



The University of North Carolina at Chapel Hill

AGENDA OF THE FACULTY COUNCIL

Friday, December 12, 1997, 3:00 p.m. Assembly Room, 2nd Floor, Wilson Library

Chancellor Michael Hooker will preside. Attendance of elected Council members is required.

Type	Time	Item
INFO	3:00	Address. Molly Broad, President of The University of North Carolina
INFO	3:30	Remarks. Chancellor Michael Hooker
INFO	3:40	Question Period. [The Chancellor invites questions or comments on any topic.]
INFO	3:45	Remarks. Richard N. Andrews, Chair of the Faculty
DISC	3:55	Special Report on Post-Tenure Review Bernadette Gray-Little, Chair of the Advisory Committee
INFO	4:15	Annual Report, Advisory Committee on Undergraduate Admissions Risa Palm, Dean of the College of Arts and Sciences
INFO	4:20	Annual Report, Committee on Scholarships, Awards, and Student Aid James McCoy, Chair
INFO	4:25	Annual Report, Committee on University Government Janet Mason, Chair
ACT	4:30	Adjourn
	4:30	RECEPTION SPONSORED BY THE UNC-CH CHAPTER, AAUP Wilson Library Foyer

Joseph S. Ferrell
Secretary of the Faculty

KEY: ACT = Action INFO = Information DISC = Discussion

All reports to the Faculty Council are posted on the Faculty Council Web site,
<http://www.unc.edu/faculty/facount/>. Paper copies are circulated to members of the Faculty Council,
deans, and department chairs.

The Agenda Committee will meet on December 15 for the January 16 Faculty Council Meeting.

December 12, 1997 Faculty Council Meeting

DRAFT: REVISED 11-06-97

Policy for the Review of Tenured Faculty
at the University of North Carolina at Chapel Hill

I. Purpose

Post-tenure review is a systematic process for the periodic, comprehensive review of the performance of all faculty members having permanent tenure and whose primary duties are teaching, research, and service. The goals of post-tenure review are to promote faculty development, ensure faculty productivity, and provide accountability. The post-tenure review process should respect the basic principles of academic freedom. Post-tenure review does not abrogate, in any way, the due process criteria or procedures for dismissal or other disciplinary action established under the *Trustee Policies and Regulations Governing Academic Tenure*. The policies and procedures presented below incorporate the basic principles of the policies established by the Board of Governors in Memorandum #371.

II. Policy

Each faculty member is subject to post-tenure review no less often than every five years following the conferral of permanent tenure. Reviews must examine all aspects of a faculty member's performance and must involve peers. Comprehensive evaluations conducted for other purposes, such as a review for promotion, may be substituted for or combined with post-tenure review. A review may be delayed for compelling reasons approved by the provost.

III. Procedures

A. The post-tenure review process should be phased-in in a manner that will allow all faculty members having permanent tenure to be reviewed within the first five years that this policy is in effect. Faculty members to be reviewed first will be those with the longest accrued time since the last formal evaluation for conferral of permanent tenure or for consideration for promotion. A faculty member should be notified at least six months in advance of an upcoming post-tenure review.

B. Each appointing unit will develop written policies and procedures that describe the expectations the unit has of its faculty, the manner in which the post-tenure review process will be conducted, and the procedures by which persons will be designated to conduct reviews. In the remainder of this document the designated persons will be referred to as the Post-Tenure Review Committee.

The review process must involve peers and should be conducted by a minimum of

three persons. The post-tenure review process should be flexible enough to acknowledge different expectations in different disciplines and changing expectations at different stages of faculty careers.

C. The review should involve an examination of qualitative and quantitative evidence of all aspects of a faculty member's professional performance over at least the previous five years in relation to the mission of the department, school, and institution. Each faculty member being reviewed should provide a concise summary of accomplishments and plans. Additional evidence for the review may include annual merit reviews, a current curriculum vitae, copies of publications, evaluations of teaching, and other documentation of contributions and accomplishments.

D. The Post-Tenure Review Committee will provide to the faculty member a written summary of its conclusions with regard to his or her overall performance and, where appropriate, its recommendations.

E. The faculty member being reviewed must be given an opportunity to provide a written response to the report of the Post-Tenure Review Committee. The unit head will maintain a record of the Committee's report and any response to it as a part of the faculty member's confidential personnel file within the unit. When the unit head is being reviewed, the administrative officer at the next higher level will assume the function of the unit head.

F. For faculty members whose overall performance is outstanding, the review should result in nominations for awards and other forms of performance recognition. For individuals whose overall performance is satisfactory, but whose performance in a specific area needs strengthening, the review should indicate guidelines for improvement in the specific area. For faculty members whose overall performance reflects substantial deficiencies, a more comprehensive plan for improvement (a development plan) should be prepared.

G. Development plans should be established jointly by the faculty member being reviewed and the unit head on the basis of the evaluation and recommendations provided by the Post-tenure Review Committee. Faculty development plans should be individualized and flexible, taking into account the faculty member's intellectual interests, abilities, and career stage, as well as needs of the unit and institution. The development plan should include clear goals, specific steps designed to achieve those goals, indicators of goal attainment, a clear and reasonable time frame for the completion of goals, and a statement of consequences if the goals are not reached. The institution is expected to provide resources to facilitate that implementation of development plans.

Annual reviews should be used to assess progress toward goals specified in the plan. The unit head should acknowledge in writing a faculty member's clear improvement and the successful completion of a development plan.

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H. A faculty member whose overall performance has been found to show substantial deficiencies and for whom a development plan has been recommended will have the right to appeal the findings of the Post-Tenure Review Committee and the recommendation for a development plan to the dean or next higher administrative officer beyond the unit head.

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I. In the case of a faculty member who fails to complete a development plan successfully and whose performance continues to be deficient, the unit head should take other appropriate action. Examples of appropriate action include establishment of a revised development plan with specific time limits for improvement, reassignment of duties, or mutually agreed upon separation. If the unit head determines that these or other actions are impracticable or have been unsuccessful, the unit head should notify the dean, who will consider whether grounds for dismissal or other disciplinary action exist under the *Trustees Policies and Regulations Governing Academic Tenure*. Neither the mere fact of negative review, nor an unsuccessful development plan, will result in dismissal or severe sanction except for grounds stated in the *Trustees Policies and Regulations Governing Academic Tenure*.

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IV. Records

A. Copies of each unit's post-tenure review procedures will be filed with the dean or provost, as appropriate.

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B. Unit heads will maintain a list of the faculty members reviewed each year, a record of completed reviews and responses to the reviews, the names of all faculty members for whom a development plan was recommended, and a copy of the development plans.

C. Deans will file annual reports to the Office of the Provost giving the following information:
Names of faculty members reviewed during the previous year,
Names of faculty members for whom a development plan was recommended and established, and
Names of faculty members who are subject to review, but for whom a delay is requested along with the reason for the delay.

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December 12, 1997 Faculty Council Meeting

October 29, 1997

Advisory Committee on Undergraduate Admissions

Ex-Officio Committee, Chair of Faculty
1996-97 Annual Report

Members: Stephen Birdsall (Chair)-(Tenure as Dean); Donald Jicha (Tenure as Associate Dean-General College); Raymond Doolley (Vice Chair-Fine Arts, 1996-97); David Halperin (Vice Chair-Humanities 1995-98); Dirk Frankenberg (Vice Chair-Basic & Applied Natural Sciences, 1996-99); Stanley Black III (Vice Chair-Social Sciences, 1994-97); Cynthia Freund (School of Nursing, 1996-99); Barbara Moran (Academic Dean-School of Information and Library Science, 1995-98).

Ad Hoc Members: Russell Van Wyk (Acting Assoc. Dean-General Education); John Edgerly (Director-University Counseling Center, 1994-97); John Evans (School of Business-Tenure as ACC/NCAA Faculty Rep.); Fred Hobson (Department of English, 1996-97); Sylvia Hoffert (Women's Studies 1996-97); Frederick Mueller (Department of Physical Education-Tenure as Chair of University Faculty Committee on Athletics); Dixie Spiegel (School of Education, 1996-98).

Ex Officio Members: Susan Kitchen (Tenure as Vice Chancellor & Dean-Student Affairs); Jane Byron (Director-Learning Disabilities Center, 1994-97); Carolyn Cannon (Tenure as Assoc. Dean-Academic Services); James Walters (Tenure as Director-Undergraduate Admissions); David Lanier (Tenure as University Registrar); James Kessler (Tenure as Acting Director of Disability Services); Eleanor Morris (Tenure as Director-Student Aid Office); Herbert Davis (Tenure as Assoc. Director-Undergraduate Admissions); Barbara Polk (Tenure as Assoc. Director-Undergraduate Admissions); Anthony (Tony) Strickland (Tenure as Assoc. Director-Undergraduate Admissions); Sue Klapper (Tenure as Asst. Director-Undergraduate Admissions); Timothy Sanford (Tenure as Director-Institutional Research).

