, these differences should be interpreted with caution. Without additional information, it is not possible to know whether the newcomers at the higher ranks are paid more on average because they enter with more outstanding credentials than the existing faculty at UNC-Chapel Hill, or if UNC-Chapel Hill has simply not kept pace with the academic marketplace in terms of faculty salaries. In addition, the level of aggregation here does not provide any insight into possible differences among schools or disciplines with regard to demographics or market forces. For example, the creation of a new

program in a high-paying discipline might result in a disproportionate number of new, heavily recruited faculty in any given year, which would affect these comparisons considerably. As when comparing average salaries by gender, questions of equity can only be addressed after a thorough examination of merit and all other variables that influence salaries.

Table 5
Comparison of Mean Salaries of Recent and Earlier Hires

		Hired Before 1/1/94	Hired Since 1/1/94			New Hires In Comparison to Salaries of Continuing Faculty	
	N	Mean Salary	N	Mean Salary	New Hire Advantage		
9 Month	Professor	466	\$80,001	18	\$89,453	\$9,452	11.8% Higher
	Associate Assistant	209	\$56,285	20	\$66,106	\$9,821	17.4% Higher
	Assistant	65	\$50,463	72	\$45,330	-\$5,133	10.2% Lower
12 Month	Professor	328	\$139,372	11	\$188,709	\$49,337	35.3% Higher
	Associate Assistant	226	\$104,143	9	\$143,901	\$39,758	38.2% Higher
	Assistant	121	\$101,443	83	\$98,872	-\$2,571	2.5% Lower

APPENDIX:

DEPARTMENT LEVEL SALARIES

Academic Affairs

College of Arts and Sciences

American Studies, Curriculum in.....	20
Anthropology.....	20
Afro/African American Studies, Curriculum in	20
Art	20
Asian Studies, Curriculum in.....	21
Biology.....	21
Chemistry.....	21
City & Regional Planning.....	21
Classics.....	22
Communications Studies.....	22
Comparative Literature.....	22
Computer Science.....	22
Dramatic Art	23
Economics.....	23
English.....	23
Geography.....	23
Geology.....	24
Germanic Languages & Literature	24
History	24
Leisure Studies and Recreation Administration	24
Linguistics.....	25
Marine Sciences, Curriculum in	25
Mathematics.....	25
Music.....	25
Operations Research.....	26
Philosophy.....	26
Physical Education, Exercise, and Sport Science.....	26
Physics and Astronomy.....	26
Political Science.....	27
Psychology	27
Public Policy Analysis.....	27
Religious Studies.....	27
Romance Languages and Literature	28
Slavic Languages and Literature	28
Sociology	28
Statistics.....	28
Women's Studies, Curriculum in	29

Other Academic Affairs Units: No department-level breakdowns; see school level summaries on pages 10-11.

Business, Kenan-Flagler School of
Education, School of
Information and Library Science, School of
Institute of Government
Journalism and Mass Communication, School of
Law, School of
Social Work, School of

Health Affairs

Dentistry, School of	30
Dental Ecology.....	30
Diagnostic Sciences.....	30
Endodontics.....	30
Operative Dentistry.....	30
Oral Surgery.....	31
Orthodontics.....	31
Pediatric Dentistry.....	31
Periodontics.....	31
Prosthodontics.....	32

Medicine, School of	32
Anesthesiology.....	32
Biochemistry and Biophysics.....	32
Biomedical Engineering.....	33
Cell Biology and Anatomy.....	33
Dermatology.....	33
Emergency Medicine.....	33
Family Medicine.....	34
Medical Allied Health Professions Medicine.....	34
Microbiology and Immunology.....	34
Molecular Biology.....	35
Neurology.....	35
Obstetrics and Gynecology.....	35
Ophthalmology.....	35
Orthopaedics.....	36
Pathology and Laboratory Medicine.....	36
Pediatrics.....	36
Pharmacology.....	36
Physical Medicine and Rehabilitation.....	37
Psychiatry.....	37

Physiology.....	37
Radiation Oncology.....	37
Radiology.....	38
Social Medicine.....	38
Surgery.....	38

Nursing, School of: No department-level breakdowns; see school-level summary on p. 13

Pharmacy, School of: No department-level breakdowns; see school-level summary on p. 13

Public Health, School of.....	38
Biostatistics.....	38
Curriculum Practice and Leadership.....	39
Environmental Sciences and Engineering.....	39
Epidemiology.....	39
Health Behavior and Education.....	39
Health Policy and Administration.....	40
Maternal/Child Health.....	40
Nutrition.....	40
Public Health Nursing.....	40

College of Arts and Sciences

AMERICAN STUDIES, CURRICULUM IN 9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$57,102	\$57,102	\$57,102	\$57,102	1
Assoc Prof	
Asst Prof	
Instructor	
Subtotal	\$57,102	\$57,102	\$57,102	\$57,102	1
Non-Tenure Track					
Fixed Term	
Subtotal	\$57,102	\$57,102	\$57,102	\$57,102	1
Total	\$57,102	\$57,102	\$57,102	\$57,102	1

ANTHROPOLOGY 9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$82,858	\$65,381	\$60,994	\$69,361	7
Assoc Prof	\$63,726	\$54,352	\$44,468	\$54,258	6
Asst Prof	\$43,117	\$40,471	\$39,445	\$41,011	3
Instructor	
Subtotal	\$82,858	\$60,564	\$39,445	\$58,382	16
Non-Tenure Track					
Fixed Term	
Subtotal	\$82,858	\$60,564	\$39,445	\$58,382	16
Total	\$82,858	\$60,564	\$39,445	\$58,382	16

AFRICAN & AFRO-AMERICAN STUDIES, CURRICULUM IN 9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$92,000	\$87,688	\$83,375	\$87,688	2
Assoc Prof	\$60,714	\$60,241	\$59,768	\$60,241	2
Asst Prof	\$50,380	\$46,000	\$40,000	\$46,326	5
Instructor	
Subtotal	\$92,000	\$50,380	\$40,000	\$58,610	9
Non-Tenure Track					
Fixed Term	
Subtotal	\$92,000	\$50,380	\$40,000	\$58,610	9
Total	\$92,000	\$50,380	\$40,000	\$58,610	9

ART 9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$79,094	\$56,959	\$53,535	\$61,834	9
Assoc Prof	\$47,546	\$46,250	\$43,522	\$45,892	4
Asst Prof	\$50,727	\$38,943	\$37,100	\$40,984	5
Instructor	
Subtotal	\$79,094	\$52,131	\$37,100	\$52,500	18
Non-Tenure Track					
Fixed Term	
Subtotal	\$79,094	\$52,131	\$37,100	\$52,500	18
Total	\$79,094	\$52,131	\$37,100	\$52,500	18

ASIAN STUDIES, CURRICULUM IN
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track Professor	\$60,164	\$60,164	\$60,164	\$60,164	1
Assoc Prof	\$40,916	\$40,156	\$39,395	\$40,156	2
Instructor	\$60,164	\$40,916	\$39,395	\$46,825	3
Subtotal					
Non-Tenure Track	\$41,656	\$32,402	\$32,402	\$35,487	3
Fixed Term	\$41,656	\$32,402	\$32,402	\$35,487	3
Subtotal	\$60,164	\$40,156	\$32,402	\$41,156	6
Total					

BIOLOGY
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track Professor	\$106,314	\$69,893	\$55,986	\$73,673	18
Assoc Prof	\$67,071	\$59,800	\$49,950	\$58,929	9
Asst Prof	\$50,725	\$43,260	\$39,710	\$45,272	5
Instructor	\$106,314	\$63,800	\$39,710	\$65,089	32
Subtotal					
Non-Tenure Track	\$43,044	\$38,854	\$29,035	\$37,446	4
Fixed Term	\$43,044	\$38,854	\$29,035	\$37,446	4
Subtotal	\$106,314	\$62,142	\$29,035	\$62,017	36
Total					

CHEMISTRY
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track Professor	\$139,550	\$85,412	\$62,000	\$89,475	21
Assoc Prof	\$76,666	\$63,948	\$58,369	\$65,187	6
Asst Prof	\$48,150	\$46,625	\$44,000	\$46,258	3
Instructor	\$139,550	\$76,153	\$44,000	\$80,296	30
Subtotal					
Non-Tenure Track					
Fixed Term					
Subtotal	\$139,550	\$76,153	\$44,000	\$80,296	30
Total					

CITY & REGIONAL PLANNING
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track Professor	\$93,863	\$78,015	\$55,734	\$76,980	8
Assoc Prof	\$52,248	\$52,248	\$52,248	\$52,248	1
Asst Prof	\$46,235	\$44,592	\$42,417	\$44,415	3
Instructor					
Subtotal	\$93,863	\$62,677	\$42,417	\$66,777	12
Non-Tenure Track					
Fixed Term	\$63,000	\$63,000	\$63,000	\$63,000	1
Subtotal	\$63,000	\$63,000	\$63,000	\$63,000	1
Total	\$93,863	\$63,000	\$42,417	\$66,487	13

CLASSICS
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$86,169	\$67,172	\$58,249	\$71,993	11
Assoc Prof	\$49,332	\$46,258	\$43,183	\$46,258	2
Asst Prof	\$41,390	\$41,257	\$38,771	\$40,473	3
Instructor					
Subtotal	\$86,169	\$62,092	\$38,771	\$62,866	16
Non-Tenure Track					
Fixed Term	
Subtotal	\$86,169	\$62,092	\$38,771	\$62,866	16
Total					

COMMUNICATIONS STUDIES
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$99,000	\$79,250	\$59,500	\$76,358	7
Assoc Prof	\$47,500	\$44,825	\$44,000	\$45,442	3
Asst Prof	\$43,125	\$41,000	\$39,325	\$40,990	5
Instructor	\$40,000	\$39,075	\$38,150	\$39,075	2
Subtotal	\$99,000	\$44,825	\$38,150	\$56,114	17
Non-Tenure Track					
Fixed Term	\$37,625	\$37,625	\$37,625	\$37,625	1
Subtotal	\$37,625	\$37,625	\$37,625	\$37,625	1
Total	\$99,000	\$44,413	\$37,625	\$55,086	18

COMPARATIVE LITERATURE
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$86,500	\$86,500	\$86,500	\$86,500	1
Assoc Prof	\$54,779	\$54,779	\$54,779	\$54,779	1
Asst Prof	\$41,650	\$41,650	\$41,650	\$41,650	1
Instructor					
Subtotal	\$86,500	\$54,779	\$41,650	\$60,976	3
Non-Tenure Track					
Fixed Term	
Subtotal	\$86,500	\$54,779	\$41,650	\$60,976	3
Total					

COMPUTER SCIENCE
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$115,554	\$78,400	\$65,574	\$82,870	7
Assoc Prof	\$72,404	\$66,544	\$60,140	\$66,163	6
Asst Prof	\$63,000	\$60,577	\$57,018	\$60,293	4
Instructor					
Subtotal	\$115,554	\$67,000	\$57,018	\$71,661	17
Non-Tenure Track					
Fixed Term	\$78,600	\$78,600	\$78,600	\$78,600	1
Subtotal	\$78,600	\$78,600	\$78,600	\$78,600	1
Total	\$115,554	\$67,857	\$57,018	\$72,047	18

DRAMATIC ART
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$107,706	\$87,587	\$67,468	\$87,587	2
Assoc Prof	\$55,903	\$49,973	\$43,441	\$49,823	4
Asst Prof	\$38,902	\$38,902	\$38,902	\$38,902	1
Instructor					
Subtotal	\$107,706	\$55,249	\$38,902	\$59,052	7
Non-Tenure Track					
Fixed Term	\$46,618	\$38,904	\$36,706	\$39,945	5
Subtotal	\$46,618	\$38,904	\$36,706	\$39,945	5
Total	\$107,706	\$44,069	\$36,706	\$51,091	12

ECONOMICS
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$126,300	\$80,500	\$68,700	\$88,389	18
Assoc Prof	\$72,000	\$66,250	\$50,000	\$64,663	8
Asst Prof	\$57,000	\$52,000	\$46,000	\$51,750	4
Instructor					
Subtotal	\$126,300	\$72,000	\$46,000	\$77,177	30
Non-Tenure Track					
Fixed Term	\$48,500	\$48,500	\$48,500	\$48,500	1
Subtotal	\$48,500	\$48,500	\$48,500	\$48,500	1
Total	\$126,300	\$72,000	\$46,000	\$76,252	31

ENGLISH
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$140,000	\$71,583	\$55,606	\$75,611	36
Assoc Prof	\$63,000	\$51,256	\$43,573	\$51,139	14
Asst Prof	\$45,395	\$40,732	\$38,000	\$40,943	6
Instructor					
Subtotal	\$140,000	\$60,097	\$38,000	\$65,779	56
Non-Tenure Track					
Fixed Term					
Subtotal					
Total	\$140,000	\$60,097	\$38,000	\$65,779	56

GEOGRAPHY
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$82,025	\$63,347	\$59,000	\$66,930	4
Assoc Prof	\$66,588	\$60,544	\$54,500	\$60,544	2
Asst Prof	\$43,500	\$42,000	\$38,200	\$41,600	5
Instructor					
Subtotal	\$82,025	\$54,500	\$38,200	\$54,255	11
Non-Tenure Track					
Fixed Term					
Subtotal					
Total	\$82,025	\$54,500	\$38,200	\$54,255	11

GEOLOGY
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$95,000	\$69,700	\$55,700	\$70,774	9
Assoc Prof	\$54,000	\$51,300	\$47,100	\$50,800	3
Asst Prof	\$45,864	\$42,932	\$40,000	\$42,932	2
Instructor					
Subtotal	\$95,000	\$58,000	\$40,000	\$62,517	14
Non-Tenure Track					
Fixed Term					
Subtotal					
Total	\$95,000	\$58,000	\$40,000	\$62,517	14

GERMANIC LANGUAGE & LITERATURE
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$93,080	\$73,586	\$50,221	\$70,866	5
Assoc Prof	\$50,185	\$44,707	\$42,105	\$45,426	4
Asst Prof	\$36,984	\$36,984	\$36,984	\$36,984	1
Instructor					
Subtotal	\$93,080	\$50,203	\$36,984	\$57,302	10
Non-Tenure Track					
Fixed Term					
Subtotal					
Total	\$93,080	\$50,203	\$36,984	\$57,302	10

HISTORY
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$106,000	\$69,600	\$56,700	\$73,444	31
Assoc Prof	\$54,000	\$49,750	\$45,500	\$49,791	8
Asst Prof	\$42,500	\$41,500	\$37,900	\$40,633	3
Instructor					
Subtotal	\$106,000	\$66,600	\$37,900	\$66,595	42
Non-Tenure Track					
Fixed Term					
Subtotal					
Total	\$106,000	\$66,700	\$37,900	\$66,595	42

LEISURE STUDIES AND RECREATION ADMINISTRATION
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$58,866	\$58,866	\$58,866	\$58,866	1
Assoc Prof	\$53,851	\$51,759	\$49,666	\$51,759	2
Asst Prof	\$39,500	\$39,500	\$39,500	\$39,500	1
Instructor					
Subtotal	\$58,866	\$51,759	\$39,500	\$50,471	4
Non-Tenure Track					
Fixed Term	\$38,414	\$38,414	\$38,414	\$38,414	1
Subtotal	\$38,414	\$38,414	\$38,414	\$38,414	1
Total	\$58,866	\$49,666	\$38,414	\$48,059	5

LINGUISTICS
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$63,530	\$62,803	\$61,159	\$62,497	3
Assoc Prof	\$47,032	\$45,016	\$43,000	\$45,016	2
Instructor	\$40,280	\$40,280	\$40,280	\$40,280	1
Subtotal	\$63,530	\$54,096	\$40,280	\$52,967	6
Non-Tenure Track					
Fixed Term	
Subtotal	\$63,530	\$54,096	\$40,280	\$52,967	6

MARINE SCIENCE, CURRICULUM IN
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$100,655	\$79,287	\$55,583	\$78,703	4
Assoc Prof	\$45,375	\$43,587	\$41,800	\$43,587	2
Instructor	\$100,655	\$66,204	\$41,800	\$66,998	6
Subtotal	\$100,655	\$66,204	\$41,800	\$66,998	6
Non-Tenure Track					
Fixed Term	\$44,351	\$44,351	\$44,351	\$44,351	1
Subtotal	\$44,351	\$44,351	\$44,351	\$44,351	1
Total	\$100,655	\$55,583	\$41,800	\$63,763	7

MATHEMATICS
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$147,916	\$83,025	\$55,175	\$85,063	26
Assoc Prof	\$63,000	\$56,175	\$48,860	\$56,012	3
Asst Prof	
Instructor	\$147,916	\$78,000	\$48,860	\$82,058	29
Subtotal	\$147,916	\$78,000	\$48,860	\$82,058	29
Non-Tenure Track					
Fixed Term	\$38,500	\$36,195	\$33,890	\$36,195	2
Subtotal	\$38,500	\$36,195	\$33,890	\$36,195	2
Total	\$147,916	\$76,791	\$33,890	\$79,099	31

MUSIC
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$100,000	\$67,500	\$55,305	\$72,855	10
Assoc Prof	\$54,000	\$48,200	\$43,500	\$49,042	13
Asst Prof	\$43,000	\$40,979	\$38,957	\$40,979	2
Instructor	
Subtotal	\$100,000	\$53,791	\$38,957	\$57,922	25
Non-Tenure Track					
Fixed Term	\$45,000	\$45,000	\$45,000	\$45,000	1
Subtotal	\$45,000	\$45,000	\$45,000	\$45,000	1
Total	\$100,000	\$53,146	\$38,957	\$57,425	26

OPERATIONS RESEARCH
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$114,600	\$91,205	\$65,500	\$91,780	5
Assoc Prof	\$52,654	\$52,654	\$52,654	\$52,654	1
Asst Prof	
Instructor	
Subtotal	\$114,600	\$85,949	\$52,654	\$85,259	6
Non-Tenure Track					
Fixed Term	
Subtotal	\$114,600	\$85,949	\$52,654	\$85,259	6
Total	\$114,600	\$85,949	\$52,654	\$85,259	6

PHILOSOPHY
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$110,859	\$77,297	\$65,300	\$81,573	12
Assoc Prof	\$55,500	\$52,400	\$51,750	\$53,013	4
Asst Prof	\$46,538	\$44,520	\$42,502	\$44,520	2
Instructor	
Subtotal	\$110,859	\$70,007	\$42,502	\$71,109	18
Non-Tenure Track					
Fixed Term	\$47,311	\$47,311	\$47,311	\$47,311	1
Subtotal	\$47,311	\$47,311	\$47,311	\$47,311	1
Total	\$110,859	\$68,985	\$42,502	\$69,857	19