Members leaving committee during past year: None

Meetings during past year: September 4, 1996; October 9, 1996; November 6, 1996; January 15, 1997; April 9, 1997

Report prepared by: Risa Palm, Dean (Chair), and Barbara Polk, Interim Director of Admissions, March 15, 1997-October 15, 1997.

Committee charge: Approves policies and procedures applicable to the Undergraduate Admissions Office which are not inconsistent with policies adopted by the Board of Trustees or applicable faculty legislation.

Previous Faculty Council questions or charges:

Complete review of University self-study issues, i.e., consider the effectiveness of current admissions criteria.

Report of activities:

[See comparative statistics (attached).]

1. Conducted annual reviews of admissions actions by the Admissions Subcommittees on Athletics, Persons with Disabilities, Exceptional Minorities, and review of the business of the Sub-Committee on Professional School Admissions Policies.
2. Discussed the implications of the School of Pharmacy processing admissions applications for pharmacy transfer applicants. At the request of the School of Pharmacy, the Committee members felt it appropriate that this change be made.
3. Discussed the implications of limiting transfer students in the number of hours they can transfer into the University. The Committee members found it appropriate to limit transfer students to transferring no more than 75 hours to the University.
4. Discussed criteria for the admission of home-schooled students. While the Committee members agreed that it can be beneficial to have additional academic information when evaluating applicants from home-schooled backgrounds, they also understood that the State Legislature and General Administration could impact the current policy. (Five SAT II's were required during the 1996-97 year). Further discussion was delayed on this topic until the results of the 1997 Legislative Session were available.

Resolutions for action by Faculty Council:

That the Faculty Council endorses the value of continuing faculty involvement in Admissions Office recruitment efforts directed toward top student applicants.

UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
1993-1994-1995-1996-1997
FRESHMAN CLASS PROFILE DATA

I. Application Data

	APPLICATIONS					ADMITS					MATRICULATIONS				
	1993	1994	1995	1996	1997	1993	1994	1995	1996	1997	1993	1994	1995	1996	1997
Total <i>FRESHMAN</i>	15041	15661	16063	15799	15980	5997	6142	5570	5825	5881	3331	3497	3238	3276	3417
% Change 1993-94-95-96-97	-9.29%	+3.96%	+2.51%	-1.70%	+1.15%	+4.37%	+2.69%	-9.32%	4.40%	+9.5%	+3.61%	+4.75%	-7.41%	1.20%	+4.3%
<i>SUB GROUPS</i>															
In-State	6138	6701	6739	7098	6865	4197	4369	4175	4279	4442	2658	2757	2677	2656	2855
Out -of-State	8903	8960	9324	8701	9115	1780	1773	1395	1546	1439	673	740	561	620	562
African American	1244	1453	1533	1590	1679	690	804	725	748	816	360	440	393	387	420
Asian American	1092	1138	1070	1096	1183	396	387	284	354	347	177	192	159	179	189
Native American	70	70	101	91	83	39	39	59	48	44	21	20	30	22	27
Puerto Rican/Hispani	342	366	415	60	417	61	62	91	30	66	30	27	30	39	39
Total <i>TRANSFERS</i>	3011	3011	2591	2417	2366	1329	1242	1244	1204	1078	955	894	908	928	735
% Change 1993-94-95-96-97	+4.0%	0%	-13.95%	-7.20%	-2.1%	+1.43%	-7.0%	+1.7%	-3.30%	-10.5%	+19.06%	-6.8%	+1.55%	+2.20%	-20.8%

II. Freshman Class School Background

	<i>1993</i>	<i>1994</i>	<i>1995</i>	<i>1996</i>	<i>1997</i>
NC Public School Graduates	2345	2485	2364	2328	2514
Out-of-State Public Graduates	545	546	442	490	448
Private/Parochian School Graduate	416	404	407	418	421
Foreign/Service Dependent School	25	62	25	40	34

III. Freshman Class Distribution by Sex

	<i>1993</i>	<i>1994</i>	<i>1995</i>	<i>1996</i>	<i>1997</i>
Men	1275	1436	1250	1208	1297
Women	2056	2123	1998	2068	2120

IV. Percent Admitted Who Enrolled

	<i>1993</i>	<i>1994</i>	<i>1995</i>	<i>1996</i>	<i>1997</i>
North Carolina	63%	63%	64%	63%	64.2%
Non-Residents	36%	41%	39%	38%	39.1%
Non-Residents (Alumni)	54%	55%	51%	53%	55.9%
TOTALS	56%	57%	58%	58%	58.1%

V. High School Senior Class Rank

	<i>1993</i>	<i>1994</i>	<i>1995</i>	<i>1996</i>	<i>1997</i>
Top Tenth	2341 (70.3%)	2529 (72.3%)	2378 (73.4%)	2378 (73.0%)	2408 (70.6%)
Second Tenth	633 (19.0%)	706 (20.1%)	617 (19.0%)	612 (19.0%)	734 (21.5%)

VI. SAT Means

1992 - 1122
 1993 - 1126
 1994 - 1128
 1995 - 1142
 1996 - 1222
 1997 - 1220

VII. Freshman Class Distribution by Residency

	<i>1993</i>	<i>1994</i>	<i>1995</i>	<i>1996</i>	<i>1997</i>
NC Residents	2659	2753	2677	2655	2855
Non-Resident Alumni	109	108	90	516	109
Non-Residents	563	636	471	105	453
TOTAL Class	3331	3497	3238	3276	3417

TOTAL Alumni Children	541	528	442	478	543
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Source: Office of Admissions and Office of Institutional Research

December 12, 1997
Committee on Scholarships, Awards, and Student Aid

Annual Report, 1996-97

Members: Idris Assani (1998), Deborah Bialeschki (1999), Eugenia Eng (1998), Laurice Ferris (1998), Melody Harrison (1999), Evelynne Huber (1998), W. James McCoy, Chair (1999), Richard D. Rust (1997), Phiip C. Singer (1998), Francis Whang (1997). **Ex Officio Members:** Eleanor S. Morris, Frederic W. Schroeder, James C. Walters, Kermit Williams. **Student Members:** Sean Behr, Edwin Burwell, Bethany Chism, Daniel Hicks.

Members Leaving the Committee: None.

Meetings During 1996-97: November 20, 1996, January 29, 1997.

Report Prepared By: W. James McCoy, Chair, and Eleanor S. Morris, Director of Office of Scholarships and Student Aid.

Committee Charge: The Committee establishes policy for scholarship and student aid funds, monitors the operations of the Office of Scholarships and Student Aid, and advises the Chancellor on matters regarding scholarships and other forms of student aid.

Previous Faculty Council Questions or Charges: None

Report of Activities: The Committee on Scholarships, Awards, and Student Aid considered or took action on the following matters:

1. Reviewed and monitored operations of the Office of Scholarships and Student Aid. The attached report summarizes scholarship and financial aid expenditures in the programs for which the Committee has oversight responsibility.
2. Considered the distribution of funds from trademark royalty income for need-based and academic scholarships for 1997-98. Based on projected income of approximately \$1.9 million and with an expected carryover of \$800,000, the Committee approved the expenditure of \$2 million for need-based scholarships and \$505,800 for academic scholarships. The allocation for academic scholarships will support 18 four-year scholarships of \$2,500 per year for in-state students and nine awards of \$9,050 per year for out-of-state students. (Academic scholarships to out-of-state students carry a \$950 partial tuition remission, so the annual value of a merit award is actually \$10,000.) The Committee authorized the remaining \$194,200 to be held in temporary investment as a reserve if income from trademark royalties should decrease.

During the coming year, the Committee will continue its oversight of operations of the Office of Scholarships and Student Aid and will allocate funds from trademark royalties to need-based and academic scholarships. Also, the Committee will be involved through subcommittees in selecting the most outstanding entering freshmen for competitive academic scholarship awards. Members of the Committee will work with the Office of Scholarships and Student Aid in developing special activities and educational opportunities to enhance the academic scholarship programs.

Recommendations for Action by Faculty Council: None.

**1996-97 SCHOLARSHIP AND FINANCIAL AID AWARDS
OFFICE OF SCHOLARSHIPS AND STUDENT AID
The University of North Carolina at Chapel Hill**

Note: This report includes funds awarded or distributed by the Office of Scholarships and Student Aid to undergraduate, graduate, and professional students. It does not include graduate assistantships, fellowships, tuition remissions, athletic grants-in-aid, Morehead Awards, ROTC Scholarships, and educational benefits.

AWARDS FROM UNIVERSITY-CONTROLLED SOURCES

Scholarships

University Funds

	Number Awards	Amount
Johnston Awards Program		
Undergraduate Scholarships	243	\$ 990,784
Nursing Undergraduate Scholarships	19	81,020
Nursing Graduate Scholarships	17	116,000
Nursing Continuing Studies Awards	3	1,414
Nursing Continuing Education Awards		<u>69,829</u>
		\$1,259,047

Other Distinguished Scholarships (need-based)

120 \$ 435,798

Academic Undergraduate Scholarships (non-need-based)

College Fellows Awards	39	\$ 130,500
Pogue Scholarships	66	436,875
Carolina Scholars Awards	2	10,000
William R. Davie Scholarships	46	157,550
Herbert W. Jackson Scholarships	24	40,000
Other Academic Scholarships	24	<u>133,116</u>
		\$ 908,041

General Undergraduate Scholarships (need-based)

Escheats Scholarships	157	\$ 93,655
Minority Presence Scholarships	114	127,077
North Carolina Scholarships	617	634,009
Student Stores Scholarships	79	95,445
University Trademark Scholarships	674	1,377,324
Employee-Dependent Scholarships	16	29,953
Other General Scholarships	1,390	<u>1,507,233</u>
		\$3,864,696

Restricted Scholarships (non-need-based)

27 \$ 51,097

Departmental Undergraduate Scholarships (non-need-based)

Art	9	\$ 5,600
Business Administration	47	42,150
Chemistry	8	2,825
Communications Studies	1	1,000
Clinical Laboratory Science	5	4,990
Dental Hygiene	9	13,649
Drama	32	21,014
Education	22	30,200
Journalism and Mass Communication	72	87,725
Mathematics	1	4,400
Music	65	59,600
Nursing	76	61,975
Physical Therapy	16	16,320
Public Health	34	22,350
Recreation	1	<u>600</u>
		\$ 374,398

Graduate and Professional Schools Scholarships

Dentistry	103	\$ 172,709
Law	134	294,365
Medicine	778	846,591
Minority Presence Graduate Scholarships	16	16,140
Pharmacy	92	<u>105,504</u>
		\$ 1,435,309

Federal Funds

Health Professions Scholarships

Dentistry	10	\$ 83,116
Medicine	1	4,375
Public Health	10	<u>7,892</u>
		\$ 95,383

• Total Scholarships

5,219 awards\$8,423,769GrantsUniversity Funds

Native American Grants	34	\$ 44,989
Tuition Enhancement Grants	7,161	2,940,568
Other Grants	330	<u>211,368</u>
		\$3,196,925

State Funds

N. C. Student Incentive Grants	130	\$ 92,149
Other State Grants	30	<u>14,615</u>
		\$ 106,764

Federal Funds

Pell Grants	2,089	\$3,268,946
Supplemental Grants	1,593	<u>732,384</u>
		\$4,001,330

• Total Grants

11,367 awards\$7,305,019College Work-Study Jobs (Federal)

On-Campus Jobs	665	\$ 560,859
Community Service Jobs	56	43,599
Work-Study Graduate Assistantships	38	<u>274,973</u>

• Total College Work-Study

759 awards\$ 879,429

LoansUniversity Funds

Long-term loans
Short-term loans

	Number Awards	Amount
	78	\$ 74,378
	2,319	<u>808,203</u>
		\$ 882,581

Federal Funds

Perkins (National Direct) Loans
Health Professions Student Loans

Dentistry
Medicine
Pharmacy

	1,678	\$3,960,565
	53	287,470
	22	405,555
	15	<u>51,594</u>
		\$4,705,184

• Total Loans

4,165 awards\$5,587,765TOTAL AWARDS FROM UNIVERSITY-CONTROLLED SOURCES\$22,195,982AWARDS FROM OUTSIDE SOURCESScholarships

National Merit Scholarships
National Achievement Scholarships
Various sponsored scholarships
N.C. Teaching Fellows
N.C. Nurse Scholarships

	182	\$ 293,800
	23	36,500
	3,485	4,861,037
	233	1,107,881
	87	412,000

• Total Scholarships

4,010 awards\$6,711,218LoansFederal Family Educational Loans

Subsidized Stafford Loans
Unsubsidized Stafford Loans
Parent Loans (PLUS)

	5,800	\$27,942,613
	3,728	16,470,684
	497	<u>3,010,391</u>
		\$47,423,688

Other Loans

N. C. Teachers' Scholarship-Loans
N. C. Health, Science, Math Loans
N. C. Nurse Education Loans
N. C. Principal Fellows Loans
Private Foundation Loans
Other educational loans

	47	\$ 95,500
	50	351,351
	7	14,700
	25	500,000
	22	39,175
	178	<u>877,590</u>
		\$ 1,878,316

• Total Loans

10,354 awards\$49,302,004TOTAL AWARDS FROM OUTSIDE SOURCES\$56,013,222TOTAL FUNDS AWARDED OR DISTRIBUTED BY OFFICE OF SCHOLARSHIPS & STUDENT AID\$78,209,204

COMPARISON OF FINANCIAL AID AWARDS
1993-96

	<u>1993-94</u>	<u>1994-95</u>	<u>1995-96</u>	<u>1996-97</u>
University Scholarships	\$5,659,117	\$6,539,154	\$ 7,124,620	\$ 8,328,386
Federal Scholarships	345,018	364,633	434,699	420,609
State Scholarships	1,305,876	1,384,862	1,411,922	1,519,881
Private Scholarships	4,748,530	4,744,382	5,144,749	4,866,111
University Grants	203,559	257,037	253,792	3,196,925
Federal Grants	4,003,589	3,986,569	4,047,093	4,001,330
State Grants	122,215	152,220	100,116	106,764
Federal College Work-Study	829,426	744,051	724,627	879,429
University Loans	828,939	807,729	982,042	882,581
Federal Loans	4,112,972	4,709,850	4,986,460	4,705,184
Federal Family Education Loans	30,309,941	38,727,913	44,884,926	47,423,688
State and other loans	877,533	1,150,739	1,453,820	1,878,316
	<u>\$53,346,715</u>	<u>\$63,569,139</u>	<u>\$71,548,866</u>	<u>\$78,209,204</u>
Number of Students	9,424	10,226	10,611	11,091
Average award	\$5,661	\$6,216	\$6,743	\$7,052
Distribution of funds by source:				
Federal	74%	76%	77%	74%
University	13%	12%	12%	16%
State	4%	4%	3%	3%
Private	<u>9%</u> 100%	<u>8%</u> 100%	<u>8%</u> 100%	<u>7%</u> 100%
Distribution of funds by type:				
Scholarships	23%	21%	20%	19%
Grants	8%	7%	6%	9%
Loans	67%	71%	73%	71%
Work-Study Jobs*	<u>2%</u> 100%	<u>1%</u> 100%	<u>1%</u> 100%	<u>1%</u> 100%

*Only federal Work-Study jobs are included in this distribution. Student earnings from other campus jobs are not listed.

DISTRIBUTION OF FINANCIAL AID FUNDS

1996-97

<u>All Funds</u>	<u>In-State</u>	<u>Out-of-State</u>	<u>Total</u>
Freshmen	1,577	304	1,881
Sophomores	1,255	210	1,465
Juniors	1,643	198	1,841
Seniors, and 5th year	<u>1,879</u>	<u>265</u>	<u>2,144</u>
	6,354	977	7,331
Total Undergraduate	\$29,290,197	\$9,954,795	\$39,244,992
Average Awards	\$4,610	\$10,189	\$5,353
Graduate Students	1,177	888	2,065
	\$9,295,792	\$8,342,249	\$17,638,041
Business (MBA)	103	267	370
	\$1,123,223	\$2,830,909	\$3,954,132
Dental (DDS)	215	15	230
	\$3,290,898	\$ 425,981	\$3,716,879
Law (JD)	456	79	535
	\$4,662,751	\$1,456,123	\$6,118,874
Medical (MD)	537	23	560
	<u>\$7,026,247</u>	<u>\$ 510,039</u>	<u>\$7,536,286</u>
Total Graduate/Professional	2,488	1,272	3,760
	\$25,398,911	\$13,565,301	\$38,964,212
Average Awards	\$10,209	\$10,665	\$10,363
<u>University Scholarship Awards</u>		<u>Amount</u>	
Need-based Funds		\$5,491,882	
Undergraduate students		<u>810,216</u>	
Graduate and professional students		\$6,302,098	(75.6%)
Non-need based Funds		\$1,215,366	
Undergraduate students		<u>810,922</u>	
Graduate and professional students		\$2,026,288	(24.4%)
Total University Scholarships		\$8,328,386	

UNC University Fund

1996-97

The University Fund was established in 1971 by members of the faculty to provide scholarship funds to students who have the ability to study here but lack the financial resources to meet expenses. Faculty and staff members have given to the fund over the years through monthly bank drafts or by direct contributions.

Awards from the University Fund are made to students with great financial need, to reduce the amount of loan burden or work obligations these students must accept to meet the costs of study at Chapel Hill.