PHYSICAL EDUCATION, EXERCISE, AND SPORTS SCIENCE
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$74,080	\$60,551	\$53,885	\$61,868	6
Assoc Prof	\$50,323	\$50,000	\$44,253	\$48,192	3
Asst Prof	\$42,742	\$38,871	\$35,000	\$38,871	2
Instructor	\$35,000	\$35,000	\$35,000	\$35,000	1
Subtotal	\$74,080	\$52,104	\$35,000	\$52,377	12
Non-Tenure Track					
Fixed Term	\$41,015	\$33,428	\$33,373	\$35,939	3
Subtotal	\$41,015	\$33,428	\$33,373	\$35,939	3
Total	\$74,080	\$50,000	\$33,373	\$49,089	15

PHYSICS AND ASTRONOMY
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$113,707	\$64,056	\$57,801	\$68,026	19
Assoc Prof	\$57,485	\$53,120	\$52,623	\$54,409	3
Asst Prof	\$50,481	\$47,662	\$45,000	\$47,589	8
Instructor	
Subtotal	\$113,707	\$60,926	\$45,000	\$61,214	30
Non-Tenure Track					
Fixed Term	
Subtotal	\$113,707	\$60,926	\$45,000	\$61,214	30
Total	\$113,707	\$60,926	\$45,000	\$61,214	30

POLITICAL SCIENCE
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$94,070	\$77,325	\$59,500	\$77,916	16
Assoc Prof	\$59,025	\$56,746	\$50,800	\$55,937	8
Asst Prof	\$50,600	\$43,430	\$40,200	\$44,371	7
Instructor					
Subtotal	\$94,070	\$59,500	\$40,200	\$64,669	31
Non-Tenure Track					
Fixed Term	\$49,000	\$42,905	\$36,810	\$42,905	2
Subtotal	\$49,000	\$42,905	\$36,810	\$42,905	2
Total	\$94,070	\$59,025	\$36,810	\$63,350	33

PSYCHOLOGY
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$93,000	\$66,700	\$48,700	\$70,913	19
Assoc Prof	\$58,200	\$52,150	\$45,000	\$52,320	12
Asst Prof	\$43,700	\$42,300	\$40,000	\$42,000	3
Instructor					
Subtotal	\$93,000	\$56,458	\$40,000	\$61,800	34
Non-Tenure Track					
Fixed Term					
Subtotal					
Total	\$93,000	\$56,458	\$40,000	\$61,800	34

PUBLIC POLICY ANALYSIS, CURRICULUM IN
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$92,037	\$92,037	\$92,037	\$92,037	1
Assoc Prof					
Asst Prof	\$49,434	\$49,434	\$49,434	\$49,434	1
Instructor					
Subtotal	\$92,037	\$70,736	\$49,434	\$70,736	2
Non-Tenure Track					
Fixed Term					
Subtotal					
Total	\$92,037	\$70,736	\$49,434	\$70,736	2

RELIGIOUS STUDIES
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$102,760	\$79,289	\$79,115	\$87,123	5
Assoc Prof	\$54,259	\$50,377	\$47,388	\$50,708	6
Asst Prof	\$40,563	\$40,563	\$40,563	\$40,563	1
Instructor	\$35,000	\$35,000	\$35,000	\$35,000	1
Subtotal	\$102,760	\$53,146	\$35,000	\$62,725	13
Non-Tenure Track					
Fixed Term					
Subtotal					
Total	\$102,760	\$53,146	\$35,000	\$62,725	13

ROMANCE LANGUAGES AND LITERATURE
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$101,500	\$64,250	\$61,000	\$71,183	14
Assoc Prof	\$64,100	\$50,000	\$43,500	\$49,918	11
Asst Prof	\$38,700	\$36,738	\$34,776	\$36,738	2
Instructor	
Subtotal	\$101,500	\$63,000	\$34,776	\$59,968	27
Non-Tenure Track					
Fixed Term	\$42,000	\$30,250	\$26,365	\$32,872	6
Subtotal	\$42,000	\$30,250	\$26,365	\$32,872	6
Total	\$101,500	\$52,000	\$26,365	\$55,041	33

SLAVIC LANGUAGES AND LITERATURE
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$92,951	\$86,151	\$57,940	\$79,014	3
Assoc Prof	\$49,643	\$48,078	\$46,513	\$48,078	2
Asst Prof	\$39,124	\$36,538	\$33,952	\$36,538	2
Instructor	\$32,875	\$32,875	\$32,875	\$32,875	1
Subtotal	\$92,951	\$48,078	\$32,875	\$54,894	8
Non-Tenure Track					
Fixed Term	\$39,902	\$39,902	\$39,902	\$39,902	1
Subtotal	\$39,902	\$39,902	\$39,902	\$39,902	1
Total	\$92,951	\$46,513	\$32,875	\$53,228	9

SOCIOLOGY
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$114,000	\$93,000	\$62,000	\$89,670	11
Assoc Prof	\$61,000	\$58,276	\$49,000	\$56,638	4
Asst Prof	\$53,005	\$48,011	\$44,000	\$48,257	4
Instructor	
Subtotal	\$114,000	\$68,000	\$44,000	\$73,997	19
Non-Tenure Track					
Fixed Term	
Subtotal	
Total	\$114,000	\$68,000	\$44,000	\$73,997	19

STATISTICS
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$105,000	\$87,750	\$66,500	\$84,294	8
Assoc Prof	\$54,100	\$53,550	\$53,000	\$53,550	2
Asst Prof	\$51,276	\$51,276	\$51,276	\$51,276	1
Instructor	
Subtotal	\$105,000	\$71,000	\$51,276	\$75,702	11
Non-Tenure Track					
Fixed Term	
Subtotal	
Total	\$105,000	\$71,000	\$51,276	\$75,702	11

WOMEN'S STUDIES PROGRAM
9 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$57,750	\$56,504	\$56,257	\$56,504	2
Assoc Prof	
Asst Prof	
Instructor	
Subtotal	\$57,750	\$56,504	\$56,257	\$56,504	2
Non-Tenure Track					
Fixed Term	
Subtotal	
Total	\$57,750	\$56,504	\$56,257	\$56,504	2

School of Dentistry

DENTAL ECOLOGY 12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$186,273	\$147,040	\$135,670	\$156,328	3
Assoc Prof	\$49,734	\$48,606	\$47,479	\$48,606	2
Asst Prof	\$67,091	\$64,764	\$55,164	\$62,340	3
Subtotal	\$186,273	\$65,928	\$47,479	\$94,152	8
Non-Tenure Track					
Fixed Term	\$101,061	\$53,507	\$28,000	\$60,502	17
Subtotal	\$101,061	\$53,507	\$28,000	\$60,502	17
Total	\$186,273	\$55,940	\$28,000	\$71,270	25

DIAGNOSTIC SCIENCES 12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$132,950	\$132,929	\$132,907	\$132,929	2
Assoc Prof	\$103,028	\$101,145	\$96,587	\$100,253	3
Asst Prof	\$85,400	\$75,000	\$62,392	\$74,264	3
Subtotal	\$132,950	\$98,866	\$62,392	\$98,676	8
Non-Tenure Track					
Fixed Term	\$81,603	\$66,239	\$54,000	\$67,020	4
Subtotal	\$81,603	\$66,239	\$54,000	\$67,020	4
Total	\$132,950	\$83,501	\$54,000	\$88,124	12

ENDODONTICS 12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$180,000	\$180,000	\$180,000	\$180,000	1
Assoc Prof	\$95,995	\$79,123	\$62,251	\$79,123	2
Asst Prof	\$97,460	\$97,460	\$97,460	\$97,460	1
Subtotal	\$180,000	\$96,728	\$62,251	\$108,926	4
Non-Tenure Track					
Fixed Term	\$97,417	\$66,144	\$34,871	\$66,144	2
Subtotal	\$97,417	\$66,144	\$34,871	\$66,144	2
Total	\$180,000	\$96,706	\$34,871	\$94,666	6

OPERATIVE DENTISTRY 12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$118,831	\$104,854	\$90,607	\$104,787	4
Assoc Prof	\$99,775	\$93,268	\$82,716	\$92,257	4
Asst Prof	\$66,875	\$66,875	\$66,875	\$66,875	1
Subtotal	\$118,831	\$93,826	\$66,875	\$95,005	9
Non-Tenure Track					
Fixed Term	\$80,622	\$80,622	\$80,622	\$80,622	1
Subtotal	\$80,622	\$80,622	\$80,622	\$80,622	1
Total	\$118,831	\$93,268	\$66,875	\$93,567	10

ORAL SURGERY
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track Professor	\$174,083	\$170,628	\$81,494	\$142,068	3
Assoc Prof	\$154,202	\$154,202	\$154,202	\$154,202	1
Asst Prof	\$174,083	\$162,415	\$81,494	\$145,102	4
Non-Tenure Track					
Fixed Term	\$131,295	\$130,521	\$38,000	\$99,939	3
Subtotal	\$131,295	\$130,521	\$38,000	\$99,939	3
Total	\$174,083	\$131,295	\$38,000	\$125,746	7

ORTHODONTICS
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track Professor	\$188,152	\$120,338	\$88,289	\$132,260	3
Assoc Prof	\$102,456	\$101,645	\$100,835	\$101,645	2
Asst Prof	\$188,152	\$102,456	\$88,289	\$120,014	5
Non-Tenure Track					
Fixed Term	\$120,578	\$81,533	\$38,000	\$80,037	3
Subtotal	\$120,578	\$81,533	\$38,000	\$80,037	3
Total	\$188,152	\$101,645	\$38,000	\$105,023	8

PEDIATRIC DENTISTRY
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track Professor	\$132,081	\$100,957	\$77,659	\$106,501	5
Assoc Prof	\$117,811	\$100,248	\$97,368	\$105,142	3
Asst Prof	\$132,081	\$100,602	\$77,659	\$105,991	8
Non-Tenure Track					
Fixed Term	\$35,000	\$35,000	\$35,000	\$35,000	1
Subtotal	\$35,000	\$35,000	\$35,000	\$35,000	1
Total	\$132,081	\$100,248	\$35,000	\$98,103	9

PERIODONTICS
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track Professor	\$149,243	\$124,716	\$104,575	\$125,195	6
Assoc Prof	\$108,100	\$107,851	\$107,602	\$107,851	2
Asst Prof	\$149,243	\$116,847	\$104,575	\$120,859	8
Non-Tenure Track					
Fixed Term	\$77,480	\$41,450	\$39,660	\$48,518	5
Subtotal	\$77,480	\$41,450	\$39,660	\$48,518	5
Total	\$149,243	\$107,602	\$39,660	\$93,035	13

PROSTHODONTICS
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$116,848	\$113,953	\$111,058	\$113,953	2
Assoc Prof	\$121,725	\$89,599	\$75,882	\$94,178	7
Asst Prof	\$92,431	\$86,222	\$80,013	\$86,222	2
Subtotal	\$121,725	\$92,431	\$75,882	\$96,327	11
Non-Tenure Track					
Fixed Term	\$75,488	\$66,668	\$40,000	\$60,719	3
Subtotal	\$75,488	\$66,668	\$40,000	\$60,719	3
Total	\$121,725	\$89,489	\$40,000	\$88,697	14

School of Medicine

ANESTHESIOLOGY
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$344,500	\$205,965	\$186,370	\$222,311	9
Assoc Prof	\$172,314	\$167,473	\$166,006	\$168,598	3
Asst Prof	\$160,000	\$146,320	\$142,500	\$148,613	5
Instructor					
Subtotal	\$344,500	\$186,370	\$142,500	\$191,156	17
Non-Tenure Track					
Fixed Term	\$193,195	\$120,000	\$51,038	\$116,887	15
Subtotal	\$193,195	\$120,000	\$51,038	\$116,887	15
Total	\$344,500	\$147,782	\$51,038	\$156,343	32

BIOCHEMISTRY AND BIOPHYSICS
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$129,175	\$93,975	\$75,725	\$96,427	13
Assoc Prof	\$93,816	\$73,231	\$65,871	\$75,996	10
Asst Prof	\$69,480	\$68,688	\$67,896	\$68,688	2
Instructor					
Subtotal	\$129,175	\$86,033	\$65,871	\$86,036	25
Non-Tenure Track					
Fixed Term	\$62,503	\$40,811	\$28,229	\$43,089	4
Subtotal	\$62,503	\$40,811	\$28,229	\$43,089	4
Total	\$129,175	\$79,949	\$28,229	\$80,112	29

BIOMEDICAL ENGINEERING
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$136,240	\$123,245	\$110,250	\$123,245	2
Assoc Prof	\$72,619	\$72,619	\$72,619	\$72,619	1
Asst Prof	\$69,069	\$62,400	\$62,400	\$64,623	3
Instructor					
Subtotal	\$136,240	\$70,844	\$62,400	\$85,496	6
Non-Tenure Track					
Fixed Term	\$61,460	\$56,480	\$51,500	\$56,480	2
Subtotal	\$61,460	\$56,480	\$51,500	\$56,480	2
Total	\$136,240	\$65,735	\$51,500	\$78,242	8

CELL BIOLOGY AND ANATOMY
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$168,584	\$112,447	\$85,969	\$116,232	13
Assoc Prof	\$100,228	\$88,127	\$76,027	\$88,127	2
Asst Prof	\$68,973	\$67,210	\$65,447	\$67,210	2
Instructor					
Subtotal	\$168,584	\$102,249	\$65,447	\$107,158	17
Non-Tenure Track					
Fixed Term	\$52,774	\$44,938	\$33,793	\$44,406	9
Subtotal	\$52,774	\$44,938	\$33,793	\$44,406	9
Total	\$168,584	\$86,741	\$33,793	\$85,436	26

DERMATOLOGY
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$225,000	\$168,296	\$145,504	\$179,600	3
Assoc Prof	\$184,400	\$184,400	\$184,400	\$184,400	1
Asst Prof	\$121,527	\$121,527	\$121,527	\$121,527	1
Instructor					
Subtotal	\$225,000	\$168,296	\$121,527	\$168,945	5
Non-Tenure Track					
Fixed Term	\$49,963	\$49,963	\$49,963	\$49,963	1
Subtotal	\$49,963	\$49,963	\$49,963	\$49,963	1
Total	\$225,000	\$156,900	\$49,963	\$149,115	6

EMERGENCY MEDICINE
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$224,720	\$224,720	\$224,720	\$224,720	1
Assoc Prof	\$156,848	\$156,848	\$156,848	\$156,848	1
Asst Prof	\$149,060	\$143,338	\$126,000	\$139,763	6
Instructor					
Subtotal	\$224,720	\$144,681	\$126,000	\$152,518	8
Non-Tenure Track					
Fixed Term	\$120,750	\$82,866	\$44,982	\$82,866	2
Subtotal	\$120,750	\$82,866	\$44,982	\$82,866	2
Total	\$224,720	\$143,338	\$44,982	\$138,588	10

FAMILY MEDICINE
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$175,000	\$133,780	\$118,000	\$141,274	6
Assoc Prof	\$148,066	\$124,280	\$59,171	\$110,506	3
Asst Prof	\$115,000	\$114,500	\$104,680	\$111,393	3
Instructor					
Subtotal	\$175,000	\$124,682	\$59,171	\$126,112	12
Non-Tenure Track					
Fixed Term	\$157,500	\$102,750	\$44,000	\$100,389	24
Subtotal	\$157,500	\$102,750	\$44,000	\$100,389	24
Total	\$175,000	\$114,750	\$44,000	\$108,963	36

MEDICAL ALLIED HEALTH PROFESSIONS
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$148,390	\$99,000	\$57,500	\$101,630	3
Assoc Prof	\$75,000	\$58,500	\$49,000	\$58,703	15
Asst Prof	\$57,000	\$52,550	\$43,000	\$51,150	11
Instructor	\$54,500	\$50,920	\$47,000	\$50,807	3
Subtotal	\$148,390	\$54,250	\$43,000	\$59,391	32
Non-Tenure Track					
Fixed Term	\$56,100	\$51,250	\$21,750	\$48,426	18
Subtotal	\$56,100	\$51,250	\$21,750	\$48,426	18
Total	\$148,390	\$53,500	\$21,750	\$55,444	50

MEDICINE
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$245,000	\$144,041	\$91,155	\$142,233	39
Assoc Prof	\$155,820	\$120,000	\$75,000	\$117,647	21
Asst Prof	\$157,304	\$102,735	\$60,924	\$104,536	28
Instructor					
Subtotal	\$245,000	\$124,419	\$60,924	\$124,371	88
Non-Tenure Track					
Fixed Term	\$152,367	\$55,000	\$27,000	\$65,224	65
Subtotal	\$152,367	\$55,000	\$27,000	\$65,224	65
Total	\$245,000	\$100,000	\$27,000	\$99,244	153

MICROBIOLOGY AND IMMUNOLOGY
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$157,456	\$107,257	\$63,223	\$106,122	14
Assoc Prof	\$94,572	\$79,564	\$68,405	\$79,612	5
Asst Prof	\$66,950	\$62,400	\$60,000	\$62,733	6
Instructor					
Subtotal	\$157,456	\$81,608	\$60,000	\$90,407	25
Non-Tenure Track					
Fixed Term	\$63,000	\$51,037	\$38,000	\$51,029	6
Subtotal	\$63,000	\$51,037	\$38,000	\$51,029	6
Total	\$157,456	\$73,910	\$38,000	\$82,785	31

MOLECULAR BIOLOGY
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	
Assoc Prof	
Asst Prof	
Instructor	
Subtotal	
Non-Tenure Track					
Fixed Term	\$40,347	\$40,347	\$40,347	\$40,347	1
Subtotal	\$40,347	\$40,347	\$40,347	\$40,347	1
Total	\$40,347	\$40,347	\$40,347	\$40,347	1

NEUROLOGY

12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$225,160	\$152,339	\$147,182	\$169,255	4
Assoc Prof	\$114,464	\$110,288	\$106,111	\$110,288	2
Asst Prof	\$105,079	\$105,079	\$105,079	\$105,079	1
Instructor					
Subtotal	\$225,160	\$147,182	\$105,079	\$143,239	7
Non-Tenure Track					
Fixed Term	\$116,083	\$93,587	\$48,070	\$84,218	7
Subtotal	\$116,083	\$93,587	\$48,070	\$84,218	7
Total	\$225,160	\$105,595	\$48,070	\$113,729	14

OBSTETRICS AND GYNECOLOGY

12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$375,836	\$304,132	\$105,005	\$286,544	7
Assoc Prof	\$278,171	\$245,000	\$114,225	\$227,631	7
Asst Prof	\$230,000	\$197,293	\$132,500	\$192,848	6
Instructor					
Subtotal	\$375,836	\$241,250	\$105,005	\$237,815	20
Non-Tenure Track					
Fixed Term	\$241,667	\$117,500	\$33,440	\$119,168	12
Subtotal	\$241,667	\$117,500	\$33,440	\$119,168	12
Total	\$375,836	\$197,293	\$33,440	\$193,323	32

OPHTHALMOLOGY

12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$303,898	\$188,213	\$96,760	\$194,271	4
Assoc Prof	\$184,530	\$184,530	\$184,530	\$184,530	1
Asst Prof	\$110,000	\$110,000	\$110,000	\$110,000	2
Instructor					
Subtotal	\$303,898	\$160,085	\$96,760	\$168,802	7
Non-Tenure Track					
Fixed Term	\$75,000	\$64,174	\$53,348	\$64,174	2
Subtotal	\$75,000	\$64,174	\$53,348	\$64,174	2
Total	\$303,898	\$110,000	\$53,348	\$145,551	9