Balance Forward 7/1/96

\$40,080

Income:

Bank drafts	\$1,755
Direct gifts	4,102
Investment income	<u>1,367</u>

\$47,304

Expenditures:

Scholarships to 24 students

16,860

Balance 6/30/97

\$30,444

LOAN COLLECTIONS

1994-96

Principal and Interest Collected on Student Loans

National Direct/Perkins Student Loans	<u>1994-95</u>	<u>1995-96</u>	<u>1996-97</u>
Health Professions Student Loans (all funds)	\$3,805,519	\$3,832,468	\$3,664,810
University Loans (including short-term loans)	417,410	475,294	454,843
	<u>826,553</u>	<u>932,824</u>	<u>942,451</u>
	\$5,049,482	\$5,240,586	\$5,062,104

Accounts Receivable

National Direct/Perkins Student Loans	\$25,644,880
Health Professions Student Loans (all funds)	4,077,404
University Loans	<u>774,090</u>
	\$30,496,374

\$26,568,316
4,200,065
<u>782,217</u>
\$31,550,598

\$27,051,274
4,574,620
<u>760,909</u>
\$32,386,803

Default Rates

National Direct/Perkins Student Loans	2.26%
Health Professions Student Loans	
Dentistry	.26%
Medicine	1.02%
Pharmacy	.57%

2.2%
.24%
1.85%
.21%

3.1%
.13%
.28%
0%

Number of Accounts in Repayment

National Direct/Perkins Student Loans	5,447
Health Professions Student Loans	<u>619</u>
	6,066

5,163
<u>613</u>
5,776

4,868
<u>570</u>
5,438

CUMULATIVE LOAN INDEBTEDNESS

1992 - 1997

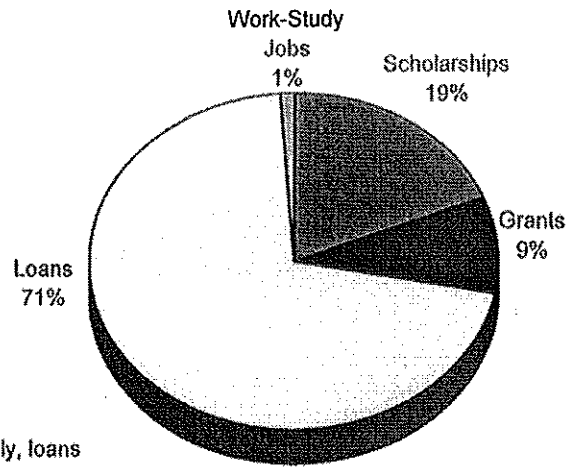
These figures represent total loan indebtedness at various class levels and in specified programs for students who have borrowed from loan programs awarded by or handled through the Office of Scholarships and Student Aid. Cumulative debt includes amounts received from the University or from other schools prior to attending the University. Loan programs include the need-based Perkins, National Direct, Health Professions, University and Stafford Student Loans, as well as non-need-based Supplemental, Law Access, HEAL, Unsubsidized Stafford and other private educational loans.

Average Total Borrowed at UNNC-CH and any Prior Institutions

	<u>1992-93</u>	<u>1993-94</u>	<u>1994-95</u>	<u>1995-96</u>	<u>1996-97</u>
Freshmen	\$ 2,172 (\$ 2,090)	\$ 2,782 (\$ 2,625)	\$ 2,987 (\$ 2,625)	\$ 3,001 (\$ 2,625)	\$ 3,059 (\$ 2,625)
Sophomores	\$ 3,570 (\$ 2,897)	\$ 4,587 (\$ 4,020)	\$ 5,608 (\$ 5,377)	\$ 6,068 (\$ 6,125)	\$ 5,839 (\$ 5,685)
Juniors	\$ 5,269 (\$ 4,400)	\$ 6,315 (\$ 5,500)	\$ 7,352 (\$ 6,599)	\$ 9,005 (\$ 8,617)	\$ 9,359 (\$ 8,941)
Seniors	\$ 6,784 (\$ 5,571)	\$ 7,914 (\$ 6,911)	\$ 9,406 (\$ 8,669)	\$ 10,755 (\$ 10,108)	\$ 12,478 (\$ 11,870)
Graduate	\$ 16,950 (\$ 15,400)	\$ 18,064 (\$ 16,690)	\$ 17,975 (\$ 17,000)	\$ 22,504 (\$ 20,859)	\$ 24,130 (\$ 22,161)
Third Year Law	\$ 24,399 (\$ 23,058)	\$ 24,658 (\$ 24,728)	\$ 25,190 (\$ 25,485)	\$ 29,815 (\$ 30,141)	\$ 34,840 (\$ 35,063)
Fourth Year Medical	\$ 29,265 (\$ 29,229)	\$ 30,080 (\$ 31,309)	\$ 29,843 (\$ 31,596)	\$ 33,018 (\$ 34,766)	\$ 37,629 (\$ 38,463)
Fourth Year Dental	\$ 38,939 (\$ 44,889)	\$ 37,898 (\$ 36,377)	\$ 36,351 (\$ 36,470)	\$ 39,138 (\$ 44,474)	\$ 47,814 (\$ 51,786)

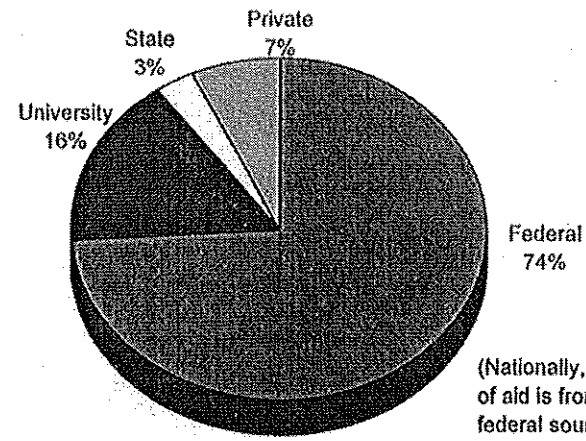
Note: Figures in parentheses are medians.

Distribution of Funds by Type



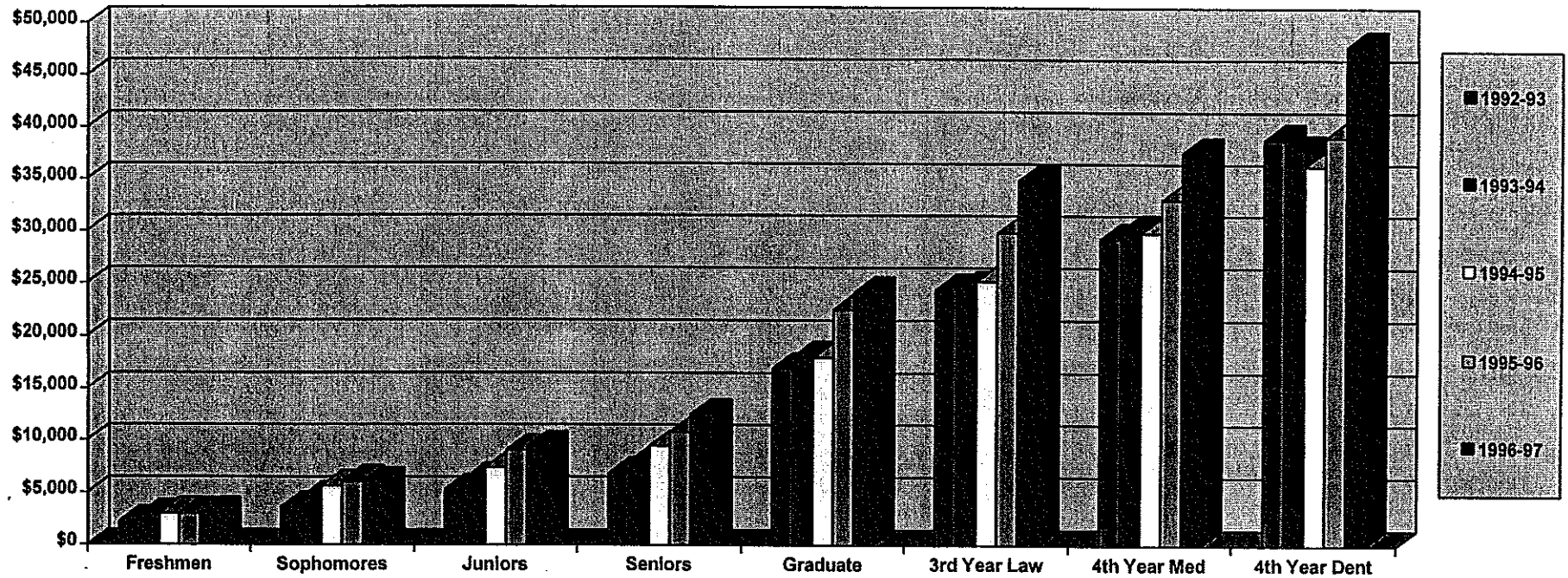
(Nationally, loans make up 57% of all aid.)