ORTHOPAEDICS

12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$222,997	\$209,787	\$86,413	\$173,066	3
Assoc Prof	\$200,433	\$198,367	\$173,953	\$190,832	5
Asst Prof	\$183,000	\$157,624	\$150,000	\$164,551	5
Instructor					
Subtotal	\$222,997	\$181,988	\$86,413	\$176,624	13
Non-Tenure Track					
Fixed Term	\$50,000	\$44,110	\$38,220	\$44,110	2
Subtotal	\$50,000	\$44,110	\$38,220	\$44,110	2
Total	\$222,997	\$179,130	\$38,220	\$158,955	15

PATHOLOGY AND LABORATORY MEDICINE

12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$233,200	\$112,211	\$79,509	\$126,841	19
Assoc Prof	\$154,530	\$81,919	\$67,812	\$97,706	11
Asst Prof	\$113,214	\$103,000	\$55,000	\$96,211	6
Instructor					
Subtotal	\$233,200	\$105,288	\$55,000	\$112,833	36
Non-Tenure Track					
Fixed Term	\$90,000	\$56,653	\$39,300	\$60,600	12
Subtotal	\$90,000	\$56,653	\$39,300	\$60,600	12
Total	\$233,200	\$91,429	\$39,300	\$99,775	48

PEDIATRICS

12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$280,500	\$122,544	\$85,345	\$133,023	24
Assoc Prof	\$136,253	\$94,401	\$76,618	\$101,089	19
Asst Prof	\$135,265	\$85,210	\$51,106	\$86,651	20
Instructor					
Subtotal	\$280,500	\$100,000	\$51,106	\$108,671	63
Non-Tenure Track					
Fixed Term	\$214,034	\$55,250	\$37,800	\$82,760	29
Subtotal	\$214,034	\$55,250	\$37,800	\$82,760	29
Total	\$280,500	\$92,735	\$37,800	\$100,503	92

PHARMACOLOGY

12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$155,000	\$101,650	\$83,981	\$101,972	11
Assoc Prof	\$75,776	\$75,247	\$64,783	\$71,547	5
Asst Prof	\$58,419	\$57,709	\$57,000	\$57,709	2
Instructor					
Subtotal	\$155,000	\$86,275	\$57,000	\$88,603	18
Non-Tenure Track					
Fixed Term	\$63,289	\$38,054	\$10,000	\$38,946	10
Subtotal	\$63,289	\$38,054	\$10,000	\$38,946	10
Total	\$155,000	\$70,937	\$10,000	\$70,868	28

PHYSICAL MEDICINE AND REHABILITATION

12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$235,040	\$235,040	\$235,040	\$235,040	1
Assoc Prof	\$110,725	\$110,725	\$110,725	\$110,725	2
Instructor	\$235,040	\$110,725	\$110,725	\$152,163	3
Subtotal					
Non-Tenure Track					
Fixed Term	\$43,700	\$43,700	\$43,700	\$43,700	1
Subtotal	\$43,700	\$43,700	\$43,700	\$43,700	1
Total	\$235,040	\$110,725	\$43,700	\$125,048	4

PHYSIOLOGY

12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$164,840	\$94,640	\$71,710	\$102,039	13
Assoc Prof	\$70,380	\$68,850	\$67,320	\$68,850	2
Asst Prof	\$59,045	\$58,083	\$57,120	\$58,083	2
Instructor					
Subtotal	\$164,840	\$94,350	\$57,120	\$92,963	17
Non-Tenure Track					
Fixed Term	\$62,300	\$47,500	\$35,000	\$48,235	6
Subtotal	\$62,300	\$47,500	\$35,000	\$48,235	6
Total	\$164,840	\$93,600	\$35,000	\$81,295	23

PSYCHIATRY

12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$243,800	\$101,679	\$67,749	\$126,606	10
Assoc Prof	\$200,000	\$99,138	\$56,502	\$96,233	10
Asst Prof	\$98,532	\$91,000	\$86,000	\$91,191	8
Instructor					
Subtotal	\$243,800	\$92,849	\$56,502	\$105,640	28
Non-Tenure Track					
Fixed Term	\$179,452	\$56,540	\$36,575	\$71,387	34
Subtotal	\$179,452	\$56,540	\$36,575	\$71,387	34
Total	\$243,800	\$85,085	\$36,575	\$86,856	62

RADIATION ONCOLOGY

12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$349,800	\$177,500	\$107,000	\$202,950	4
Assoc Prof	\$211,000	\$165,000	\$84,800	\$153,600	3
Asst Prof	\$58,000	\$58,000	\$58,000	\$58,000	1
Instructor					
Subtotal	\$349,800	\$146,500	\$58,000	\$166,325	8
Non-Tenure Track					
Fixed Term	\$75,400	\$66,700	\$58,000	\$66,700	2
Subtotal	\$75,400	\$66,700	\$58,000	\$66,700	2
Total	\$349,800	\$117,500	\$58,000	\$146,400	10

RADIOLOGY
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$349,800	\$241,500	\$87,870	\$223,659	8
Assoc Prof	\$216,000	\$196,000	\$80,000	\$185,000	9
Asst Prof	\$170,000	\$150,000	\$127,000	\$149,429	7
Instructor					
Subtotal	\$349,800	\$192,000	\$80,000	\$187,511	24
Non-Tenure Track					
Fixed Term	\$180,000	\$147,500	\$115,000	\$147,500	2
Subtotal	\$180,000	\$147,500	\$115,000	\$147,500	2
Total	\$349,800	\$190,000	\$80,000	\$184,433	26

SOCIAL MEDICINE
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$131,000	\$113,182	\$99,653	\$114,254	4
Assoc Prof	\$71,300	\$61,000	\$61,000	\$64,433	3
Asst Prof	\$52,000	\$52,000	\$52,000	\$52,000	1
Instructor					
Subtotal	\$131,000	\$85,477	\$52,000	\$87,790	8
Non-Tenure Track					
Fixed Term	\$51,039	\$51,039	\$51,039	\$51,039	1
Subtotal	\$51,039	\$51,039	\$51,039	\$51,039	1
Total	\$131,000	\$71,300	\$51,039	\$83,706	9

SURGERY
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$560,000	\$229,106	\$71,084	\$251,431	25
Assoc Prof	\$275,000	\$175,000	\$121,200	\$184,389	13
Asst Prof	\$283,305	\$160,000	\$60,258	\$162,474	24
Instructor					
Subtotal	\$560,000	\$179,183	\$60,258	\$202,939	62
Non-Tenure Track					
Fixed Term	\$283,305	\$68,275	\$49,920	\$100,119	11
Subtotal	\$283,305	\$68,275	\$49,920	\$100,119	11
Total	\$560,000	\$170,500	\$49,920	\$187,445	73

School of Public Health

BIOSTATISTICS
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$132,826	\$102,754	\$77,383	\$100,600	9
Assoc Prof	\$73,585	\$69,287	\$66,641	\$69,700	4
Asst Prof	\$68,234	\$64,423	\$58,478	\$63,889	4
Instructor					
Subtotal	\$132,826	\$77,383	\$58,478	\$84,692	17
Non-Tenure Track					
Fixed Term	\$77,217	\$67,244	\$60,255	\$67,729	7
Subtotal	\$77,217	\$67,244	\$60,255	\$67,729	7
Total	\$132,826	\$71,275	\$58,478	\$79,744	24

CURRICULUM PRACTICE AND LEADERSHIP
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	
Assoc Prof	
Asst Prof	
Instructor	
Subtotal	
Non-Tenure Track					
Fixed Term	\$95,000	\$95,000	\$95,000	\$95,000	1
Subtotal	\$95,000	\$95,000	\$95,000	\$95,000	1
Total	\$95,000	\$95,000	\$95,000	\$95,000	1

ENVIRONMENTAL SCIENCES AND ENGINEERING
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$141,000	\$98,134	\$80,152	\$99,720	17
Assoc Prof	\$78,152	\$76,623	\$72,081	\$75,869	4
Asst Prof	\$66,270	\$64,360	\$62,450	\$64,360	2
Instructor	
Subtotal	\$141,000	\$92,930	\$62,450	\$92,497	23
Non-Tenure Track					
Fixed Term	\$67,239	\$51,764	\$49,500	\$54,421	5
Subtotal	\$67,239	\$51,764	\$49,500	\$54,421	5
Total	\$141,000	\$87,711	\$49,500	\$85,698	28

EPIDEMIOLOGY
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$137,615	\$118,758	\$84,925	\$112,860	5
Assoc Prof	\$88,685	\$70,578	\$55,934	\$71,089	10
Asst Prof	\$68,381	\$58,095	\$56,207	\$59,857	5
Instructor	
Subtotal	\$137,615	\$70,578	\$55,934	\$78,723	20
Non-Tenure Track					
Fixed Term	\$68,250	\$51,205	\$44,726	\$53,273	7
Subtotal	\$68,250	\$51,205	\$44,726	\$53,273	7
Total	\$137,615	\$68,250	\$44,726	\$72,125	27

HEALTH BEHAVIOR AND EDUCATION
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$127,000	\$108,500	\$86,075	\$107,519	4
Assoc Prof	\$73,343	\$71,228	\$69,113	\$71,228	2
Asst Prof	\$63,770	\$61,501	\$59,232	\$61,501	2
Instructor	\$55,580	\$55,580	\$55,580	\$55,580	1
Subtotal	\$127,000	\$73,343	\$55,580	\$83,457	9
Non-Tenure Track					
Fixed Term	\$51,500	\$51,500	\$51,500	\$51,500	1
Subtotal	\$51,500	\$51,500	\$51,500	\$51,500	1
Total	\$127,000	\$71,228	\$51,500	\$80,261	10

HEALTH POLICY AND ADMINISTRATION
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$141,000	\$118,812	\$100,253	\$118,157	6
Assoc Prof	\$94,752	\$79,545	\$70,000	\$80,879	7
Asst Prof	\$69,028	\$63,000	\$60,442	\$63,723	5
Instructor					
Subtotal	\$141,000	\$79,772	\$60,442	\$88,539	18
Non-Tenure Track					
Fixed Term	\$64,132	\$60,527	\$50,000	\$58,796	4
Subtotal	\$64,132	\$60,527	\$50,000	\$58,796	4
Total	\$141,000	\$78,429	\$50,000	\$83,132	22

MATERNAL AND CHILD HEALTH
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$137,643	\$110,492	\$103,231	\$115,464	4
Assoc Prof	\$85,193	\$82,833	\$79,900	\$82,642	3
Asst Prof	\$69,061	\$60,239	\$59,926	\$63,075	3
Instructor					
Subtotal	\$137,643	\$84,013	\$59,926	\$89,901	10
Non-Tenure Track					
Fixed Term	\$64,660	\$64,660	\$64,660	\$64,660	1
Subtotal	\$64,660	\$64,660	\$64,660	\$64,660	1
Total	\$137,643	\$82,833	\$59,926	\$87,606	11

NUTRITION
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$145,000	\$105,239	\$86,443	\$111,946	5
Assoc Prof	\$82,588	\$72,051	\$65,500	\$73,804	5
Asst Prof	\$62,202	\$56,524	\$50,359	\$56,402	4
Instructor					
Subtotal	\$145,000	\$74,638	\$50,359	\$82,454	14
Non-Tenure Track					
Fixed Term	\$72,745	\$45,096	\$32,798	\$49,397	10
Subtotal	\$72,745	\$45,096	\$32,798	\$49,397	10
Total	\$145,000	\$65,413	\$32,798	\$68,680	24

PUBLIC HEALTH NURSING
12 Month Faculty

	HIGHEST	MEDIAN	LOWEST	MEAN	N
Tenure Track					
Professor	\$81,500	\$81,500	\$81,500	\$81,500	1
Assoc Prof	\$72,005	\$72,005	\$72,005	\$72,005	1
Asst Prof	\$60,917	\$59,575	\$58,233	\$59,575	2
Instructor					
Subtotal	\$81,500	\$66,461	\$58,233	\$68,164	4
Non-Tenure Track					
Fixed Term	\$52,102	\$48,609	\$43,280	\$47,711	5
Subtotal	\$52,102	\$48,609	\$43,280	\$47,711	5
Total	\$81,500	\$52,102	\$43,280	\$56,801	9

1997 THOMAS JEFFERSON AWARD CITATION

Donald Charles Jicha

Picture the summer of 1933. Events that would shape life in the United States for decades, particularly for students at Carolina, were unfolding. The stage is set for John Steinbeck's *Tortilla Flat*, unemployment is at an all-time high, FDR was inaugurated in March, the New Deal has begun, prohibition will be repealed by year's end, and on a sultry day in late July, Don Jicha is born in Chicago.

Fewer than forty years later Don would be ushering thousands of students through the General College here at UNC. As Associate Dean of the General College, he has direct responsibility, delegated by the Dean of Arts and Sciences, for more students than any other academic administrator on campus. Don's steady hand has remained on the rudder for more than twenty years, through four chancellors, five provosts, and three deans. And, like the indefatigable Energizer Bunny, he's still going.

Since day one of his arrival in Chapel Hill in 1960, Don has been an outstanding chemical educator. Recipient of the Johnston Scholars Teaching Award and the Senior Class Favorite Teacher Award, he sandwiched twenty-four years of excellent instruction between two Tanner Teaching Awards. As organizer of the introductory chemistry laboratories, he coordinates the work of more than sixty teaching assistants every semester. Caring for thousands of chemistry laboratory students is a Herculean task, yet Don does this as if it were only a minor perturbation in his daily schedule. He is beloved by students for the demanding lecture courses he teaches in addition to his laboratory and administrative commitments.

Infused with detailed knowledge of curricula, advising, and student activities, Don is a wonderful resource for faculty, staff and students. Those who work with Don see a practical approach to every problem, boundless commitment to the university, and endless optimism for the future. Dean Jicha is known as a listener among all segments of the Carolina population; sharing a problem with Don is always a good idea.

His level of involvement with undergraduates is exceptional. He writes about 300 letters of recommendation per year for students. How many faculty serve as the administrative leader for a unit the size of the General College and then stuff 300 letters into envelopes they printed themselves? Some of you may know that the first and second floor of Steele Building are occasionally referred to as Generous College: how well that nickname reflects the man at its center.

Don Jicha does not resemble the Jeffersonian ghost who walks the UVA campus on dark nights. Rather, he is a grass roots worker for improved campus life, both academic and social. As Don said earlier this week, "I'm not an administrator; I'm a trench fighter." Don often points out that "we're all just pilgrims," and what a great companion he is for the pilgrimage here at Carolina. Quietly he has often watched others take responsibility for his successes; equally often he has accepted responsibility for the errors of others. One nominating letter noted that "Don is as much a part of our University as the Davie Poplar, and every bit as strong and dependable."

Is it possible to reward a lifetime of university service as an outstanding instructor and dependable administrator with the Jefferson Award? Yes, it is. Today Don Jicha has been chosen by this faculty as the 1997 Thomas Jefferson Award recipient.

Prepared and presented by Joseph L. Templeton, Professor of Chemistry and Associate Dean of the College of Arts and Sciences.

REMARKS OF PROFESSOR JANE BROWN, CHAIR OF THE FACULTY APRIL 25, 1997, FACULTY COUNCIL MEETING

Three years ago when I began as chair of the faculty, I said my philosophy was that no one of us is as smart as all of us. And I still believe that. I believe that is why we have faculty government — so we can share our collective intellect and insight, so that the faculty can be a part of the future and the everyday running of the university. Collectively over the past three years, we have dealt with both the lofty and the mundane.

We began my tenure as chair getting clear about where faculty will sit in the Dean Dome. Now we all sit together up in the rafters! We then helped write a policy on consensual amorous relationships. We spent almost a year drafting a set of policies for faculty involvement in salary decisions. We've asked for a task force on intellectual climate, and we'll soon be hearing from them. We've endorsed the expansion of benefits to include the domestic partners of employees. And we've expanded our membership to include fixed-term faculty.

Just this week, we've learned that there will be a women's center in the West House here on campus thanks to the recommendations of the Task Force on Women at Carolina. Professor Marsha Collins, the former chair of our AAUP, will chair the advisory committee and lead us in developing the center and implementing the other recommendations of the task force. Kay Wijnberg also will be involved in that, and with that kind of leadership this will happen. This is great news.

We also are moving forward on renovating our classrooms — something we've been talking about for a couple of years — and I appreciate the work of the provost's office and Kate McGaughey in making this happen. Kate has provided a summary of which classrooms will be renovated over the next couple of years, and the contact persons will track what we want in those classrooms.

I also have learned over these past couple of years that much of what gets done gets done through our committees. I've attended more meetings in the last three years than I ever knew existed. But this is how we do things. I'm grateful for the hard work of these committees. This is the work that too often goes unrecognized and unrewarded and, worse, is sometimes ignored. This committee work is the essential work of faculty government. Let me give you some examples of what our committees have done this past year:

The Faculty Hearings Committee has conducted a thorough and thoughtful review of a difficult case in the glare of public scrutiny. The Committee on Black Faculty and Students has raised important concerns about our minority postdoctoral program. The Educational Policy Committee issued guidelines for a cooperative learning environment and has revised the final exam policy. The Committee on University Government revised and updated the Faculty Code and the Advisory Committee lead us in an informed discussion of guidelines for post-tenure review. The Agenda Committee created the agenda for the Council this year.

I would like to thank each of these committees and the other committees of the Council and their chairs for their generosity and commitment to the University community. I especially would like to thank the Agenda Committee and the ECFC, with whom I worked most closely. We've spent lots of time together, and I appreciate your dedication.

Most of the recommendations we've made over the last three years will have long-term positive effects on the whole University community. We should be proud of this progress and the extent of faculty involvement in these issues. Initially, I thought our committee structure was archaic and excessive, and I said we should change it: we should look at it, get rid of a lot of committees, streamline it, make it work better. But I have come to see over the past couple of years that although sometimes tedious, ultimately we come to solutions that work. The Council is a representative body of the faculty, and I've seen that it can be counted on to speak to the issues and to produce recommendations that serve the whole community. It's not always pretty, not usually fast — but it always is thoughtful and thorough.

This body and the faculty governance structure it represents will be even more important in the future. Over the past couple of years we have seen higher education, especially public higher education, come under increasing scrutiny from the public and the legislature. They basically are asking if they are getting their money's worth and if higher education is where our precious tax dollars should be spent. They are asking, 'Are college students learning what they need to know? Are the faculty working hard enough? What are the faculty doing? Are they teaching or just doing their own research? Do the faculty deserve to have guaranteed jobs, when all around us people are losing theirs because of downsizing and restructuring?' These aren't new questions, but they are now being asked and answered with legislation that we must pay attention to.