Distribution of Funds by Source



(Nationally, 75% of aid is from federal sources.)

Cumulative Loan Indebtedness



Average Total Borrowed at UNC-CH and any Prior Institutions

December 12, 1997

COMMITTEE ON UNIVERSITY GOVERNMENT

Current members: Janet Mason (2000), chair; William I. Burke (1999); Elizabeth Gibson (2000); Jean Goepfinger (1999); James L. Peacock III (1999); Jack Sasson (1998); Douglas G. Kelly (2000); Joseph S. Ferrell (ex officio).

Member leaving the committee this year: Royce Murray.

Annual report prepared by: Janet Mason, chair. This report covers the period March 1997 (date of last report) through November 1997.

Committee charge. "The Committee shall be especially concerned with the continuing development, adaptation, and interpretation of the *Faculty Code of University Government*. Subject to the powers of the University's Board of Trustees and the Chancellor of the University of North Carolina at Chapel Hill, the *Code* represents legislation enacted by the faculty regarding forms of internal organization and procedures at this institution which are deemed necessary for its fair and effective operation. The Committee should periodically review the existing *Code* and solicit suggestions for its improvements, and should recommend appropriate amendments in the *Code* for consideration and vote of the General Faculty. As provided under Article I of the *Code*, it should consider and report on other proposals to amend the *Code* and shall also periodically make appropriate adjustments of the elective representatives in the Faculty Council. The Committee may also consider and report on special questions of University governance which may be referred to it by the Chancellor or members of the faculty. The Committee shall be especially concerned with maintaining internal forms and procedures of academic administration which reflect principles of democracy and equity, vision and adaptability, and quality and responsibility, toward achieving the intellectual aims of the University." *Faculty Code of University Government*, § IV.B.(2)(a).

Report of activities. In April 1997 the Faculty Council referred to the Committee on University Government Resolution # 97-13, proposing that the Council petition the Board of Trustees to amend its policies relating to procedures to be followed when the chancellor disagrees with a recommendation of the Hearings Committee about dismissal of a faculty member. The Committee on University Government developed a substitute resolution, proposing that the Faculty Council petition the Board of Trustees to amend Section 3(b)(8) of the *Trustee Policies and Regulations Governing Academic Tenure in The University of North Carolina at Chapel Hill*, to include provisions substantially similar to those in the original resolution and in the American Association of University Professors (AAUP) standard for tenure. On November 14, 1997, the substitute resolution was presented by special report to the Faculty Council, which adopted the substitute resolution.

The Committee discussed the Code's provisions for constituting the Nominating Committee and for nominating faculty members for various faculty offices and committees. The Committee concluded that no changes in the Code were necessary, but suggested to the Secretary of the Faculty that regular surveys or questionnaires to the whole faculty be used to determine interest and to provide a broader pool of possible candidates.

At the request of Bernadette Gray-Little, Chair of the Chancellor's Advisory Committee, two members of the Committee, along with two members of the Advisory Committee, constituted a special committee to consider whether provisions relating to post-tenure review should be added to the *Trustee Policies and Regulations Governing Academic Tenure in The University of North Carolina at Chapel Hill* and, if they are, to draft them.

Janet Mason, Chair
William I. Burke
Elizabeth Gibson
Jean Goepfinger
Douglas G. Kelly
James L. Peacock, III
Jack Sasson
Joseph S. Ferrell, ex officio

Policy for the Review of Tenured Faculty at the University of North Carolina at Chapel Hill

THIRD DRAFT: REVISED 12-10-97

I. Purpose

Post-tenure review is a systematic process for the periodic, comprehensive review of the performance of all faculty members having permanent tenure and whose primary duties are teaching, research, and service. The goals of post-tenure review are to promote faculty development, ensure faculty productivity, and provide accountability. The post-tenure review process should respect the basic principles of academic freedom. Post-tenure review does not abrogate, in any way, the due process criteria or procedures for dismissal or other disciplinary action established under the *Trustee Policies and Regulations Governing Academic Tenure*. The policies and procedures presented below incorporate the basic principles of the policies established by the Board of Governors in Memorandum #371.

II. Policy

Each faculty member is subject to post-tenure review no less often than every five years following the conferral of permanent tenure. Reviews must examine all aspects of a faculty member's performance and must involve peers. Comprehensive evaluations conducted for other purposes, such as a review for promotion, may be substituted for or combined with post-tenure review. A review may be delayed for compelling reasons approved by the provost.

III. Procedures

- A. The post-tenure review process should be phased-in in a manner that will allow all faculty members having permanent tenure to be reviewed within the first five years that this policy is in effect. Faculty members to be reviewed first will be those with the longest accrued time since the last formal evaluation for conferral of permanent tenure or for consideration for promotion. A faculty member should be notified at least six months in advance of an upcoming post-tenure review.
- B. Each appointing unit will develop written policies and procedures that describe the expectations the unit has of its faculty, the manner in which the post-tenure review process will be conducted, and the procedures by which persons will be designated to conduct reviews. In the remainder of this document the designated persons will be referred to as the Post-Tenure Review Committee. The review process must involve peers and should be conducted by a minimum of three persons. The post-tenure review process should be flexible enough to acknowledge different expectations in different disciplines and changing expectations at different stages of faculty careers.
- C. The review should involve an examination of qualitative and quantitative evidence of all aspects of a faculty member's professional performance over at least the previous five years in relation to the mission of the department, school, and institution. Each faculty member being reviewed should provide a concise

summary of accomplishments and plans. Additional evidence for the review may include annual merit reviews, a current curriculum vitae, copies of publications, evaluations of teaching, and other documentation of contributions and accomplishments.

D. The Post-Tenure Review Committee will provide to the faculty member a written summary of its conclusions with regard to his or her overall performance and, where appropriate, its recommendations.

E. The faculty member being reviewed must be given an opportunity to provide a written response to the report of the Post-Tenure Review Committee. The unit head will maintain a record of the Committee's report and any response to it as a part of the faculty member's confidential personnel file within the unit. When the unit head is being reviewed, the administrative officer at the next higher level will assume the function of the unit head in the review process.

F. ~~For faculty members whose overall performance is outstanding, the review should result in nominations for awards and other forms of performance recognition. For individuals whose overall performance is satisfactory, but whose performance in a specific area needs strengthening, the review should indicate guidelines for improvement in the specific area. The post-tenure review process should identify and recognize outstanding performance by faculty members. The process may also identify specific areas in which faculty members can improve and, in such cases, should result in specific recommendations and plans for improvement. For faculty members whose overall performance reflects substantial deficiencies, a more comprehensive plan for improvement (a development plan) should be prepared.~~

G. Development plans should be established jointly by the faculty member being reviewed and the unit head on the basis of the evaluation and recommendations provided by the Post-tenure Review Committee. Faculty development plans should be individualized and flexible, taking into account the faculty member's intellectual interests, abilities, and career stage, as well as needs of the unit and institution. The development plan should ~~include~~ establish clear goals, ~~specific~~ specify steps designed to achieve those goals, ~~define~~ indicators of goal attainment, ~~establish~~ a clear and reasonable time frame for the completion of goals, ~~identify~~ any resources available for implementation of the plan, and a ~~statement of consequences if the goals are not reached~~ state the consequences of failure to attain the goals. ~~The institution is expected to provide resources to facilitate that implementation of development plans.~~ Annual reviews should be used to assess progress toward goals specified in the plan. The unit head should acknowledge in writing a faculty member's clear improvement and the successful completion of a development plan.

H. A faculty member whose overall performance has been found to show substantial deficiencies and for whom a development plan has been recommended will have the right to appeal the findings of the Post-Tenure Review Committee and the recommendation for a development plan to the dean or next higher administrative

officer beyond the unit head.

1. In the case of a faculty member who fails to complete a development plan successfully and whose performance continues to be deficient, the unit head should take other appropriate action. ~~Examples of appropriate action include establishment of a revised development plan with specific time limits for improvement, reassignment of duties, or mutually agreed upon separation. If the unit head determines that these or other actions are impracticable or have been unsuccessful, the unit head should notify the dean, who will consider whether grounds for dismissal or other disciplinary action exist under the Trustees Policies and Regulations Governing Academic Tenure.~~ Neither the mere fact of negative review, nor an unsuccessful development plan, will result in dismissal or severe sanction except for grounds stated in the *Trustees Policies and Regulations Governing Academic Tenure*.

IV. Records

- A. Copies of each unit's post-tenure review procedures will be filed with the dean or provost, as appropriate.
- B. Unit heads will maintain a list of the faculty members reviewed each year, a record of completed reviews and responses to the reviews, the names of all faculty members for whom a development plan was recommended, and a copy of the development plans.
- C. Deans will file annual reports to the Office of the Provost giving the following information:
 - Names of faculty members reviewed during the previous year,
 - Names of faculty members for whom a development plan was recommended and established, and
 - Names of faculty members who are subject to review, but for whom a delay is requested along with the reason for the delay.



THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

December 4, 1997

Office of the Provost

Campus Box 3000, 104 South Building
Chapel Hill, NC 27599-3000
(919) 962-2198 FAX: (919) 962-1593

Professor Richard Andrews
Chair of the Faculty Council
Carr Building, CB #9170

Dear Pete:

I write in response to questions raised by Professor Richard W. Pfaff, Department of History, to the Chancellor at the Faculty Council meeting of November 14, 1997. Professor Pfaff requested information about minutes from the Administrative Board of the Library which suggested reductions in the level of funding for monographs based on prior years. He further requested information regarding the allocation of funds provided to the University through the reduction in the historic reversion of one percent (1%).

The libraries did not receive expansion budget funding this year, but this was a legislative and Board of Governors decision. Expansion budget money for libraries made available to the UNC system was designated in part for North Carolina Live, a network that will provide information in electronic format to citizens of the State through the University System, the Community Colleges, and the Public Libraries. North Carolina Live will make more information available in electronic format to our faculty and students. Therefore, the money appropriated for that purpose, although not coming directly to the Chapel Hill campus, will directly benefit us. The Board of Governors allocated the remaining library expansion budget funds to institutions whose libraries were identified as relatively under-funded in a recent study. Our libraries were not among the UNC System libraries receiving that funding.

Thus, the libraries' appropriated budget for library materials is approximately the same as last year. It is true this will purchase 12,500 to 15,000 fewer monographs compared to last year. That is because a decision was made to maintain subscriptions to serials and information in electronic format at the current levels. Serials inflation is expected to be about 8.5% this year, and the monographs budget had to be reduced to fund the serials cost increase and maintain the current subscriptions. If inflation in serials is less than predicted, then some additional funds will be available to purchase more monographs.

In addition, the library had access to \$750,000 for the purchase of monographs over the last three years through the generosity of Walter Davis. Those funds have now been completely expended accounting for part of the reduction in the ability of the library to purchase monographs.

Professor Richard Andrews
December 4, 1997
Page Two

The Chancellor has approved the allocation to the Libraries of \$1,414,012 from the Academic Enhancement Funds and from the "required reversion" that the Legislature has permitted the University to spend on technology and libraries. Those funds will be used as follows: to purchase several important electronic databases that will support scholarship and research in the arts and humanities, sciences, and social sciences; to enhance technology in the libraries by replacing text-based terminals with graphical user workstations and upgrading the central hardware for the online catalog and other electronic information services to handle the increasing demand for those services from students and faculty; to provide public network connections for students and faculty with their own equipment in the libraries to enable them to utilize the vast print resources and information in electronic format together; to replace the manual reserve system with an electronic system to improve access to reserve materials; to continue to provide serious intellectual content to the World Wide Web through the digitization of important 19th and early 20th Century material documenting the history and culture of the American South; and to support a project in the Health Sciences Library to provide library and information support services for distance learning programs. These initiatives will greatly increase the availability of and access to information provided by the libraries.

The continuing impact of the extraordinary increase in the cost of scholarly communication and of the new electronic information cost center on the library materials budget is a cause for concern. It is a situation that must be watched very carefully. However, despite the estimated 12,500 to 15,000 volume reduction in the purchase of monographs, the library still expects to purchase close to 60,000 monographs in the current fiscal year. This is 56% more monographs than were purchased in 1989-90 at the height of the "library budget crisis" when the libraries were only able to purchase 38,465 monographs.

I hope that you will share this information with Professor Praff and members of the Faculty Council. I would be happy to answer any further questions regarding this topic of discussion.

Sincerely,



Richard J. Richardson
Provost

cc: Chancellor Michael Hooker
Associate Provost Joe Hewitt
Secretary to the Faculty Joseph S. Ferrell

Data on Academic Progress: Fall 1997

Appendix. Annual Report, Faculty Athletics Committee 1997.

Cohort

1984

	Men		Women					
	Athletes	%	Non-Athletes	%	Athletes	%	Non-Athletes	%
Number (Original)	100		1218		50		2017	
Enrolled (Currently)	0	0.0	3	0.2	0	0.0	4	0.2
Graduated	81	81.0	976	80.1	43	86.0	1603	79.5
Suspended	12	12.0	117	9.6	3	6.0	179	8.9
Withdrawn	7	7.0	122	10.0	4	8.0	231	11.5
Cum GPA (Enrolled only)			2.32				2.15	

Cohort

1985

	Men		Women					
	Athletes	%	Non-Athletes	%	Athletes	%	Non-Athletes	%
Number (Original)	105		1202		54		1969	
Enrolled (Currently)	1	1.0	1	0.1	0	0	4	0.2
Graduated	83	79.0	1019	84.8	52	96.3	1615	82.0
Suspended	8	7.6	106	8.8	0	0.0	132	6.7
Withdrawn	13	12.4	76	6.3	2	3.7	218	11.1
Cum GPA (Enrolled only)	*		1.32				2.80	

* GPA for individual student omitted.

Data on Academic Progress: Fall 1997

Cohort

1986

	Men				Women			
	Athletes	%	Non-Athletes	%	Athletes	%	Non-Athletes	%
Number (Original)	115		1214		50		2017	
Enrolled (Currently)	0	0.0	1	0.1	0	0.0	4	0.2
Graduated	89	77.4	1033	85.1	43	86.0	1603	79.5
Suspended	14	12.2	101	8.3	3	6.0	179	8.9
Withdrawn	12	10.4	79	6.5	4	8.0	231	11.5
Cum GPA (Enrolled only)			2.00				2.94	

Cohort

1987

	Men				Women			
	Athletes	%	Non-Athletes	%	Athletes	%	Non-Athletes	%
Number (Original)	109		1182		71		1797	
Enrolled (Currently)	0	0.0	2	0.2	0	0.0	9	0.5
Graduated	87	79.8	1019	86.2	63	88.7	1551	86.3
Suspended	9	8.3	666	56.3	2	2.8	69	3.8
Withdrawn	13	11.9	95	8.0	6	8.5	168	9.3
Cum GPA (Enrolled only)			2.23				2.34	

Data on Academic Progress: Fall 1997

Cohort

1988

	Men		Women	
	Athletes	%	Non-Athletes	%
Number (Original)	117		1237	
Enrolled (Currently)	0	0.0	6	0.5
Graduated	98	83.8	1083	87.6
Suspended	6	5.1	67	5.4
Withdrawn	13	11.1	81	6.5
Cum GPA (Enrolled only)			2.35	

Cohort

1989

	Men		Women	
	Athletes	%	Non-Athletes	%
Number (Original)	115		1193	
Enrolled (Currently)	1	0.9	7	0.6
Graduated	89	77.4	1018	85.3
Suspended	12	10.4	55	4.6
Withdrawn	13	11.3	113	9.5
Cum GPA (Enrolled only)	*		1.89	

* GPA for individual student omitted.

Data on Academic Progress: Fall 1997

Cohort 1990

	Men				Women			
	Athletes	%	Non-Athletes	%	Athletes	%	Non-Athletes	%
Number (Original)	114		1184		79		1880	
Enrolled (Currently)	0	0.0	7	0.6	0	0.0	14	0.7
Graduated	79	69.3	997	84.2	67	84.8	1579	84.0
Suspended	13	11.4	75	6.3	3	3.8	81	4.3
Withdrawn	22	19.3	105	8.9	9	11.4	206	11.0
Cum GPA (Enrolled only)			2.27				2.26	

Cohort 1991

	Men				Women			
	Athletes	%	Non-Athletes	%	Athletes	%	Non-Athletes	%
Number (Original)	105		1095		82		1868	
Enrolled (Currently)	0	0.0	19	1.7	0	0	17	0.9
Graduated	75	71.4	918	83.8	72	87.8	1594	85.3
Suspended	16	15.2	56	5.1	2	2.4	79	4.2
Withdrawn	14	13.3	102	9.3	8	14.8	178	9.5
Cum GPA (Enrolled only)			2.09				2.17	

Data on Academic Progress: Fall 1997

Cohort

1992

	Men		Women	
	Athletes	%	Non-Athletes	%
Number (Original)	103		1145	
Enrolled (Currently)	3	2.9	49	4.3
Graduated	63	61.2	907	79.2
Suspended	14	13.6	55	4.8
Withdrawn	23	22.3	134	11.7
Cum GPA (Enrolled only)	2.06		2.36	

Cohort

1993

	Men		Women	
	Athletes	%	Non-Athletes	%
Number (Original)	114		1179	
Enrolled (Currently)	49	43.0	261	22.1
Graduated	37	32.5	723	61.3
Suspended	6	5.3	65	5.5
Withdrawn	22	19.3	130	11.0
Cum GPA (Enrolled only)	2.61		2.64	