Over the past year, the Executive Committee of Faculty Council has spent most of its time in investigating how faculty might be involved in setting priorities and making decisions about how scarce monies will be distributed in the future. We luckily have not had to face the crisis and budget-cutting that many of our sister state institutions have, and to some extent we have had the luxury of thinking about how we might organize a process that works with or without a significant cut in funds. I believe it is vitally important that the faculty is knowledgeable about, and have a

role in making, these tough decisions about how money will be spent in the future. The Executive Committee is about to propose a way to do this.

We also have been involved in initial discussions about post-tenure review, and will have the opportunity to design a process for our campus this coming year. But this is only the tip of the iceberg of a much more fundamental conversation about tenure that we have to have. We have not been successful in shifting the prevailing perception that we have cushy jobs guaranteed for life. That's what the public thinks about tenure. We must do better in showing those outside our campus that we do much more than is asked of us, that what we do is valuable, and that most of us are working harder than we should.

We must demonstrate that we take seriously and act on the philosophy of academic freedom that requires us to investigate and discuss the difficult and perhaps unpopular topics of the day. We must make clear that tenure is not a lifetime job guarantee, but an obligation to do exceptional work both as teachers and scholars. We must be clear that faculty can lose the privilege of tenure if standards are not upheld. And we must be clear about what those standards are. These questions are on the table, and we must answer them, or they will be answered for us. I remain optimistic that we can answer these questions, and that we will continue to be the remarkable institution of higher education we have been for more than two centuries. Thank you all for this rare opportunity and honor to serve as chair of this remarkable faculty. I have made friends I would not have made otherwise. I have learned more about how this University works than I sometimes wanted to know. I have seen from behind the scenes how our faculty love this university and how dedicated they are to its future. I have seen faculty devote countless hours to search committees, task forces and standing committees purely in the interest of the University. It has been inspiring. It has been a privilege to get to know and to work with you.

FACULTY COUNCIL MEMBERS RETIRING JUNE 30, 1997

(includes Executive Committee of the Faculty Council and Alternates)

John Anderson
Pete Andrews
Ann Bailey
Melinda Beck (Alt. for Marcus Williams)
Stuart Bentley (Alt. for Hillel Gitelman)
Frayda Bluestein (elected for full term) (Alt. for Ben Loeb-97)
Watson Bowes (resigned)
Richard Brice
Edwin Brown (Alt. for Joy Kasson)
Sarah Chambers
John Conley (resigned) (Lolly Gasaway filling out his term -1999)
Carole Crumley (Leave 96-97, when term expires)
Janice Dodds
Terence Evens
Miles Fletcher
Dirk Frankenberg
Hillel Gitelman (retired 8/96)
Brian Herman (Alt. for Watson Bowes)
Ronald Hyatt (Alt. for Carole Crumley)
Carol Jenkins
Chuanshu Ji
Robert Johnstone
Joy Kasson (on leave 96-97, when term expires)
Nancy Lane (left UNC)
Barry Lentz (re-elected)
Stephen Leonard
Ben Loeb (resigned from FC)
Genna Rae McNeil (re-elected)
Abigail Panter
James Peacock
David Pike (resigned from FC)
George Rabinowitz
Jordan Renner (Alt. for Gregory Strayhorn)
Susanna Rinehart (Alt. for Nancy Lane; left UNC)
John Rutledge
Geoffrey Sayre McCord (Alt. for David Pike)
Debra Shapiro
Gregory Strayhorn (on leave 96-7, when term expires)
Gary Stuck
David Weber
Marcus Williams (left UNC)
Bonnie Yankaskas

JANE DELANO BROWN

If leadership is one person inspiring others to do for themselves, Jane Brown has been a leader by example, by inclusion, and by unselfishness. As Chair of the Faculty from 1994 to 1997, she has led by guiding the Faculty Council and its Executive Committee; by responding daily to an endless flow of voice mail, E-mail, U.S. and campus mail, and telephone requests; by assigning and prodding a task force or committee; by representing us to the UNC System through the Faculty Assembly; by walking the corridors of the General Assembly on behalf of faculty concerns; by initiating a new Chancellor, a new Provost, and a new Secretary of the Faculty; and by interpreting us to the Board of Trustees, the alumni, the media, and the people of North Carolina.

Few have led us more gracefully and wisely. Ever busy, she has always found time to listen and to hear. The competition of demands has never ruffled her patience and calm. For her, the old ways of doing things have never stood in the way of new and better ideas. Disappointment has never robbed her of her gloriously omnipresent smile. While it is probably true that one cannot please all the people all the time, she has earned the respect of all by her claims on reason and fairness. To those variously connected to the University, she has made us all a little prouder to be Tar Heels.

We, the faculty of the University of North Carolina at Chapel Hill, on this 25th day of April, 1997, hereby present to Jane Brown this Resolution of Gratitude.



THE UNIVERSITY OF NORTH CAROLINA
AT
CHAPEL HILL

Memorandum

Department of History

TO: Jane Brown, Chairperson, Faculty Council
Faculty Council

FROM: Genna Rae McNeil
Co-chair Faculty Hearings Committee

DATE: April 24, 1997

RE: Correction of statistics communicated in letter of 21 March 1997

CB# 3195, Hamilton Hall
The University of North Carolina at Chapel Hill
Chapel Hill, NC 27599-3195

This memorandum is sent to correct a statement communicated in the 21 March 1997 letter of a five member faculty panel of the Faculty Hearings Committee.

Since 21 March further research and inquiries have been undertaken to determine in how many cases chancellors of constituent institutions disagreed with recommendations from faculty advisory committees in cases involving possible discharge as a disciplinary action. To represent clearly and accurately the context for understanding any recent actions of the Faculty Hearings Committee and the Chancellor, I direct your attention to our latest findings, which include the following salient facts:

*With respect to the UNC cases that have been considered on appeal to the Board of Governors since 1972, the available records researched, to date, indicate that in at least two cases the chancellor of a UNC constituent institution disagreed with a recommendation of the advisory faculty committee.

*With respect to UNC-Chapel Hill cases that have been considered on appeal to the Board of Governors since 1980, the available records researched, to date, indicate that in at least one case the Chancellor disagreed with and disregarded a recommendation of the advisory faculty committee and that the Chancellor's recommendation of discharge was upheld by the Board of Trustees of UNC-Chapel Hill and the Board of Governors of UNC.

*For at least two reasons, the UNC-CH Faculty Hearings Committee can not purport to answer comprehensively the query regarding the number of cases concerning discharge in which a chancellor has recommended discharge despite a faculty recommendation that an alternative disciplinary action be taken.

First, committee members have no knowledge of an undetermined number of campus disciplinary cases that may never have been appealed to the Board of Governors.

Second, given rules of confidentiality and differing practices of records management from campus to campus, a comprehensive search would be extremely difficult to conduct, perhaps not feasible.

Therefore, please be advised that on behalf of the signatories to the letter of 21 March 1997, I offer the aforementioned necessary corrections as further information to the Faculty Council. In a separate letter transmitted today, I have apologized to the Chancellor for the errors in the communique of 21 March 1997. Finally, the panel is pleased that the Faculty Council has decided to reconsider the process and regulations as they address the disciplinary action of discharge of a tenured faculty member.

xc: Michael Hooker
Susan Ehringhaus
Richard Robinson
Faculty Hearings Committee

April 25, 1997, Faculty Council Meeting
1996-1997 Faculty Salary Report, Part I: Internal Statistics
Faculty Welfare Committee, March 31, 1997

The *1996-1997 Faculty Salary Report, Part I: Internal Statistics*, compiled by Lynn E. Williford, of the Office of Institutional Research (OIR), was produced in February of this year. Prior to its publication, a subcommittee of the Faculty Welfare Committee, consisting of Profs. Francoise Seillier-Moiseiwitsch (Biostatistics), James Allen (Health Policy and Administration) and Steven Bachenheimer (Microbiology and Immunology) reviewed the report with Dr. Williford, and Dr. Tim Sanford, Director of OIR.

Review: OIR and especially Dr. Williford are to be commended for the excellent job in presenting both detailed information and overview comparisons of faculty salaries. Besides providing statistics on University-wide faculty salaries (Table 1, pg.4), and changes in salaries between 1995-96 and 1996-97 (Table 2, pg.5), data are also presented on average salary changes for continuing faculty (Table 4, pg.7), and very importantly, comparisons of faculty salaries, broken down by Divisions and Schools (pgs.8-11). In the Division of Health Affairs, the salaries within the School of Medicine are further broken down to separately present faculty salaries in basic science and clinical departments. All of these data, as well as information at the departmental level, contained in an Appendix, are broken down to reflect high, median, low and mean salary figures for tenure track ranks (professor, associate, assistant and instructor), and for fixed term faculty. The information on median salaries is quite useful as it minimizes effects of small numbers of very high or very low salaries within a particular cell. For the first time the OIR report presents comparisons of faculty salary by status, including gender differences broken down to the School level (Table 5, pg. 14) and differences in salaries between recent hires and continuing faculty (Table 6, pg. 16).

The level of detail is now sufficient that any person wishing to do comparative research on salaries within the university has a good data base in this report. The availability of individual by individual salary information at several locations throughout the university offers any level of additional detail that one might ordinarily seek. OIR should be encouraged to continue compiling and presenting comparative data on male and female faculty salaries as well as salaries of recent versus continuing faculty. This type of information becomes more valuable as it is compiled over a longer time period. The *Faculty Salary Report* is currently distributed automatically to deans, department chairs and selected members of the administration and faculty. Any faculty member may obtain a copy of the report upon request from the OIR.

Recommendations: The Welfare Committee recommends improvements in three areas. First, standard deviations should be reported for "mean" data in the larger group analyses (Divisions and Schools). This can quickly give a feeling for the shape of the distributions of salaries at any rank. Second, OIR may wish to consider compiling data on salaries that reflect time of service. A table, (broken down to the Division and School level), which compares salaries for assistant professors subdivided into "first" and "second" contract, and for associate and full professors subdivided into "less than 5 years in rank" and "successive 5 years intervals in rank" can provide over time, a measure of the prevalence and impact of salary compression. Finally, the OIR should consider placing the report on the University Web site in an effort to widen the report's exposure in a cost-effective way.

Resolution 97-9. Revising the Faculty Code of University Government

2nd Edition Engrossed

4/25/97

1 The General Faculty resolves:

2 The Faculty Code of University Government is revised to read as follows:

3

4

THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

5

THE FACULTY CODE OF UNIVERSITY GOVERNMENT

6

7

8

9

Subject to the powers of the Board of Governors of the University of North Carolina, the president of the University of North Carolina, the Board of Trustees of the University of North Carolina at Chapel Hill, and the chancellor of the University of North Carolina at Chapel Hill, the faculty of the University of North Carolina at Chapel Hill has enacted the following *Faculty Code of University Government*:

10

11

ARTICLE 1 THE GENERAL FACULTY

12

13

14

15

16

17

18

19

§ 1-1. Members. The General Faculty consists of all persons holding appointments to the ranks of professor, associate professor, assistant professor, instructor, lecturer, any of the formally authorized lecturer-equivalent ranks, persons holding the ranks of librarian, associate librarian, assistant librarian, and general librarian under procedures approved by the chancellor, and the following officers of the administration, ex officio: the president, the chancellor, the provost and vice provosts, and the vice chancellors; the university librarian, the university registrar, the directors of the Press, Extension Division, Undergraduate Admissions, and Student Health Service; and such other officials having responsibility for making and administering educational, research, and student welfare policies as shall be approved by the faculty Advisory Committee for ex officio membership on the General Faculty.

20

21

§ 1-2. Organization. (a) Presiding officer. The chancellor shall be the presiding officer of the General Faculty. The chair of the faculty shall be chair pro tempore of the General Faculty and shall preside in the absence of the chancellor.

22

(b) Minutes. The secretary of the faculty shall keep a record of the proceedings.

23

(c) Quorum. The presence of one hundred twenty-five voting members shall be necessary for a quorum.

24

(d) Bylaws. The General Faculty may adopt bylaws to govern its proceedings.

25

26

27

§ 1-3. Meetings. The General Faculty shall meet at least once in the fall semester and once in the spring semester in each academic year. Special meetings may be called by the chancellor, or, in his or her absence, by the chair of the faculty, and shall be called on the written request of ten percent of the voting members of the General Faculty.

28

29

30

§ 1-4. Voting. (a) Except as otherwise provided in this Code, the voting faculty comprises (i) all members of the General Faculty having tenured or probationary-term appointments, (ii) librarians who are members of the General Faculty, and (iii) fixed-term faculty whose positions satisfied the following criteria:

31

32

33

34

35

36

37

(1) The position is for full-time employment and is not a visiting appointment; and

(2) The duties of the position include teaching, research, or both; and

(3) The actual or anticipated length of service in the position is at least three years. This criterion is satisfied if (i) the current term of appointment is for three years or more, or (ii) the appointment is a renewal appointment to the same position and the combined length of the current term and the immediately preceding terms is three years or more.

38

§ 1-5. Office-holding. Only members of the voting faculty are eligible to hold offices established by the Code.

39

§ 1-6. Powers. The General Faculty shall have power:

40

41

42

(1) To establish the policies governing the educational activities of, and the award of academic degrees by The University of North Carolina at Chapel Hill and to promulgate such regulations as are necessary to implement established policies;

- 1 (2) To request information and reports from and to give advice to the chancellor with respect to any matter
 2 affecting the life of the University;
 3 (3) To act upon reports from—and to make recommendations to—the Faculty Council, faculty committees,
 4 colleges, schools, institutes, and other units of the University;
 5 (4) To discuss and resolve upon matters relating to the life of the University;
 6 (5) To join with the chancellor and other officers of administration and the student body in regulating student
 7 conduct and discipline;
 8 (6) To delegate its powers, except the power to establish or amend this *Code*, to such officers and bodies as
 9 may be established herein.

10 **§ 1-6. Code Amendments.** Proposals to amend this *Code* must be passed on two separate readings. At the meeting at
 11 which it is introduced, the proposal must receive the affirmative votes of a majority of the voting members of the
 12 General Faculty present and voting. Upon such tentative approval, the proposal shall be referred to the Committee on
 13 University Government, which shall consider the proposal and report its recommendations to the next regular or special
 14 meeting of the General Faculty. When the proposal is reported by the Committee on University Government, those
 15 present shall first determine whether to submit the proposal to a general referendum, which shall be done upon motion of
 16 one-third of those present and voting. If the proposal is not submitted to a general referendum, passage shall require the
 17 affirmative votes of two-thirds of those present and voting. Before the final vote is taken on a proposal that is not
 18 submitted to a general referendum, any faculty member present may ask for a ruling of the presiding officer as to
 19 whether the proposal has been so materially amended that the text of the proposal as tentatively approved does not
 20 constitute a fair representation of the substance of the proposal as amended. If the presiding officer so rules, final action
 21 shall be deferred until the next meeting of the General Faculty, or the proposal shall be submitted to a general
 22 referendum, as may be decided by a majority of those present and voting. When a proposal is submitted to a general
 23 referendum, the secretary of the faculty shall mail a ballot and a copy of the proposal, together with any written report or
 24 explanatory material accompanying it, to each voting member of the General Faculty. Ballots must be returned to the
 25 secretary of the faculty not later than 15 days after the date of mailing. In a general referendum, passage shall require the
 26 affirmative votes of three-fifths of those voting.

27 **§ 1-7. Policy on Section of Officers.** It is the policy of the General Faculty that in selecting persons to fill positions
 28 established by or pursuant to this *Code*, consideration should be given to the factors of departmental affiliation, faculty
 29 rank, tenure status, color, age, and sex to the end that diversity of interests among the faculty are appropriately reflected
 30 in the various organs of faculty government.

31 **ARTICLE 2** 32 **THE FACULTY COUNCIL**

33 **§ 2-1. Legislative power vested in Council.** The legislative powers of the General Faculty shall be vested in a
 34 Faculty Council.

35 **§ 2-2. Members.** (a) The Council shall consist of two groups of members, ex officio and elected.

36 (b) The ex officio members shall be: the chancellor, the provost and vice provosts, ~~and the~~ vice chancellors, the dean
 37 of the General College and the College of Arts and Sciences, the dean of the Graduate School, the chair of the faculty,
 38 the secretary of the faculty, members of the Executive Committee of the Faculty Council and delegates to the Faculty
 39 Assembly who are not otherwise elected or ex officio members of the Council, and the chairs of standing committees of
 40 the faculty.

41 (c) ~~Members of the General Faculty holding the ranks of professor, Associate professor, Assistant professor,~~
 42 ~~Librarian, Associate Librarian, and Assistant Librarian.~~ All members of the voting faculty are eligible for election to the
 43 Council.

44 (d) The elected members of the Council shall be chosen by and from the electoral divisions defined in subsection (e),
 45 on the basis of one representative for each of the ranks of lecturer (or its equivalent), instructor, assistant professor,
 46 associate professor, and professor for each twenty-five faculty members eligible to vote in Council elections or major
 47 fraction thereof of the same rank in the respective divisions. If there are too few eligible faculty members in a given rank
 48 to qualify for at least one representative, that rank shall be combined with the least numerous adjacent rank for purposes
 49 of computing representation and electing representatives. Representation is determined by the composition of the
 50 electoral division at the beginning of the fall semester of the academic year in which the election is held.

51 (e) The electoral divisions are:

- 1 (1) The Division of Fine Arts of the College of Arts and Sciences;
- 2 (2) The Division of Humanities of the College of Arts and Sciences,
- 3 (3) The Division of Basic and Applied Natural Sciences of the College of Arts and Sciences and The Institute
- 4 of Marine Sciences;
- 5 (4) The Division of Social Sciences of the College of Arts and Sciences,
- 6 (5) The University Libraries and The School of Information and Library Science;
- 7 (6) The Kenan-Flagler School of Business;
- 8 (7) The School of Education;
- 9 (8) The School of Journalism and Mass Communication
- 10 (9) The School of Law;
- 11 (10) The School of Social Work
- 12 (11) The Institute of Government;
- 13 (12) The School of Medicine;
- 14 (13) The School of Dentistry;
- 15 (14) The School of Nursing;
- 16 (15) The School of Pharmacy;
- 17 (16) The School of Public Health.

18 (f) Departments and other units initiating faculty appointments that are not assigned to an electoral division by
19 subsection (e) shall be assigned to an appropriate division by the secretary of the faculty.

20 (g) In 1985 and every five years thereafter, the Committee on University Government shall adjust the apportionment
21 factor so that the number of elected members of the Council is as near seventy as practicable. Such an adjustment shall
22 be deemed an amendment of subsection (d) and shall be reported promptly to the secretary of the faculty and by him or
23 her to the General Faculty.

24 (h) The Committee on University Government, with the approval of the chancellor, may amend the provisions of this
25 section to adjust details of the pattern of elective and ex officio membership herein established whenever required by
26 changes in the organization of the University.

27 **§ 2-3. Terms.** Elected members of the Council shall serve for terms of three years and shall not be eligible for
28 election more than twice in any period of seven years. Nominations and elections shall be held in the spring semester in
29 each academic year and the term of office shall begin on July 1. A member's term of office shall not be affected by his
30 or her promotion during the term or by reapportionment of the Council before expiration of the term.

31 **§ 2-4. Nomination and election.** (a) Nominations for election to the Faculty Council shall be the responsibility of
32 the Nominating Committee. ~~Each spring the Nominating Committee shall provide the Secretary of the Faculty with the~~
33 ~~names of nominees for each position to be filled by election that year in accordance with the provisions of Section~~
34 ~~IV.B.3.a of this Code.~~ Other names may be added to the ballot by written nomination submitted to the secretary of the
35 faculty by ten percent or more of the faculty members of the division for which the nomination is made.

36 (b) The Nominating Committee shall establish divisional nominating committees of three to five members within
37 each electoral division of the Faculty Council. These committees shall recommend nominees for the Faculty Council.
38 Each committee shall recommend at least two nominees for each vacancy within its electoral division. The divisional
39 committees normally shall be drawn from the retiring members of the Faculty Council and each shall be as widely
40 representative of the departments in its electoral division as possible. Service on a divisional nominating committee shall
41 be for one year.

42 (b) Members representing electoral divisions shall be chosen by members of the voting faculty whose primary
43 appointments are in schools or departments assigned to that electoral division. Ballots containing the nominations shall
44 be distributed to the appropriate division by the secretary of the faculty. Elections shall be determined by a plurality of
45 the votes cast.

46 (c) The secretary of the faculty shall decide tie votes by lot.

47 (d) The secretary of the faculty shall fill vacancies for the remainder of unexpired terms from the list of those voted
48 on in the most recent election for that division in the order of the highest number of votes received. If all such persons
49 decline appointment or are no longer eligible for election, the Nominating Committee shall fill the vacancy for the
50 remainder of the unexpired term. Council members taking leave for not longer than one year may be temporarily
51 replaced during such leave in like manner. Council members taking leave for longer than one year shall be deemed to
52 have resigned from the Council.

1 **§ 2-5. Organization.** Pursuant to Section 502(D)(2) of *The Code of the Board of Governors of The University of*
 2 *North Carolina*, the chancellor has the right to preside over the deliberations of the Faculty Council. The chair of the
 3 faculty shall preside upon the request of the chancellor. The secretary of the faculty shall be secretary of the Council ex
 4 officio. The presence of a majority of the elected members shall be necessary for a quorum. The Council may adopt
 5 bylaws to govern its proceedings.

6 **§ 2-6. Meetings.** The Council shall meet regularly each month from September through April. Special meetings may
 7 be called by the chancellor, or, in his or her absence, by the chair of the faculty, and shall be called upon the written
 8 request of ten members of the Council. It shall be the duty of all members to attend all regular and special meetings of
 9 the Council, save for good cause. If any voting member is absent for two successive regular meetings without cause, the
 10 Council may declare his or her membership vacant.

11 **§ 2-7. Voting.** All elected members and the chair of the faculty, and ex officio members serving by virtue of
 12 membership on the Executive Committee of the Faculty Council shall have the right to vote. Ex officio members shall
 13 have the right to make motions and otherwise participate in the Council's deliberations, but shall not vote. The presiding
 14 officer shall vote only in case of a tie.

15 **§ 2-8. Powers.** (a) The Council shall exercise the legislative powers of the General Faculty:

- 16 (1) To determine the educational policies of the University and the rules and regulations under which
- 17 administrators and faculty will conduct the educational activities of the University;
- 18 (2) To prescribe the requirements for admissions, programs of study, and the award of academic degrees by
- 19 the University in the context of the basic educational policies of the University and the special
- 20 competencies of the faculties of particular colleges and schools;
- 21 (3) To recommend persons for honorary degrees and special awards;
- 22 (4) To advise the chancellor and other officers of administration and the student body in matters of student
- 23 conduct and discipline, and to approve any rules and regulations governing student conduct that affect
- 24 academic standards of performance.

25 (b) The Council shall also have power, concurrently with the General Faculty:

- 26 (1) To provide for such standing and special committees as the Council may deem necessary or useful for the
- 27 effective and expeditious conduct of its business;
- 28 (2) To act upon reports from—and to make recommendations to—the General Faculty, faculty committees,
- 29 colleges, schools, institutes, and other units of the University;
- 30 (3) To request information and reports from and to give advice to the chancellor and other officers of
- 31 administration with respect to any matter affecting the life of the University;
- 32 (4) To discuss and resolve upon matters relating to the life of the University.

33 **§ 2-9. Minutes.** Summaries of the actions of the Council shall be sent promptly to every member of the General
 34 Faculty.

35 **§ 2-10. Executive Committee of the Faculty Council.** (a) The Executive Committee of the Faculty Council shall
 36 consist of the chair of the faculty, the secretary of the faculty, and twelve voting members of the General Faculty elected
 37 by the Faculty Council for renewable three-year terms. The term of office shall begin on July 1. Six of the initial
 38 members of the Executive Committee shall be appointed by the chair of the faculty and six shall be elected by the
 39 Faculty Council in the manner provided in paragraph (2), below. The initial selections shall be for a combination of one-
 40 , two-, and three-year terms so that thereafter four seats will become open each year. As the initial terms expire, all seats
 41 shall be filled by election. No person shall serve as an elected member of the Executive Committee for more than six
 42 years in any period of seven years.

43 (b) The Advisory Committee shall nominate candidates for open seats in the ration of no fewer than three to two.
 44 Other names may be added to the ballot by written nomination submitted to the secretary of the faculty by seven or more
 45 Faculty Council members. Nominations and elections shall be held in the spring semester in each academic year.
 46 Vacancies shall be filled in the manner provided for vacancies in the Faculty Council [§ 2-4(d)] except that the Advisory
 47 Committee shall act instead of the Nominating Committee.

48 (c) The chair of the faculty shall convene the Executive Committee and preside at its sessions.

49 (d) For the purposes of § 4-1 of this Code, the Executive Committee shall be deemed a Committee of the Faculty
 50 Council and not a standing committee of the General Faculty.

51 (e) The Executive Committee shall have the following powers and duties:

- 1 (1) To exercise the consultative powers delegated to the Faculty Council by sections § 2-8(b)(3) and § 2-8(b)(4), above, subject to such restrictions or instructions as the Council may from time to time establish.
- 2
- 3 (2) When prompt action is required, to exercise the legislative powers delegated to the Faculty Council by
- 4 sections § 2-8(a)(1) and § 2-8(a)(4), above, subject to confirmation by the Council at its next regular
- 5 meeting.
- 6 (3) To serve as an advisory committee to the chair of the faculty.
- 7 (4) To represent the Faculty Council and the General Faculty in advising the University administration with
- 8 respect to issues, such as planning the setting of University priorities, that the Committee deems important
- 9 to the University's mission.
- 10 (5) To work with the various officers and groups within the University toward the realization of goals set in
- 11 actions of the Faculty Council.
- 12 (6) To report to the Council at regular intervals, including reporting annually on the status of the
- 13 implementation of resolutions of the Faculty Council.

14 **ARTICLE 3**

15 **OFFICERS OF THE FACULTY**

16 **§ 3-1. The chair of the faculty.** (a) The chair of the faculty shall serve as chair pro tempore of the Faculty Council
 17 and of the General Faculty, shall make an annual report to the Faculty Council on the state of the faculty, shall represent
 18 the chancellor in all academic matters whenever the chancellor may request him or her to do so, and shall have such
 19 other responsibilities as may be determined by the chancellor or the Faculty Council. He or she shall serve ex officio as
 20 chair of the Executive Committee of the Faculty Council, the Agenda Committee, and the Faculty Assembly Delegation,
 21 and as a member of the Advisory Committee and the Nominating Committee.

22 (b) The chair of the faculty shall serve for a term of three years and shall not be eligible for immediate reelection.
 23 Nominations and elections shall be held in the spring semester, every third year, and the person elected shall take office
 24 on July 1 following the election.

25 (c) Nominations shall be made by the Advisory Committee, which shall select and submit the names of three
 26 qualified persons. The nominee receiving the highest number of votes in the election shall be deemed elected, unless he
 27 or she has failed to receive a majority of the votes cast. In that event, a run-off election shall be held between those who
 28 received the highest and the next highest number of votes in the previous election, and the person receiving the highest
 29 number of votes in the run-off election shall be deemed elected. Interim vacancies in the office of chair of the faculty
 30 shall be filled through appointment by the Advisory Committee.

31 **§ 3-2. The secretary of the faculty.** (a) The secretary of the faculty shall keep minutes of all meetings of the
 32 General Faculty and of the Faculty Council and enter them in the Permanent Minute Books of the Faculty, conduct all
 33 elections of the General Faculty and the Faculty Council, and conduct correspondence pertaining to elections and actions
 34 of the two faculty bodies. He or she shall maintain files of all nominations and citations for honorary degrees and special
 35 awards. He or she shall serve ex officio as a member of the Agenda Committee, the Nominating Committee, the
 36 Advisory Committee, the Committee on University Government, and the Committee on Honorary Degrees and Special
 37 Awards.

38 (b) The secretary of the faculty shall serve for a term of five years and shall be eligible for reelection. The Advisory
 39 Committee shall nominate one member of the faculty having permanent tenure to the Faculty Council, which, after
 40 opportunity has been given for nominations from the floor, shall proceed to elect a secretary of the faculty.

41 **ARTICLE 4**

42 **STANDING COMMITTEES**

43 **§ 4-1. Organizational principles.** The existing standing committees of the faculty and new committees shall be
 44 organized as nearly as practicable in accordance with the following principles:

- 45 (1) No committee shall consist of more than seven members, unless authorized by the chancellor and
- 46 Advisory Committee.
- 47 (2) Members shall serve for staggered terms of three years each and, on elective committees, be ineligible to
- 48 succeed themselves.
- 49 (3) When a committee is created by faculty action, its functions shall be specifically stated in the motion or
- 50 resolution.
- 51 (4) When a committee is created by administrative action, its functions shall be specifically stated in a written
- 52 communication to the faculty.

- 1 (5) Before any new special or standing committee is created, consideration shall be given to the question
 2 whether one of the existing committees could effectively undertake the assignment.
 3 (6) Necessary aid and assistance shall be provided to expedite the work of the committees of the faculty.
 4 (7) Service on all standing committees shall begin on July 1st following election or appointment and end on
 5 June 30th of the appropriate year.

6 ~~The continuing standing committees of the faculty are of three types: elective, appointive, and ex officio.~~

7 **§ 4-2. The Nominating Committee.** (a) The Nominating Committee shall consist of all faculty members retiring
 8 from the elective faculty committees (Advisory, Athletics, Educational Policy, Faculty Grievance, Faculty Hearings,
 9 Financial Exigency and Program Change, and Honorary Degrees and Special Awards). Service shall be for one year and
 10 members are ineligible for nomination to an Elective Committee. The chair and secretary of the faculty shall serve as ex
 11 officio, non-voting members. The chair of the faculty shall convene the Committee each year to elect its chair. The
 12 secretary of the faculty shall serve as secretary of the Nominating Committee.

13 ~~(b) The Nominating Committee shall nominate three candidates for each vacancy on each Elective Committee.~~

14 ~~The Nominating Committee shall establish divisional nominating committees of three to five members within each~~
 15 ~~electoral division of the University Faculty Council. These committees shall recommend nominees for the Faculty~~
 16 ~~Council. Each committee shall recommend at least two nominees for each vacancy within its electoral division. The~~
 17 ~~divisional committees normally shall be drawn from the retiring members of the Faculty Council and each shall be as~~
 18 ~~widely representative of the departments in its electoral division as possible. Service on a divisional nominating~~
 19 ~~committee shall be for one year.~~

20 ~~(d) It will act in an advisory capacity to the Chancellor and the Chair of the Faculty, as they deem appropriate, in the~~
 21 ~~appointment of standing and special committees.~~

22 **§ 4-3. Procedure for electing standing committees.** (a) Each spring the Nominating Committee (see B.3.a below)
 23 shall provide the secretary of the faculty with three nominees for each vacancy on each elective committee. Additional
 24 nominees may be added to the ballot by written nomination of ten or more faculty members submitted to the secretary of
 25 the faculty.

26 (b) Ballots shall be distributed by the secretary of the faculty and those nominees receiving the highest number of
 27 votes shall be declared elected.

28 (c) In the event of a tie the secretary shall determine election by lot.

29 (d) Interim vacancies shall be filled by the secretary from the list of those voted on in the most recent election in the
 30 order of the highest number of votes received.

31 **§ 4-4. Procedure for selecting appointed standing committees.** The Nominating Committee will act in an advisory
 32 capacity to the chancellor and the chair of the faculty, as they deem appropriate, in the appointment of standing and
 33 special committees.

34 **§ 4-5. Advisory Committee.** (a) The Advisory Committee shall consist of nine elected members, the chair of the
 35 faculty-(III.A.), and the secretary of the faculty-(III.B.).

36 (b) The Advisory Committee shall be advisory to the chancellor in faculty personnel decisions, program planning
 37 and assessment, resource planning and allocation, and other matters which are deemed important by the chancellor or the
 38 Committee. No faculty member shall serve simultaneously as an elected member of the Advisory Committee and the
 39 Executive Committee of the Faculty Council, the Committee on Faculty Hearings or the Faculty Grievance Committee.

40 (c) It shall elect a chair for a term of one year, the chair to be chosen from the members who are serving the final
 41 year of their three-year terms, if there be such. The secretary of the faculty shall serve as secretary of the Committee.

42 (d) It shall hold regular meetings once each month, at such time and place as may be fixed by the Committee and the
 43 chancellor. The presiding officer shall be the chancellor, or, in his or her absence, the chair of the Advisory Committee.
 44 Special meetings may be called by the chancellor or the chair of the Advisory Committee on written request of three of
 45 its members. Notice of a special meeting called by the chair shall be given to the chancellor. Whoever calls the special
 46 meeting shall preside.

47 **§ 4-6. Educational Policy Committee.** (a) The Committee is concerned with those matters of educational policy and
 48 its implementation which have significant impact upon graduate and undergraduate instruction within the Division of
 49 Academic Affairs, and as to which the Faculty Council possesses legislative powers by delegation from the General

1 Faculty under Article II of the *Code*. The Committee's function is advisory to the Faculty Council in respect of such
2 matters. The Committee exercises its advisory function by:

- 3 (1) routinely taking on reference from the Faculty Council any matter lying within its range of concern which
4 has been formally presented to the Council for study or for action, and on which the Council desires to
5 have substantial committee study prior to undertaking formal consideration;
- 6 (2) from time to time taking on reference from the Faculty Council any specific proposal which has come
7 through the normal administrative channels for approval by the Council (such as adding or dropping
8 academic program) and on which the Council desires further review and advice prior to taking final
9 action;
- 10 (3) acting as a council of advice for the university registrar in administering faculty regulations concerning
11 student records and transcripts, registration, class and examination schedules, grading systems, grade
12 reports, academic deficiencies, probation, and readmission; and
- 13 (4) setting general policy on the kind of catalogs to be issued, their content, and their design; and
- 14 (5) originating studies of particular matters lying within its range of concern by requesting authority from the
15 Faculty Council to make such studies, conducting the studies if authorized, and reporting the results of the
16 studies to the Council.

17 (b) The Committee is composed of nine members elected by the Faculty for staggered three-year terms, one
18 undergraduate student appointed by the chair of the faculty for a one-year term on recommendation of the president of
19 the Student Body, and one graduate or professional student appointed by the chair of the faculty for a one-year term on
20 recommendation of the president of the Graduate and Professional Student Federation. Eight members shall be elected
21 by the Division of Academic Affairs voting at large. Of these, two members shall hold primary appointments in the
22 Social Sciences Division of the College of Arts and Sciences, one in one of the professional schools or other academic
23 units in the Division of Academic Affairs (other than the College of Arts and Sciences), two in the Humanities Division
24 of the College of Arts and Sciences, two in the Basic and Applied Natural Sciences Division of the College of Arts and
25 Sciences or the Institute of Marine Sciences, and one in the Fine Arts Division of the College of Arts and Sciences. One
26 member shall be elected by the Division of Health Affairs voting at large and shall hold a primary appointment in one of
27 the professional schools or other academic units of that Division. The Committee shall elect its own chair at the first
28 meeting after July 1 of each year.

29 (c) In considering any matter referred to it and prior to its report to the Faculty Council the Committee shall provide
30 reasonable opportunity for comment upon the matter by members of the faculty and of the student body.

31 **§ 4-6. Faculty Athletics Committee.** (a) The Faculty Athletics Committee is concerned with informing the faculty
32 and advising the chancellor on any aspect of athletics, including, but not limited to, the academic experience for varsity
33 athletes, athletic opportunities for members of the University community, and the general conduct and operation of the
34 University's athletic program. The Committee will report on its activities at least once each academic year to the Faculty
35 Council.

36 (b) The Committee shall consist of ten members to be elected by the faculty for five-year, staggered terms, two new
37 members being elected each year. In addition to the consideration of ~~See I-G-§ 1-7~~, the Nominating Committee should
38 attempt to assure that units that teach undergraduates are substantially represented on the Faculty Athletics Committee.

39 (c) The voting delegate to the Atlantic Coast Conference, if not otherwise an elected member of the Faculty Athletics
40 Committee, shall be a voting ex officio member of the Committee. The total Committee may thus number either ten or
41 eleven members.

42 (d) The Committee shall choose its chair from among its membership.

43 **§ 4-7. Faculty Grievance Committee.** (a) The Faculty Grievance Committee shall consist of ten elected members.
44 At all times three of the members shall have been professors when elected, three shall have been associate professors,
45 three shall have been assistant professors, and one shall have held a fixed-term appointment. A member's promotion in
46 rank during a term of office shall not terminate his or her membership. The term of office shall be three years. One
47 professor, one associate professor, and one assistant professor shall be elected each year. One person holding a fixed-
48 term appointment shall be elected in 1997 and every third year thereafter.

49 (b) The Committee is authorized to hear, mediate, and advise with respect to the adjustment of grievances of all
50 persons designated as members of the Faculty by the *Trustee Policies and Regulations Governing Academic Tenure* and
51 those librarians who are members of the General Faculty. The power of the Committee is solely to hear representations
52 by the persons directly involved in grievances, to mediate voluntary adjustment by the parties, and to advise adjustment

1 by the administration when appropriate. Advice for adjustment in favor of an aggrieved faculty member may be given to
 2 the chancellor only after the dean, department chair, or other administrative official most directly empowered to adjust it
 3 has been given similar advice and has not acted upon it within a reasonable time.

4 (c) As to members of the General Faculty, "grievances" within the Committee's jurisdiction include matters directly
 5 related to a faculty member's employment status and institutional relationships within the University, except for those
 6 within the jurisdiction of the Faculty Hearings Committee or arising from the termination of an administrative
 7 appointment.

8 (d) As to graduate students or others who have teaching duties, "grievances" within the committee's jurisdiction
 9 include only those which meet all four of the following conditions: (1) they arose in connection with the grievant's
 10 teaching duties, (2) they raise a question of academic freedom, (3) the dean or chair with immediate responsibility for
 11 the grievant has no authority to fashion an appropriate remedy, and (4) there is no other appropriate grievance
 12 procedure.