Data on Academic Progress: Fall 1997

Cohort

1994

	Men				Women			
	Athletes	%	Non-Athletes	%	Athletes	%	Non-Athletes	%
Number (Original)	115		1293		788		2017	
Enrolled (Currently)	94	81.7	1064	82.3	72	9.1	1683	83.4
Graduated	1	0.9	22	1.7	0	0.0	38	1.9
Suspended	7	6.1	74	5.7	1	0.1	74	3.7
Withdrawn	13	11.3	133	10.3	5	0.6	222	11.0
Cum GPA (Enrolled only)	2.57		2.93		2.85		3.02	

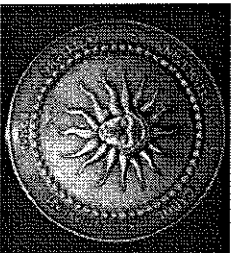
Cohort

1995

	Men				Women			
	Athletes	%	Non-Athletes	%	Athletes	%	Non-Athletes	%
Number (Original)	106		1147		75		1915	
Enrolled (Currently)	90	84.9	1010	88.1	71	94.7	1678	87.6
Graduated	0	0.0	1	0.1	0	0.0	0	0.0
Suspended	6	5.7	24	2.1	0	0.0	37	1.9
Withdrawn	10	9.4	112	9.8	4	7.4	200	10.4
Cum GPA (Enrolled only)	2.49		2.92		2.98		2.99	

UNC

Research and Sponsored Programs
A Continuing Success Story

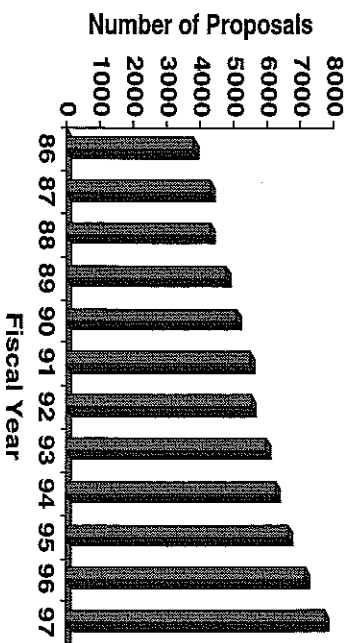


Molly Corbett Broad
President

UNC-CH Faculty Council Presentation
December 12, 1997

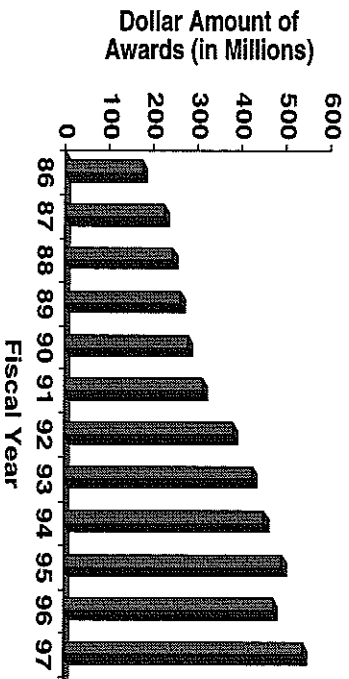
Proposals

Number of Annual Funding Requests by UNC
Doubled Over the Past Decade and Now
Exceeds 7,500 Per Year



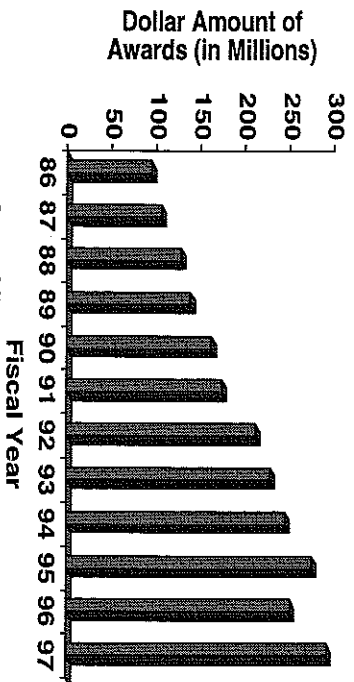
Awards

Annual Awards to UNC Tripled in Current
Dollar Value Since FY86 and Surpassed
\$500 Million in FY97



Awards

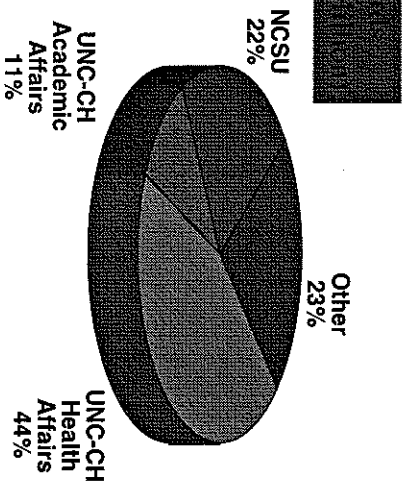
Awards to UNC-CH Tripled Since FY86;
UNC-CH is the Primary Contributor to the
Overall UNC System Funding Increases



Source: Office of Research Services, UNC-CH

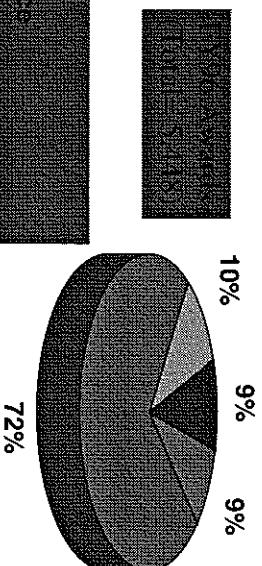
Institutions Receiving Awards

- UNC Research Universities Receive Most of the Sponsored Program Funds



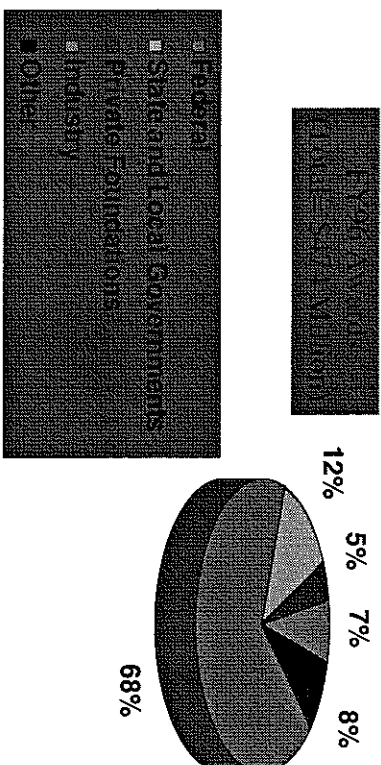
Purposes of Awards

- The Majority of Awards Support Research
- Other Awards Primarily Support Public Service or Instruction



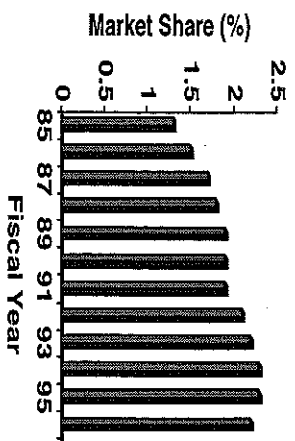
Funding Sources

- Federal Government is the Major Source



Market Share of Federal Funds

- UNC Has Nearly Doubled Its Share of Federal R&D Funds in Competition with Other Academic Institutions Nationally



National Rankings for UNC in Science and Engineering R&D

- Federal R&D Funds Awarded to Public University Systems
 - ◆ UNC Currently Ranks Third (Behind California and Texas Systems- FY95)
 - ◆ UNC Has Steadily Improved Its Rankings Since the Early 1980's (Previously Ranked Sixth Behind California, Texas, Wisconsin, Illinois, Georgia Systems)
- Source: NSF, Science Resource Studies, 1997

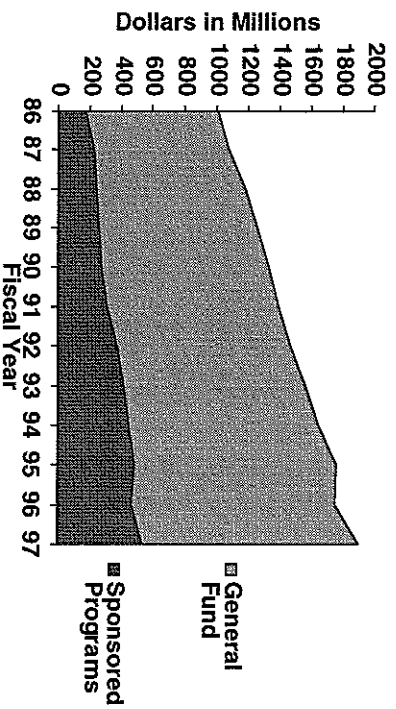
National Rankings for UNC-CH in Science and Engineering R&D