13 (e) No grievance may be considered except on the basis of a prior written statement of its nature by the aggrieved
 14 faculty member, and until determination is made that an unsuccessful attempt has been made by the faculty member to
 15 resolve it with the administrative official most directly concerned.

16 (f) The Committee shall elect its own chair. It may act as a whole or, by designation of the chair, in panels of two or
 17 more, for the consideration of particular grievances. It may promulgate rules of procedure for its operations. When
 18 promulgated, these rules shall constitute the exclusive formal procedures for the adjustment of faculty grievances herein
 19 described. No formal appeal procedure shall be provided.

20 **§ 4-7. Faculty Hearings Committee.** The Committee is composed of five faculty members with permanent tenure,
 21 serving five-year terms. The Committee performs functions assigned to it in the *Trustee Policies and Regulations*
 22 *Governing Academic Tenure*.

23 **§ 4-8. Financial Exigency and Program Change Committee.** (a) The Committee shall consist of twelve elected
 24 members, six from the Division of Academic Affairs and six from the Division of Health Affairs, each of whom shall
 25 hold a tenured or probationary term appointment when elected. The term of office shall be five years, and members may
 26 not be immediately reelected to office. The Committee shall elect its own chair to serve a one-year term, and the chair
 27 may be reelected to successive terms as chair.

28 (b) The Committee discharges the functions provided in Section 6 of the *Trustee Policies and Regulations*
 29 *Governing Academic Tenure*, in accordance with the following procedures:

30 (1) In considering the chancellor's preliminary statement (*Trustee Policies*, Section 6.c) the Committee shall
 31 request advice in the form of a written report from the chair and faculty of each department which in the
 32 judgment of the Committee might be directly affected by the adoption of any option potentially involving
 33 terminations of faculty employment which is described in the chancellor's statement. The Committee may
 34 request advice on any matter deemed by the Committee to be relevant to the problem presented by the
 35 chancellor's statement, but in any event shall require response directly to the following points: (i) in the
 36 case of financial exigency, whether other options than any affecting the particular department would better
 37 serve the interests of the University, and how, if any option directly affecting a particular department were
 38 to be implemented, a sound and balanced educational program might be maintained by the department
 39 without any, or a minimum of, terminations of faculty employment; (ii) in the case of program change,
 40 whether on balance it is justified, and how, if it is to be effected, this may be accomplished without any, or
 41 a minimum of, terminations of faculty employment.

42 (2) In considering the chancellor's proposal for specific action (*Trustee Policies*, Section 6.f) the Committee
 43 shall request advice in the form of a written report from the faculty and chair of each department
 44 identified in the proposal as a unit to be directly affected by the proposed action. The Committee may
 45 request advice on any matter deemed by the Committee to be relevant to its consideration of the proposed
 46 action, but in any event shall require advice as to the propriety and efficacy of the criteria proposed by the
 47 chancellor for determining individual faculty members for termination.

48 (3) In requesting advice at either stage, the Committee shall specify a time for submission of written reports
 49 which allows not less than seven days between receipt of such reports and the time for submission of the
 50 Committee's report to the chancellor.

51 (4) ~~Within Subsection f of Article IV-B~~ For the purposes of this section (§ 4-8), the terms "termination,"
 52 "financial exigency," and "program change" have the meanings given them by Section 6.a of the *Trustee*
 53 *Policies and Regulations Governing Academic Tenure*; the word "department" is used to include

1 departments, schools, and any other unit of the University which initiates appointments and other
 2 personnel actions affecting faculty members; and the word "chair" is used to include the chief
 3 administrative officer of each such unit.

4 **§ 4-9. Honorary Degrees and Special Awards Committee.** The Committee consists of six members elected by the
 5 voting faculty to staggered three-year terms. The secretary of the faculty is a member of the Committee ex officio. The
 6 Committee considers nominations from the faculty for (1) Honorary Degrees, awarded at Commencement each May; (2)
 7 Distinguished Alumnus and Alumna Awards, presented each University Day, 12 October; (3) the Thomas Jefferson
 8 Award; and (4) the O. Max Gardner Award. Nominees for Honorary Degrees and Distinguished Alumnus and Alumna
 9 Awards are recommended for approval to the Faculty Council and the Board of Trustees. The chancellor presents the
 10 nominee for the Gardner Award to the Board of Governors.

11 **§ 4-10. Faculty Assembly Delegation.** The delegation of the General Faculty to the Faculty Assembly of the
 12 University of North Carolina is composed of the chair of the faculty and four members elected by the voting faculty for
 13 staggered three-year terms. ~~Nominees for election to the delegation must be members of the Faculty Council with at least~~
 14 ~~one year remaining in the term of Council membership.~~ The chair of the faculty shall chair the delegation, ex officio.
 15 The Committee on University Government may amend the provisions of this paragraph with respect to the number of
 16 members of the delegation when required by a change in the number of members of the Faculty Assembly apportioned
 17 to the University. Such amendments shall be reported promptly to the secretary of the faculty and by him or her to the
 18 General Faculty.

19 ~~(2) — APPOINTIVE COMMITTEES~~

20 ~~(a) — Committees Appointed by the Chancellor~~

21 **§ 4-11. Buildings and Grounds Committee.** The Committee is appointed by the chancellor. It advises the
 22 chancellor on plans for the long-range physical development of the campus, the siting and exterior design of new and
 23 renovated buildings, major landscaping changes, the selection of architects, the location of monuments and memorials,
 24 and such other matters as the chancellor may refer to it.

25 ~~(ii) — Catalog Committee~~

26 ~~The Committee sets general policy on the kinds of catalogs to be issued and their content and design.~~

27 **§ 4-11. Established Lectures Committee.** The Committee is appointed by the chancellor. ~~The Committee~~ It
 28 arranges, promotes, and conducts named Lectureships on topics of campus-wide interest and concern.

29 **§ 4-12. Faculty Welfare Committee.** The Committee is appointed by the chancellor. It works for and reports on the
 30 on the expansion and improvement of faculty working conditions, including salaries and benefits.

31 **§ 4-13. Faculty Committee on Research.** The Committee consists of nine members appointed by the chancellor for
 32 staggered and renewable three-year terms. The Committee advises the chancellor, other officers of administration, and
 33 the Faculty Council on matters of University policy and its implementation that have significant impact upon research.

34 **§ 4-14. Scholarships, Awards, and Student Aid Committee.** The Committee is appointed by the chancellor. It
 35 establishes policy for scholarship and student aid funds, monitors and operations of the Office of Scholarships and
 36 Student Aid, and advises the chancellor on matters regarding scholarships and other forms of student aid.

37 ~~**§ 4-15. Status of Minorities and the Disadvantaged Committee.** The Committee addresses ongoing needs and~~
 38 ~~concerns of minority and disadvantaged students, faculty, and staff. In addition to faculty, the Committee shall include~~
 39 ~~four students, to be nominated by the President of the Student Body and approved by the Campus Governing Council.~~

40 **§ 4-15. Committee on Community and Diversity.** The committee is responsible for fostering community and
 41 promoting pluralism in the university: encouraging social interaction, mutual acceptance, and respect among various
 42 groups on campus. The committee is especially attentive to matters generated by discrimination on the basis of age,
 43 disability, religion, socio-economic status, national or ethnic origin, or sexual orientation. The committee is appointed
 44 by the chancellor and will include five faculty members and two students.

45 **§ 4-17. Faculty Committee on University Government.** (a) The Committee shall consist of seven members
 46 appointed by the chancellor, serving for staggered and renewable terms of three years each. The secretary of the faculty
 47 will serve as an ex officio member.

48 (b) The Committee shall be especially concerned with the continuing development, adaptation, and interpretation of
 49 *The Faculty Code of University Government.* Subject to the powers of the University's Board of Governors and

1 president, and of the Board of Trustees and the chancellor of the University of North Carolina at Chapel Hill, the *Code*
 2 represents legislation enacted by the faculty regarding forms of internal organization and procedures at this institution
 3 which are deemed necessary for its fair and effective operation.

4 (c) The Committee should periodically review the existing *Code* and solicit suggestions for its improvement, and
 5 should recommend appropriate amendments in the *Code* for consideration and vote of the General Faculty. As provided
 6 under Article I of the *Code*, it should consider and report on other proposals to amend the *Code* and shall also
 7 periodically make appropriate adjustments of the elective representatives in the Faculty Council. The Committee may
 8 also consider and report on special questions of University governance which may be referred to it by the chancellor or
 9 members of the faculty. The Committee shall be especially concerned with maintaining internal forms and procedures of
 10 academic administration which reflect principles of democracy and equity, vision and adaptability, and quality and
 11 responsibility, toward achieving the intellectual aims of the University.

12 ~~(b) Committees Appointed by the Chair of the Faculty~~

13 § 4-18. Agenda Committee. ~~(see Appendix B, 8.)~~ There shall be a Committee on Agenda of the Council, whose
 14 primary responsibility shall be to program the work of the Council. This shall not preclude the initiation of proposals
 15 from the floor. The Committee on Agenda shall consist of the chair of the faculty, as chair, and of five elected members
 16 of the Council, each representing a separate electoral division of the Faculty, to be appointed by the chair annually at the
 17 April meeting of the Council, to serve for the next academic year.

18 § 4-19. Committee on Black Faculty and Students. The Committee is appointed by the chair of the faculty. It
 19 addresses recruitment procedures and the ongoing concerns of black faculty members and students.

20 § 4-20. Status of Women Committee. The Committee is appointed by the chair of the faculty. It addresses ongoing
 21 concerns of women faculty members, identifies obstacles to achievement and maintenance of equality in the
 22 representation and status of women on the faculty, and proposes steps for overcoming those obstacles.

23 ~~(3) Ex Officio Committees~~

24 ~~(a) Nominating Committee~~

25 § 4-21. Committee on Instructional Personnel. (a) The Committee shall consist of the deans of all the
 26 undergraduate, graduate, and professional colleges and schools (except those in the Division of Health Affairs), the
 27 director of the Institute of Government, and the chairs of the divisions in the College of Arts and Sciences. The
 28 Committee may add such consultants and delegate such authority to sub-committees as it deems necessary. The provost
 29 shall serve as chair of the Committee.

30 (b) The Committee shall review the recommendations of the chairs of the respective departments and of the deans of
 31 all the undergraduate, graduate, and professional colleges and schools (except those in the Division of Health Affairs)
 32 with respect to additions, promotions, and advancements in personnel and with respect to courses of instruction. It shall
 33 review, improve, and implement the educational and research program of the University. The arrangement of the
 34 University calendar shall come within its purview, and such other matters as the chancellor shall from time to time refer
 35 to it.

36 § 4-22. Advisory Committee on Undergraduate Admissions. ~~(See VII., RECORDS, REGISTRATION, AND~~
 37 ~~UNDERGRADUATE ADMISSIONS)~~ The Advisory Committee on Undergraduate Admissions shall consist of the dean
 38 of the College of Arts and Sciences and the General College as chair; the associate dean of the General College; the vice
 39 chairs of the Divisions of Fine Arts, Humanities, Basic and Applied Natural Sciences, and Social Sciences of the
 40 College of Arts and Sciences; and two other academic deans. The two academic deans shall be selected by the
 41 Committee on Instructional Personnel and shall be rotated on three-year terms; if their terms as dean end before their
 42 terms on the Committee, and Committee on Instructional Personnel shall make other appointments. The Committee may
 43 add ad hoc members (who shall be faculty members engaged in undergraduate instruction) as it deems necessary. The
 44 university registrar, the director of undergraduate admissions, and the vice chancellor for and dean of student affairs
 45 shall be ex officio, non-voting members of the Committee. The Committee shall meet at least once each semester or
 46 more on call of the chair. The chair shall call a meeting whenever requested by the university registrar or the director of
 47 undergraduate admissions.

48 **ARTICLE 5**
 49 **APPOINTMENTS, PROMOTIONS, AND TENURE OF MEMBERS OF THE FACULTY**

(5) Perform such other duties as may be delegated to them by the dean or director.

ARTICLE 7. THE GENERAL COLLEGE

§ 7-1. **The General College.** (a) The General College comprises the freshman and sophomore work in the University.

(b) It is administered by the dean of the General College and an administrative board. The advisers of the General College form a special committee of the faculty which consults with the administrative board and reports to it.

(c) The General College formulates programs of study covering the basic and liberal subjects which constitute the foundations of general education on the college level, and which prepare the student for later specialized and professional training. It certifies when a student is eligible to advance into the appropriate upper college.

(d) The curricula of the General College are administered through the dean by a group of advisers who direct the student's choices of studies on the basis of data collected by the University concerning the experience, interests, and aptitudes of each student.

§ 7-2. **General College faculty.** There shall be a General College Faculty composed of its instructional staff which shall assist the dean of the General College in the origination and development of the General College program and policy.

§ 7-3. Advisory powers of the dean of the General College. The dean of the General College shall be consulted in the appointment and promotion of members of the General College faculty.

ARTICLE 8 THE COLLEGE OF ARTS AND SCIENCES

§ 8-4. **Divisions of the College of Arts and Sciences.** (a) The College of Arts and Sciences shall be composed of the Divisions of Fine Arts, the Humanities, the Basic and Applied Natural Sciences, and the Social Sciences, and they in turn shall include the departments and curricula listed below:

- (1) *Fine Arts:* Art, Dramatic Art, ~~and Music, and Radio, Television and Motion Pictures.~~
- (2) *Humanities:* Asian Studies, American Studies, Classics, Communication Studies, Comparative Literature, English, Germanic Languages, Linguistics, Philosophy, Religious Studies, Romance Languages, and Slavic Languages, and Speech Communication.
- (3) *Basic and Applied Natural Sciences:* Biology, Chemistry, Computer Science, Geology, Marine Sciences, Mathematics, Operations Research, Physics and Astronomy, Psychology, and Statistics.
- (4) (4)—*Social Sciences:* AFROTC Aerospace Studies; African and African-American Studies; Anthropology; City and Regional Planning; Economics; Geography; History; Leisure Studies and Recreation Administration; NROTC Naval Science; Physical Education, Exercise and Sport Science; Political Science; Public Policy Analysis; and Sociology; and Women's Studies.

The secretary of the faculty shall assign to the appropriate division any department or curriculum not specified above.

(b) Members of departmental faculties who offer courses for credit in the College of Arts and Sciences shall have voting privileges in only one division, but may have advisory privileges in other divisions in which their departments have special interests. Thus, those from Art, Dramatic Art, History, Music, and Radio, Television and Motion Pictures shall have advisory privileges in the Humanities; those from Philosophy in the Natural and Social Sciences; and those from Psychology in the Social Sciences.

(c) Faculty members who have no departmental affiliation shall have voting privileges in the division to which they have been assigned by the secretary of the faculty.

§ 8-5. Faculty of the College of Arts and Sciences. All members of the General Faculty holding appointments in departments and curricula within the College of Arts and Sciences are members of the Arts and Sciences Faculty.

§ 8-6. **Duties of the dean of the College of Arts and Sciences.** The dean of the College of Arts and Sciences shall:

- (1) Review and transmit to the provost recommendations received from the chairs of departments in the College of Arts and Sciences for appointments, promotions, and salary increases of members of the departments. Competence in teaching shall be an essential prerequisite in such appointments;

- (2) Receive budget requests from the chairs of the departments and, after consultation with his or her Advisory Committee and with the chairs of departments whose budget requests require strengthening or other modification, shall prepare and transmit to the provost the budget for the College. Budgetary matters will always and regularly be matters for consultation and negotiation between the dean and the chairs of departments, and the chairs, in this as in other areas, have the right of appeal to the provost and to the chancellor;
- ~~(c) Have an Arts and Sciences Advisory Committee, to consist of the Dean of the General College, the Dean of the Graduate School, and the chairs of the Divisions of Fine Arts, Humanities, Basic and Applied Natural Sciences, and Social Sciences, which he or she shall consult in the development of policies and programs for the College, and which shall serve as a board of liaison among the four University entities concerned with the liberal arts.~~
- (3) Consult the Arts and Sciences Faculty on all matters which must be put before the Faculty Council, and on questions of educational policy, curriculum, and planning for the College, assembling the Faculty at least twice a year for this purpose.

§ 8-7. Arts and Sciences Advisory Committee. The Arts and Sciences Advisory Committee consists of the dean of the general college, the dean of the graduate school, and the chairs of the divisions of fine arts, humanities, basic and applied natural sciences, and social sciences. The dean of the college of arts and sciences shall consult the Committee in the development of policies and programs for the College, and it shall serve as a board of liaison among the four University entities concerned with the liberal arts.

§ 8-8. Divisional faculties. (a) The faculty of each Arts and Sciences Division shall be composed of the faculty members of its component departments. Each Division shall have a chair, a vice chair, a secretary, and an Advisory Committee consisting of at least one representative from each of the component departments; all shall serve terms of three years. The faculty of each Division shall elect a chair. Each Division, in consultation with the dean of the College of Arts and Sciences, shall adopt appropriate rules and regulations governing its functions and procedures, including procedures for the selection of a vice chair, a secretary, and departmental representatives on the Advisory Committee. The faculty of each division shall meet at least once each year upon the call of the chair.

(b) Each division, within its area and in cooperation with the dean of the College of Arts and Sciences, shall concern itself with the courses and curricula, shall originate and develop educational objectives and implement these policies, and the chairs of the several divisions shall be members of the Committee on Instructional Personnel. In addition, they shall serve in an advisory capacity, upon request or upon their own initiative, to the respective departments and to the dean of the College of Arts and Sciences in matters involving budgetary, personnel, and instructional problems.

~~(c) All members of the General Faculty holding appointments in departments within the College of Arts and Sciences are members of the Arts and Sciences Faculty. Only members holding the faculty ranks of professor, associate professor, assistant professor, and instructor have the right to vote for and hold the offices of Division chair and vice chair.~~

§ 8-9. Appointment of department chairs. (a) There shall be a chair of each department in the College of Arts and Sciences, who shall serve as the administrative officer of the department. The term of office of the chair shall be five years, and chairs may succeed themselves.

(b) The appointment of a chair may be terminated by the chancellor prior to the expiration of a current term of appointment, upon recommendation of the dean of the College of Arts and Sciences and after consultation with the Advisory Committee, when the termination is deemed by the chancellor to be in the best interests of the University. The dean, in considering whether a chair's appointment should be terminated, shall consult with the faculty members of the department. When the dean recommends the removal of a chair, he or she shall inform the chair of the Action and the reasons for it. The chair shall have the right to appear in person before the Advisory Committee to present his or her perspective on the situation. In exceptional circumstances requiring immediate termination, the chancellor, upon the recommendation of the dean of the College of Arts and Sciences, may suspend a chair's appointment pending the dean's consultation with the departmental faculty and the chancellor's consultation with the Advisory Committee.

(c) A chair shall be appointed or reappointed by the chancellor, after consultation with members above the rank of instructor on the staff of the department concerned, and with the advice of the Committee on Instructional Personnel and of the Advisory Committee.

§ 8-10. Duties of department chairs. The chair, after consultation with the voting faculty of the department (as defined in § 1-4 of the Faculty Code) shall:

- (1) prepare and transmit the departmental budget;

- 1 (2) formulate and administer departmental personnel policies, including recommendations for appointments,
 2 increases, and promotions, provided that in making such recommendations, consultation shall be required
 3 only with the assembled full professors;
 4 (3) prepare programs of course offerings and schedule the duties of the departmental staff;
 5 (4) formulate and implement educational policies;
 6 (5) maintain instructional facilities, including library resources; and
 7 (6) prepare and transmit annually to the dean of the College of Arts and Sciences a report of the work and
 8 activities of his or her department for the preceding year.

9 **§ 8-11. Departmental faculty meetings.** The Department shall hold regular meetings at least once every three
 10 months. Special meetings may be called by the chair. He or she shall call a special meeting upon the request of one-half
 11 of the voting members of the department. The chair shall preside at all meetings. A secretary of the departmental faculty
 12 shall be elected by the Department and shall keep an accurate record of its proceedings. Those members of the
 13 department who are members of the voting faculty as defined in § 1-4 of the Faculty Code shall vote in departmental
 14 meetings or on departmental matters, except that voting privileges with respect to matters affecting faculty appointments,
 15 reappointments, and promotions shall be limited to members holding tenured or probationary-term appointments.

16 ~~(6) The Chair of each department shall prepare and transmit annually to the Dean of the College of Arts and~~
 17 ~~Sciences a report of the work and activities of his or her department for the preceding year.~~

18 ARTICLE 9 19 THE GRADUATE SCHOOL

20 **§ 9-1. The graduate faculty** There shall be a Graduate Faculty approved by the Administrative Board of the
 21 Graduate School which shall assist the dean in the origination and development of graduate programs and policies. It
 22 shall meet at least once each year.

23 **§ 9-2. Appointment and promotion of graduate faculty.** The dean of the Graduate School shall be consulted in the
 24 appointment and promotion of members of departments whose duties will include graduate teaching. Competence in
 25 teaching, in directing research, and in productive scholarship shall be essential prerequisites in such appointments.

26 ARTICLE 10 27 THE SUMMER SCHOOL

28 **§ 10-1. The Summer School** The Summer School in a curricular sense is a recognized part of the University's
 29 academic program. The Summer School has, and should have, a special budget.

30 **§ 10-2. Dean and Administrative Board of the Summer School.** The Summer School shall be administered by a
 31 dean and an Administrative Board. The dean and the Board shall, with reference to the summer session, be authorized to
 32 select and appoint the staff, allocate funds, and determine educational policies. The Administrative Board shall be
 33 composed of the dean, as chair, ~~the Associate Provost for Education and Support Services,~~ the director of Continuing
 34 Education, the dean of the College of Arts and Sciences, two deans or their representatives from the six professional
 35 schools in Academic Affairs, who shall serve three-year terms, and at least four other members. The four members last
 36 mentioned, and such others as may be added, shall be appointed by the chancellor, and should be selected so that the
 37 Divisions of Fine Arts, Humanities, Basic and Applied Natural Sciences, and Social Sciences are represented.

38 **§ 10-3. Salary payments for Summer School instructional services.** The principle is hereby affirmed that in the
 39 calculation of salary payments for instructional services, the scale should be equivalent to that in effect during the
 40 regular session.

41 **§ 10-4. Summer School standards of instruction and teaching load.** The principle is hereby affirmed that the
 42 standards of instruction and teaching load should be equal to those observed in the regular session. Employment of a
 43 given faculty member in more than one summer term or its equivalent should be discouraged.

44 ARTICLE 11 45 RECORDS, REGISTRATION, AND UNDERGRADUATE ADMISSIONS

46 **§ 11-1. Director of undergraduate admissions and university registrar.** The director of undergraduate
 47 admissions and the university registrar shall be appointed by the chancellor, after consultation with the Committee on
 48 Instructional Personnel and the Advisory Committee.

1 (5) The Academic Affairs Libraries.

2 **§ 13-2. Administrative Board of the Library; election.** (a) The Academic Affairs Libraries shall elect one member
3 who shall hold the rank of librarian, associate librarian, or assistant librarian. The remaining divisions shall elect three
4 members, one of whom shall hold the rank of professor and two of whom shall hold the ranks of associate professor
5 or assistant professor. The chair of the faculty shall appoint for a term of three years one member who holds the rank
6 of professor, associate professor, or assistant professor in a school within the Division of Health Affairs. The dean of
7 the College of Arts and Sciences shall appoint for a term of one year one undergraduate student. The 222 Hamilton

8 CB# 3210 ~~Vice-Chancellor and dean~~ of the Graduate School shall appoint for terms of one year two graduate
9 students. The University librarian and the ~~Vice-Chancellor and dean~~ of the Graduate School shall be members ex officio.
10 The Board shall elect annually a secretary and chair from among its members. It shall meet upon the call of the chair or
11 of the University librarian at least six times each calendar year.

12 (b) Elected members of the Board shall serve terms of three years, representing the rank for which they were elected,
13 and shall not succeed themselves immediately. They shall be nominated and elected by the process employed for the
14 Faculty Council. No more than one elected member is to be drawn from any single school or department.

15 **§ 13-3. Administrative Board of the Library; duties.** Subject to the power of the General Faculty and the Faculty
16 Council, the Administrative Board shall:

- 17 (1) Advise the University librarian on the administration of the University library system;
18 (2) Formulate, together with the University librarian, the basic policies governing the acquisition of library
19 materials and the use of such materials;
20 (3) Allocate, with the advice of the University librarian, the book funds which are not specifically designated;
21 (4) Submit to the chancellor, through the University librarian, its advice on the establishment or
22 discontinuance of library service units outside of the general library building;
23 (5) Review the University librarian's budget request;
24 (6) Make an annual report to the Faculty Council.

1
2
3
4

Appendix A
RULES OF PROCEDURE OF THE GENERAL FACULTY
(Adopted by the General Faculty May 1, 1970)

5 1. The Committee on Agenda of the Faculty Council shall serve also as the Committee on Agenda of the
6 General Faculty and shall program the work of the General Faculty. This shall not preclude the initiation of
7 proposals from the floor.

8 2. Every resolution expressing the sense of the Faculty shall be reduced to writing and copies thereof shall
9 have been distributed to every member of the voting faculty at least twenty-four hours in advance of the meeting
10 at which it is to be presented.

11 3. Every amendment to any resolution before the Faculty shall be reduced to writing, if the chair or any two
12 members shall so request.

13 4. When there are resolutions before the Faculty, the order of precedence of motions shall be as follows: (i) to
14 adjourn; (ii) to lay on the table; (iii) to postpone indefinitely; (iv) the previous question; (v) to postpone to a day
15 certain; (vi) to commit; (vii) to amend an amendment; (viii) to amend; (ix) to substitute; (x) to pass the resolution.

16 5. The motions to adjourn, to table, and the previous question shall be decided without debate.

17 6. The call for the previous question shall not be in order more often than once in every ten minutes of debate.
18 If the call for the previous question is made before the expiration of thirty minutes of debate on any resolution,
19 including debate on any amendments and subsidiary motions, it shall be sustained by the vote of two-thirds of
20 those present and voting. If the call for the previous question is made after the expiration of thirty minutes of
21 debate on any resolution, including debate of any amendments and subsidiary motions, it shall be sustained by
22 the vote of a majority of those present and voting. Upon the call for the previous question having been sustained,
23 the chair shall immediately put the resolution and any pending amendments to a vote in the following order: (i)
24 amendments in inverse order of introduction; (ii) the main question as amended.

25 7. On motion of one-third of those present and voting, all persons who are not voting members of the Faculty
26 shall retire from the hall before a vote is taken on any resolution or any motion listed in Rule 4.

27 8. A motion to suspend the rules shall require an affirmative vote of two-thirds of those present and voting.

28 9. Except as otherwise provided in these Rules, the proceedings of the General Faculty shall be governed by
29 the most recent edition of *Robert's Rules of Order*.

Appendix B

RULES OF PROCEDURE OF THE FACULTY COUNCIL

(Adopted by the Council March 7, 1952, and amended April 4, 1953, January 6, 1956, May 4, 1956, February 5, 1960, January 10, 1964, December 4, 1964, April 11, 1969, October 18, 1974, December 12, 1975, and January 16, 1981.)

1. The meetings of the Council shall be open to member of the General Faculty, who may enter into the discussions of the Council upon recognition by the chair. Matters for consideration may be brought before the Council by any member of the General Faculty, either from the floor at a Council meeting, or by presentation to the Committee on Agenda in advance of the scheduled meetings.

Other members of the University community who are not members of the General Faculty may attend Council meetings as observers unless a particular meeting has been declared closed. The Agenda Committee in preparing the agenda for a Council meeting shall determine whether that meeting shall be declared closed to all but faculty members, or whether certain items on the agenda should be considered in closed session. By a vote the Council may, of course, at any time during an open meeting decide to go into closed session.

2. *Robert's Rules of Order* (the current edition), except as otherwise herein provided, shall govern the procedure of the Council.

3. Meetings of the Council shall automatically adjourn at 5:45 p.m.

4. The agenda for each meeting of the Council shall be prepared by the secretary in consultation with the Committee on Agenda of the Council and distributed by the secretary in advance to all members of the General Faculty and of the Council.

5. The text of any proposal involving any considerable detail shall be presented in writing to the secretary sufficiently in advance to be summarized in the agenda or distributed in connection therewith.

6. No final action shall be taken on any proposal for legislation without due notice. Due notice shall consist of either (i) a summary of the proposal at the preceding meeting, or (ii) distribution of the text or a summary of the proposal, in connection with the agenda for the meeting at which action is to be taken.

7. Proposals for inclusion in the catalog relating to the requirements for admissions, programs of study, and degrees, shall be first presented to the Committee on Agenda to determine whether action by the Council is required.

8. There shall be a Committee on Agenda of the Council, whose primary responsibility shall be to program the work of the Council. This shall not preclude the initiation of proposals from the floor. The Committee on Agenda shall consist of the chair of the faculty, as chair, and of five elected members of the Council, each representing a separate electoral division of the Faculty, to be appointed by the chair annually at the April meeting of the Council, to serve for the next academic year.

9. There shall be such other committees of the Council as may be deemed necessary by the Council. The members thereof, except when otherwise expressly provided, shall be appointed by the chair of the faculty to serve until the close of the next calendar year.

10. All members of all Council committees, including the Committee on Agenda, shall be eligible to succeed themselves, while they remain members of the Council. Interim vacancies shall be filled by appointment by the chair of the faculty.

11. The annual reports to the Council of the Standing Committees of the Faculty shall be presented in writing and orally at such times during the academic year as shall be determined by the Committee on Agenda. Each report shall cover the work of the previous twelve months, with recommendations.

12. Once each year, the Council, through an appropriate committee or otherwise, as the Committee on Agenda shall determine, shall survey the operation of all Standing Committees of the Faculty and of the Council, for the

1 purpose of determining which, if any, shall be discontinued, reorganized, consolidated or strengthened, and
2 which new ones shall be created. Such recommendations shall be referred to the General Faculty for action.

3 13. These Rules shall be effective upon their adoption. Any of them may be amended, repealed, or suspended
4 by a two-thirds vote of the members present at a meeting of the Council. New Rules may be adopted in the same
5 manner.

6 14. At each annual Faculty Council election two alternates in each professorial rank in each electoral division of
7 the University shall be selected. An alternate shall succeed to membership on the Council when a vacancy occurs.
8 Succession shall be within professorial rank and division.

9 Alternates will serve for a period of one year or until the next election. Although there may not be a vacancy
10 in a particular professorial rank at the time of the annual election, an election within the rank shall nevertheless
11 be conducted to select alternates.

12 The secretary of the faculty shall announce as alternates the two in each rank in each division who, next to
13 those elected, receive the highest number of votes.

Report to Faculty Council
on the
Carolina Course Review
Michael K. Salemi
April 7, 1997

History

The Carolina Course Review (CCR) that we use today was created in 1981 to replace a defunct survey that students had initiated in the 1970's. The CCR project was undertaken jointly by representatives of the student body, faculty, administration, and computation center. A committee created a new survey instrument and the procedures and programs needed to process and publish the survey results. Faculty Council was consulted during this process.

The new CCR form was first used at the end of spring semester, 1982, when 232 courses in 7 departments were surveyed. By spring semester, 1984, a total of 2010 courses had been surveyed. The CCR currently surveys approximately 700 courses (27,000 enrollments) each semester.

The Survey Instrument

The CCR committee chose survey items from the Purdue Cafeteria of normed and validated items. A trial survey with 35 items was tested in the Department of Economics in 1981, judged to be too long, and shortened to the 21-item survey we use today. Factor analysis of the 1982 data suggested that students had five different things to say about their courses. The five CCR summary scores are weighted averages of the 21 responses with weights determined by the 1982 factor analysis.

Interpretation of CCR Results

The CCR was designed so that student responses have an absolute as well as a normative interpretation. Each item asks whether a certain teaching practice has occurred in a course. The response scale is: 5 = strongly agree, 4 = agree, 3 = neither agree nor disagree, 2 = disagree, 1 = strongly disagree. This scale avoids the presumption that a faculty member with scores below the 50th percentile is somehow deficient. For example, survey item 10 is: "Overall, my instructor is an effective teacher." The quintile scores for item 10 are: 3.58, 4.00, 4.27, 4.52, 5.00 which implies that 80 percent of UNC faculty in the norm data set were judged to be effective teachers!

A set of norms was also created to aid in interpreting CCR results. Norms were originally based on 1982 data and were revised in 1984 when more data had accumulated. Since the 1982 and 1984 norms were very similar, no further revision of the norms was undertaken. It would be reasonable to update the norms again. But once updated, the norm distributions should again be fixed so that the distributions never depend on current results.

Contract

The CCR is an informal contract among the faculty, students, administration, and Information Technology Services. Faculty administer the survey, permit the results to be published, and gain access to the results. Students fill out the survey (hopefully with care) and gain access to the published results. The administration provides funding and gains a screening device for teaching. ITS provides expertise and computation cycles and gains credit for performing a public service. It is essential that at least a summary of results are available to students. (See the other side for an example of the information made available to students.) Otherwise, they have little incentive to fill out the CCR with care.

Resolution 97-12. Regarding Distribution of Student Responses to the Carolina Course Review.

The Faculty Council resolves:

1 Section 1. The Educational Policy Committee is directed to consider and make
2 recommendations to the Faculty Council about the advisability of providing student
3 evaluations of classes on the Internet. Until that report is presented, course evaluations
4 now provided on the Internet should be accessible only by users of the campus email
5 system.

6 Sec. 2. This resolution is effective upon adoption.
7

Comment: According to the current agreement with faculty members who participate in the Carolina Course Review, the summary of student responses is public information. Previously, the summaries were printed and made available to students through the office of the president of the student body, but relatively few copies of the Review were available. At the request of the student body president's office, and with permission from the chair of the faculty, summaries currently also are accessible on the Internet. Some faculty, however, have expressed concern that such broad accessibility could result in misuse. Student representatives say they would be satisfied with having the information accessible only to people who have access to the campus email system.

Resolution 97-13. Regarding Procedures for Discharge of Faculty Members

The Faculty Council resolves:

1 Section 1. The Faculty Council petitions the Board of Trustees of the University of
2 North Carolina at Chapel Hill to amend Section 3(b)(8) of the *Trustee Policies and*
3 *Regulations Governing Academic Tenure in The University of North Carolina at Chapel*
4 *Hill* (concerning procedures to be followed after the Faculty Hearings Committee reaches
5 a decision favorable to the faculty member in a discharge proceeding) to include
6 provisions substantially similar to the following American Association of University
7 Professors standard for tenure:

8 “[In a discharge proceeding] the decision of the hearing committee should either be
9 sustained or the proceeding be returned to the committee with objections specified. In
10 such a case the committee should reconsider, taking account of the stated objections and
11 receiving new evidence if necessary. It should frame its decision and communicate in the
12 same manner as before [i.e., within 10 days]. Only after study of the committee’s
13 reconsideration should the [chancellor] make a final decision overruling the committee.”

14 Sec. 2. This resolution is effective upon adoption.

Comment

A major responsibility of the University of North Carolina chapter of the American Association of University Professors is to seek the adoption or retention of local institutional regulations that comport with AAUP policies. The policy on faculty dismissal used at the University of North Carolina at Chapel Hill is not in accordance with AAUP policy. Step 8 of our discharge procedure provides that the chancellor, in rejecting a finding, conclusion, or recommendation of the Hearings Committee that is favorable to the faculty member, is required only to notify the faculty member and the committee in writing. AAUP policy requires that the committee be apprised of the chancellor’s objections and afforded an opportunity to reconsider its recommendations and receive new evidence if necessary.

Bok (1986) argues that the principal responsibility of a faculty is to determine who teaches and what is taught. Members of the Executive Committee of the UNC-CH chapter of the AAUP make this recommendation to insure that the faculty have “first hand concern with its own membership, properly reflected in appointments to and separations from the faculty body” (AAUP, 1990).

JANE DELANO BROWN

If leadership is one person inspiring others to do for themselves, Jane Brown has been a leader by example, by inclusion, and by unselfishness. As Chair of the Faculty from 1994 to 1997, she has led by guiding the Faculty Council and its Executive Committee; by responding daily to an endless flow of voice mail, E-mail, U.S. and campus mail, and telephone requests; by assigning and prodding a task force or committee; by representing us to the UNC System through the Faculty Assembly; by walking the corridors of the General Assembly on behalf of faculty concerns; by initiating a new Chancellor, a new Provost, and a new Secretary of the Faculty; and by interpreting us to the Board of Trustees, the alumni, the media, and the people of North Carolina.

Few have led us more gracefully and wisely. Ever busy, she has always found time to listen and to hear. The competition of demands has never ruffled her patience and calm. For her, the old ways of doing things have never stood in the way of new and better ideas. Disappointment has never robbed her of her gloriously omnipresent smile. While it is probably true that one cannot please all the people all the time, she has earned the respect of all by her claims on reason and fairness. To those variously connected to the University, she has made us all a little prouder to be Tar Heels.

We, the faculty of the University of North Carolina at Chapel Hill, on this 25th day of April, 1997, hereby present to Jane Brown this Resolution of Gratitude.

1 **Resolution 97-10. A Resolution of Appreciation for President C. D. Spangler, Jr.**

2 Whereas President C. D. Spangler, Jr., has shown unwavering strength of purpose
3 and commitment to The University of North Carolina, firmly defending The University
4 through times of challenge in state and nation, and

5 Whereas President Spangler has led significant efforts such as the University Bonds
6 Campaign and has contributed through his own resources to such needs as endowed
7 professorships, and

8 Whereas President Spangler has advocated such abiding values as academic freedom
9 and has consistently endeavored to improve such conditions of work as faculty
10 compensation, and

11 Whereas President Spangler has sustained a long UNC tradition of honesty and
12 effectiveness of administration in the cause of service rather than personal gain, now
13 therefore

14 The Faculty Council of the University of North Carolina at Chapel Hill expresses its
15 deep and sincere gratitude to President C. D. Spangler, Jr., for his distinctive and essential
16 contributions as President of The University of North Carolina from 1986 to 1997.

17

Citation for
Donald Charles Jicha

Thomas Jefferson Award Recipient, 1997

Picture the summer of 1933. Events that would shape life in the United States for decades, particularly for students at Carolina, were unfolding. The stage is set for John Steinbeck's *Tortilla Flat*: unemployment is at an all-time high, FDR was inaugurated in March, the New Deal has begun, prohibition will be repealed before year's end, and on a sultry day in late July, Don Jicha is born in Chicago.

Less than forty years later Don would be ushering thousands of students through the General College here at UNC. As Associate Dean of the General College, he has direct responsibility, delegated by the Dean of Arts and Sciences, for more students than any other academic administrator on campus. Don's steady hand has remained on the rudder for more than twenty years, through four chancellors, five provosts and three deans. And, like the indefatigable Energizer Bunny, he's still going.

Since day one of his arrival in Chapel in 1960, Don has been an outstanding chemical educator. Recipient of the *Johnston Scholars Teaching Award* and the *Senior Class Favorite Teacher Award*, he sandwiched twenty four years of excellent instruction between two *Tanner Teaching Awards*. As organizer of the introductory chemistry laboratories, he coordinates the work of more than sixty teaching assistants every semester. Caring for thousands of chemistry laboratory students is a Herculean task, yet Don does this as if it were only a minor perturbation of his daily schedule. He is beloved by students for the demanding lecture courses he teaches in addition to his laboratory and administrative commitments.

Infused with detailed knowledge of curricula, advising, and student activities, Don is a wonderful resource for faculty, staff and students. Those who work with Don see a practical approach to every problem, boundless commitment to the university,

and endless optimism for the future. Dean Jicha is known as a listener among all segments of the Carolina population; sharing a problem with Don is always a good idea.

His level of involvement with undergraduates is exceptional. He writes about 300 letters of recommendation per year for students. How many faculty serve as the administrative leader for a unit the size of the General College and then stuff 300 letters into envelopes they printed themselves? Some of you may know that the first and second floors of Steele Building are occasionally referred to as Generous College: how well that nickname reflects the man at its center.

Don Jicha does not resemble the Jeffersonian ghost who walks the UVa campus on dark nights. Rather he is a grass roots worker for improved campus life, both academic and social. As Don said earlier this week, "I'm not an administrator, I'm a trench fighter." Don often points out that, "we're all just pilgrims", and what a great companion he is for the pilgrimage here at Carolina. Quietly he has often watched others take responsibility for errors of others. One nominating letter noted that "Don is as much a part of our University as the Davie Poplar, and every bit as strong and dependable."

Is it possible to reward a lifetime of university service as an outstanding instructor and dependable administrator with the Jefferson Award? Yes, it is. Today Don Jicha has been chosen by this family as the 1997 Thomas Jefferson Award recipient.

Presented at the General Faculty and Faculty Council Meeting

April 25, 1997

Prepared and Read by Joseph Templeton

Resolution 97-14. Amending the Faculty Code to Continue Voting Privileges for Faculty Taking Phased Retirement

The Faculty Council resolves:

1 Section 1. Section 1.4 of the Faculty Code of University Government is rewritten to
2 read:

3 **“§ 1-4. Voting.** (a) Except as otherwise provided in this Code, the voting faculty
4 comprises (i) all members of the General Faculty having tenured or probationary-term
5 appointments, (ii) librarians who are members of the General Faculty, and (iii) fixed-term
6 faculty whose positions satisfied the following criteria:

7 (1) The position is for full-time employment and is not a visiting appointment;
8 and

9 (2) The duties of the position include teaching, research, or both; and

10 (3) The actual or anticipated length of service in the position is at least three
11 years. This criterion is satisfied if (i) the current term of appointment is for
12 three years or more, or (ii) the appointment is a renewal appointment to the
13 same position and the combined length of the current term and the
14 immediately preceding terms is three years or more.

15 (b) For the purposes of Articles 1 through 4 and Article 13 of the Code, a member of
16 the voting faculty who retires but continues on the faculty with a fixed term appointment
17 that calls for at least one-half time effort shall be deemed to retain the faculty rank and
18 voting status that he or she held immediately prior to retirement.”

19 Sec. 2. This amendment is effective upon approval by the General Faculty on second
20 reading.

21

Comment

This amendment is presented by the Committee on University Government. Under the current *Code* provision, a member of the faculty who retires from a tenure-track position and remains on the faculty under a fixed-term appointment loses voting and office-holding privileges unless the fixed-term position calls for at least 75% effort, which is the minimum for “full-time employment.” A faculty member who chooses to take phased retirement would typically accept a fixed-term appointment for only 50% effort, since the maximum that one can earn and retain full retirement benefits is 50% of one’s salary at the time of retirement. Thus, the current *Code* provision is a disincentive to phased retirement.

The effect of the amendment would be that a faculty member taking phased retirement according to the typical pattern would retain his or her pre-retirement rank for purposes of faculty-wide elections. It would not affect departmental voting privileges within the College of Arts and Sciences or the professional schools.

Classroom Improvements

Phase	Building	Location	Feb., 1997	Mar., 1997	Apr., 1997	May, 1997	June, 1997	July, 1997	Aug., 1997	Sept., 1997	Oct., 1997	Nov., 1997	Dec., 1997	Jan., 1998	Feb., 1998	Mar., 1998	Apr., 1998	May, 1998	June, 1998	July, 1998	Aug., 1998		
1	Chase Hall	Room 222																					
2A	Bingham Hall	3rd Floor																					
2B	Bingham Hall	2nd Floor																					
2C	Bingham Hall	1st Floor																					
3A	Gardner Hall	Ground Floor																					
3B	Gardner Hall	1st Floor																					
3C	Gardner Hall	2nd Floor																					
3D	Gardner Hall	3rd Floor																					
4B	Dey Hall	4th Floor																					
4A	Dey Hall	3rd Floor																					
4C	Dey Hall	2nd Floor																					
5A	Peabody Hall	Ground Floor																					
5B	Peabody Hall	3rd Floor																					
5C	Peabody Hall	2nd Floor																					
5D	Peabody Hall	1st Floor																					

Phase 2: Bingham Hall
 Phase 3: Gardner Hall
 Phase 4: Dey Hall
 Phase 5: Peabody Hall

Sandra Price
 Jim Wilde
 Marianne Wolf
 Walt Pryzwansky

1997 FACULTY ELECTIONS
OFFICIAL BALLOT
EXECUTIVE COMMITTEE OF THE FACULTY COUNCIL

The Executive Committee of the Faculty Council consists of the chair of the faculty, the secretary of the faculty, and twelve voting members of the General Faculty elected by the Faculty Council for renewable three-year terms. The term of office begins on July 1.

The Executive Committee has the following powers and duties: (1) to exercise the consultative powers of the Faculty Council, subject to such restrictions or instructions as the Council may establish; (2) to exercise the legislative powers of the Faculty Council, subject to confirmation by the Council at its next regular meeting; (3) to serve as an advisory committee to the chair of the faculty; (4) to represent the Faculty Council and the General Faculty in advising the University administration with respect to issues, such as planning the setting of University priorities, that the Committee deems important to the University's mission; (5) to work with the various officers and groups within the University toward the realization of goals set in actions of the Faculty Council and (6) to report to the Council at regular intervals, including reporting annually on the status of the implementation of resolutions of the Faculty Council.

Instructions:

1. Only voting members of the Faculty Council are eligible to cast this ballot. Voting members of the Council include elected members, the chair of the faculty, and ex officio members serving by virtue of membership on the Executive Committee of the Faculty Council.
2. Vote for four candidates.
3. You may vote for fewer than four. Ballots voting for more than four will be discarded.
4. Return the ballot to the Office of Faculty Governance by noon on Friday, May 2.

- Thomas B. Clegg** (09/01/68); Distinguished Professor of Physics and Astronomy; PhD 1965 (Rice Univ.); MA 1963 (Rice Univ.); BA 1961 (Emory Univ.). Chair, Department of Physics & Astronomy.
- Charles E. Daye** (07/01/72); Henry P. Brandis Professor of Law; JD 1969 (Columbia University); BA 1966 (North Carolina Central University). Member, Vice Provost Search Committee.
- Donna H. LeFebvre** (07/01/84); Political Science, Lecturer and Internship Director; College of Arts & Sciences, Pre-Law Adviser; Director, Carolina Summer Program; JD 1975 (UNC-CH). Member, Faculty Council; Agenda Committee; Task Force on the Intellectual Climate.
- Abigail T. Panter** (07/01/89); Associate Professor of Psychology; PhD 1989 (NYU); MA 1987 (NYU); BA 1985 (Wellesley). Chair, Committee on the Status of Women; Faculty Council.
- Richard W. Pfaff** (08/01/67); Professor of History; DD 1995 (Oxford Univ., England); D.Phil 1965 (Oxford); MA 1963 (Oxford); BA 1959 (Oxford); AB 1957 (Harvard). Former Secretary of the Faculty.
- Stephen F. Weiss** (09/01/70); Professor of Computer Science; PhD 1970 (Cornell); MS 1969 (Cornell); BS 1966 (Carnegie Mellon). Chair, Department of Computer Science; Chancellor's Advisory Committee (term expiring 6/30/97).

1997 FACULTY ELECTIONS
FIRST REPORT OF THE SECRETARY OF THE FACULTY

April 18, 1997

This report gives the results of balloting in the 1997 faculty elections for all offices except Chair of the Faculty. The table shows statistics on voter participation.

Division	Mailed	Returned	% Returned
Fine Arts	56	31	55.36%
Humanities	188	93	49.47%
Basic & Applied Natural Sciences	272	81	29.78%
Social Sciences	217	93	42.86%
Libraries/Library Science	130	66	50.77%
Kenan-Flagler Business School	81	29	35.80%
Education	69	29	42.03%
Journalism & Mass Comm.	32	20	62.50%
Law	40	15	37.50%
Social Work	41	11	26.83%
Institute of Government	35	27	77.14%
Medicine	799	210	26.28%
Dentistry	108	50	46.30%
Nursing	62	25	40.32%
Pharmacy	51	23	45.10%
Public Health	174	71	40.80%
TOTAL	2,355	874	37.11%

Persons elected to vacant positions on faculty committees and the Faculty Council are identified by **boldface type**. Others listed have been chosen as first or second alternate for the position in the order listed. Alternates will be called upon to serve in the event that a regular member of the committee or Council retires or goes on leave.

ADVISORY COMMITTEE

Barbara S. Hulka
Noelle A. Granger
Bobbi A. Owen
Karl E. Petersen (1-yr. Term)
 William A. Campbell
 Donald H. Baucom

ATHLETICS COMMITTEE

Trudier Harris
Stanley R. Mandel
 Judy A. White
 Lawrence B. Rosenfeld

FACULTY HEARINGS COMMITTEE

Marion Danis
 Stephen Allred
 Dirk Frankenberg
 Robert E. Gwyther
 John H. Schopler

COMMITTEE ON HONORARY
DEGREES AND SPECIAL AWARDS

Laurence G. Avery
Barbara B. Moran
John P. Evans (1-yr Term)
 Warren A. Nord
 Gerald A. Horne

FACULTY ASSEMBLY
DELEGATION

Laura N. (Lolly) Gasaway
Fred M. Eckel
 Michael R. Mill
 Lela W. Brink

EDUCATIONAL POLICY
COMMITTEE

Division of the Fine Arts
Thomas A. Warburton
 Susanna C. Rinehart

Division of the Humanities
A. Reid Barbour
 Marsha S. Collins
 Carolyn L. Connor

Division of the Social Sciences

Boone A. Turchi
 Emil E. Malizia
 Isaac J. Unah

FACULTY GRIEVANCE
COMMITTEE

Professors/Librarians

Ernest N. Kraybill
 Nancy Milio
 A. Mark Weisburd

Associate Professors/Librarians
Vanessa G. Hodges
 John Rubin
 Susan J. Beck

Assistant Professors/Librarians
Dorothy H. Verkerk
 Frayda S. Bluestein

FINANCIAL EXIGENCY &
PROGRAM CHANGE COMMITTEE

Division of Academic Affairs

Barbara J. Harris
Philip A. Stadter
 Janice H. Schopler
 Evelyn H. Daniel

Division of Health Affairs

Philip A. Bromberg
David E. Yoder
Jean Goeppinger (1-yr term)
 Raymond P. White, Jr.
 Boka Hadzija

ADMINISTRATIVE BOARD OF THE
LIBRARY

FINE ARTS DIVISION

Professors (Alternates)

Jaroslav T. Folda
 Severine Neff

Assoc./Ass't Professors/Lecturers
Dorothy Verkerk
 Adam N. Versenyi
 Anne McKay Coble

HUMANITIES DIVISION

Professors (Alternates)

Joseph S. Wittig
 Paul R. Roberge

Assoc./Ass't Professors/Lecturers
Jane M. Danielewicz
 Donald C. Haggis
 Eric P. Henry

BASIC & APPLIED NATURAL
SCIENCES DIVISION

Professors

Louise A. Dolan
 A. Conrad Neumann
 Daniel A. Textoris

Assoc./Ass't Professors/Lecturers
 Beth E. Kurtz-Costes
 Peter C. Gordon

SOCIAL SCIENCES DIV'N

Professors

Howard E. Aldrich
 Janice H. Schopler
 John V. Orth

Assoc./Ass't Professors/Lecturers
 (Alternate)
 John C. Chasteen
 Pamela S. Robinson

LIBRARY DIVISION

All Ranks (Alternates)

Robert G. Anthony, Jr.
 Timothy D. Pyatt

CHAIR OF THE DIVISION OF THE
FINE ARTS

Mary D. Sheriff, Chair
Adam N. Versenyi, Vice-Chair
 Jon W. Finson

CHAIR OF THE DIVISION OF THE
SOCIAL SCIENCES

Glen H. Elder, Chair
David L. Lowery, Vice-Chair
 Stanley W. Black

FACULTY COUNCIL

FINE ARTS

Professors (Alternates)

Thomas A. Warburton
Dennis J. Zaborowski

All Other Ranks

John R. Corvach
Allen L. Anderson
Judith L. Adamson

FACULTY COUNCIL

HUMANITIES

Professors

H. Craig Melchert
Julius R. Raper
Laura A. Janda
John Van Seters

Associate Professors (Alternates)
Margaret O'Connor
Rosa Perelmuter

Ass't Professors/Fixed-Term

Jane M. Danielewicz
Donald C. Haggis
Eric P. Henry

FACULTY COUNCIL

BASIC & APPLIED NATURAL
SCIENCES

Professors

Joseph F. Plante
Francisco E. Werner
Charles K. Paull

Assoc. Professors (Alternates)
Constantine Sedikides
Paul M. Brinich

Ass't Professors

Jack L. Vevea
Jianpin Lu
Dinesh Manocha

Fixed-Term Faculty (Alternates)
Jean S. DeSaix
Thomas J. Shay

FACULTY COUNCIL

SOCIAL SCIENCES

Professors

Leon R. Fink
David H. Moreau
Genna Rae McNeil
Ronald W. Hyatt

Assoc. Professors (Alternates)
John W. Florin
Stephen T. Leonard

Ass't Professors/Fixed-Term

Rachel A. Willis
Altha J. Cravey
Barbara Shaw Anderson

FACULTY COUNCIL

UNIVERSITY LIBRARIES AND
SCHOOL OF INFORMATION &
LIBRARY SCIENCE

Professors/Librarians

Gillian Debrecezeny
Carol M. Tobin-Davis
Richard A. Shrader

Assoc. Professors/Librarians
(Alternates)

Michael Van Fossen
Frieda B. Rosenbert

Ass't Professors/Librarians
(Alternates)

Paula P. Hinton
Melissa M. Cain

FACULTY COUNCIL

KENAN-FLAGLER BUSINESS
SCHOOL

Professors (Alternates)

Aleda V. Roth
Debra L. Shapiro

All Other Ranks (Alternates)
David E. Hoffman

FACULTY COUNCIL

SCHOOL OF EDUCATION

Professors

Catherine Marshall
Richard H. Coop
Richard C. Hunter

All Other Ranks

Bobbie B. Lubker
Judith L. Meece
Carol E. Malloy

FACULTY COUNCIL

SCHOOL OF JOURNALISM & MASS
COMMUNICATION

All Ranks (Alternates)

Michael I. Williams
Mary Alice Shaver

FACULTY COUNCIL

SCHOOL OF LAW

All Ranks (Alternates)

Alice A. Ratliff
Melissa L. Saunders

FACULTY COUNCIL

SCHOOL OF SOCIAL WORK

All Ranks (Alternates)

Iris B. Carlton-LaNey
S. Rachel Dedmon

FACULTY COUNCIL

INSTITUTE OF GOVERNMENT

All Ranks

Frayda S. Bluestein
A. John Vogt
Milton S. Heath, Jr.

FACULTY COUNCIL
SCHOOL OF MEDICINE

Professors

Barry R. Lentz
Susan T. Lord
Brian Stabler
John T. Gatzky, Jr.
Brian Hermann
Kenny D. McCarthy

Associate Professors

Marila Cordeiro-Stone
Melody F. Harrison
Eric W. Jensen
Cort A. Pedersen

Assistant Professors

Edward J. Collins
Lee M. Graves
Michael D. Schaller
Warren P. Newton

Fixed-Term Faculty

Philip L. Carl
Celia R. Hooper
Timothy A. Johnson
Karen R. Metzguer
David H. Sorscher

FACULTY COUNCIL
SCHOOL OF DENTISTRY

Professors (Alternates)

James D. Beck
Roland R. Arnold

Assoc./Ass't Professors
(Alternates)

Kenneth N. May, Jr.
Diane C. Shugars

Fixed-Term Faculty (Alternates)

Samuel P. Nesbit
Carolyn Bentley

FACULTY COUNCIL
SCHOOL OF NURSING

Professors/Assoc. Professors
(Alternates)

Jo Ann B. Dalton
Catherine I. Fogel

All Other Ranks (Alternates)

Carol F. Baker
Bonnie F. Angel

FACULTY COUNCIL
SCHOOL OF PHARMACY

Professors/Assoc. Professors
(Alternates)

Abraham G. Hartzema
Iris H. Hall

All Other Ranks (Alternates)

Tina P. Brock
Teresa L. Kauf

FACULTY COUNCIL
SCHOOL OF PUBLIC HEALTH

Professors

Brenda M. Devellis
Jonathan B. Kotch
R. Gary Rozier

Associate Professors

Lewis Margolis
Lola V. Stamm
Craig D. Turnbull

Assistant Professors (Alternates)

Alice S. Ammerman
Trude A. Bennett

Fixed-Term Faculty (Alternates)

Deborah E. Bender
G. Fletcher Linder