- UNC-CH Ranks in the Highest Echelon of Over 2,000 U.S. Universities and Colleges
 - Federal R&D Funds (FY95): 19th
 - ◆ Predominant Source of Support is from NIH
 - Total R&D Expenditures (FY95): 29th

Source: NSF, Science Resource Studies, 1997

Economic Impact on NC

- Sponsored Program (SP) Funds Growing Faster Than State General Fund (GF) Appropriations (SP/GF=21% in FY86; SP/GF= 39% in FY97)



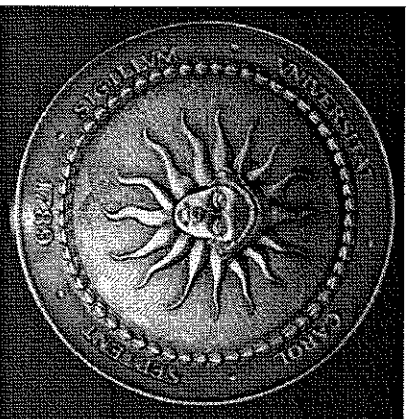
Economic Impact on NC- Return on State Investment

- Every \$1 of State Government Investment in UNC Research Returns \$3.65 in Sponsored Research Funding From Other Sources*

*FY96 Data; State Investment Includes Both Direct Appropriated Funds for Research and State Supported Sponsored Research Projects

Key Issues for the Future of the Academic Research Enterprise

- Federal Funding Climate
 - ◆ 5.7% of Federal Budget Went to Non-Defense R&D in 1965, Today it is 1.9%!
 - ◆ Balancing the Federal Budget
 - ◆ Communicating the Critical Role of Academic R&D in Meeting Global Competition
- State Support of Graduate Education
 - ◆ Competitive Compensation and Tuition Policies for Graduate Students
 - ◆ Communicating the Benefits of Research and Sponsored Programs to the State





The University of North Carolina at Chapel Hill

MINUTES OF THE FACULTY COUNCIL December 12, 1997, 3:00 P.M.

Attendance

Present (68): B. Anderson, Bangdiwala, Barefoot, Bluestein, Bose, Brink, Carl, Clegg, Collins, Conover, Cordeiro-Stone, Covach, Cravey, J. Dalton, R. Dalton, Debrezczany, Devellis, Eckel, Estroff, Farel, Fink, Foshee, Fox, Gasaway, Gatzky, Graves, Hattem, Holmgren, Hooper, Howard, Hyatt, Irene, Johnson, Lachiewicz, Lentz, Loda, Lord, Lubker, Maffly-Kipp, Mandel, Margolis, Mauriello, L. McNeil, Melcher, Mill, Moreau, Owen, Pagano, Panter, Passannante, Pfaff, Plante, Rabinowitz, Salgado, Schaller, Searles, Shea, Skelly, Stabler, Stidham, Strauss, Tauchen, Tysinger, Veva, Weiss, White, D. Williams, M. Williams.

Excused absences (14): L. Bailey, Bromberg, Crimmins, Daye, Favorov, Fletcher, Haggis, Hodges, Jackson, Marshall, Matson, Pielak, Platin, Raper.

Unexcused absences (2): Harrison, Rosenman.

Address by Molly Broad, President of The University of North Carolina

President Broad began by saying that in the four short months of her tenure, she has been most impressed by the affection and respect held for the University by the citizens of North Carolina. Her most important responsibility is to provide an environment that enables the faculty to fulfill the goals of the institution. In the years ahead we will be asked to do more and more for the State, to contribute directly to the economy, and to serve more students. Yet, it is likely that the share of the State budget devoted to higher education is likely to decline in relative terms. We will face a daunting challenge to accomplish our mission while resources remain constrained.

Affirmative action. President Broad spoke to the reasoning behind her request that each constituent institution of UNC review its affirmative action programs. She summarized the litigation between the University System and the United States Department of Health, Education and Welfare that led to a 1981 consent decree in federal court under which the University agreed to initiate a number of outreach, recruitment, and student financial aid programs designed to increase the presence of Black students in historically white institutions and the number of white students in historically Black institutions. These programs have demonstrated results of which we can be proud. In virtually all statistical measures, UNC's programs have produced results that better the national experience. Although the data demonstrate evident success, we still do not have the degree of diversity that we desire. During the sixteen years that our affirmative action programs have been in effect, the law has been in flux. Court decisions have not yet created a clear or consistent pattern of policy advice, but it is clear that change is in the air. Selection policies at highly selective public institutions are under challenge across the nation in courts, legislatures, board rooms, and at the ballot box. In the face of this reality, responsible administrators must review practices and programs to see that they are legally sound. To do otherwise would place us in a vulnerable position.

Research. President Broad next turned to a report of data illustrating the importance of the research mission of the University. Research funding at UNC-CH has tripled in the past decade. Of all proposals receiving funding throughout the University System, UNC-CH received more than 50% in 1997. The majority of these awards (72%) support research and the source of funding is primarily the federal government (68%). President Broad hopes to focus attention on the State's return on its investment in funded research. She estimates that every \$1 of State investment in research generates \$3.65 in external funding. As for the future, she anticipates "an interesting set of exchanges about what role patent policies play around the world and what chilling effect they will play in the likelihood of investment in university research." Economies around the world have benefited from the openness of research literature without the same protections that we have in this country for patents and copyrights. Another emerging issue is providing competitive compensation and tuition policies for attracting the best graduate students. The legislative policy of "rationing" tuition remissions is not supportive of the research enterprise and needs reexamination.

Alumni/sophomore survey. The President concluded by summarizing key findings of the recent survey of alumni and sophomores throughout the System. In most measures, students rate the System and UNC-CH in particular highly. The one area in which alumni and students express dissatisfaction with UNC-CH is in the area of academic advising.

Questions. Professor Leon Fink (History) asked about efforts to achieve diversity in "new forms." The President replied that the Board of Governors voluntarily extended efforts to comply with the consent decree after it had expired. We have not achieved the full degree of diversity that the decree hoped to engender. How that can be accomplished will vary from campus to campus.

Professor Joseph Pagano (Medicine) noted that funding from the National Institutes of Health continues to increase even while there is evidence that other sources of federal funding are not. He suggested that we should be readying ourselves for what promises to be a continuing expansion of this money stream. The President replied that one of her important priorities is to improve the University's strategic position in Washington. She asked whether growth in NIH funding has been sufficient to sustain the current needs of the faculty. Professor Pagano replied that the principal area of inadequacy is in funding for physical facilities, but we also need to provide a climate more conducive to interdisciplinary programs. The President replied that she does not anticipate federal support for physical facilities. The problem is a failure of the State to come to grips with the relationships between the capital and operating budgets. We need to do a better job of demonstrating the connection between capital needs and sustaining academic programs and some funding source better than surplus revenues.

Professor Richard Pfaff (History) commented that the University's research mission is not limited to federally funded research; many faculty are engaged in research that is dependent on library resources. The President replied that the Board of Governors has not failed to request increased funding from libraries; it simply has not been forthcoming. She thinks that we will probably have to rely more and more on sharing resources through such initiatives as NC Live and increased investment in information technology.

Chancellor's Remarks

Rhodes scholars. Chancellor Hooker introduced Leslie Kendrick and Jonathan Tepper who have been awarded Rhodes Scholarships. They were greeted by warm and sustained applause.

The SAE incident. The Chancellor said that he has alternated "between rage and humiliation" in his reaction to the recent incident in which members of the SAE fraternity have been charged with theft of a large number of Christmas decorations in the community. He will refrain from further comment on the incident until the student judicial process has run its course, but he could mention a number of sanctions that have been put in place by the SAE national organization and the University. These include canceling spring rush and requiring the fraternity to be alcohol-free permanently, even for students of legal age.

Officer Swain. Chancellor Hooker said that he is precluded from commenting publicly about recent disciplinary actions initiated against Edwin Swain, Jr., a lieutenant in the University police force, until an appeal initiated by Lt. Swain has been concluded. After that, the Chancellor intends to make a public statement under the provisions of state law that permit him to comment on a personnel matter that would otherwise be confidential when there are "compelling reasons" to do so.

Athletic coach salaries. The Chancellor said he would not attempt to defend the current state of intercollegiate athletics, which he finds "absolutely bizarre," but he does intend to administer our program with integrity to the best of his ability. He noted that we are one of a handful of institutions that does not transfer money from the academic budget to the athletic department. Our athletic department operates under a budget of some \$27 million, all of which is generated entirely from within that department. We do attempt to pay competitive market wages to get the best coaches.

Departmental visits. The Chancellor has found it valuable to accompany Dean Palm on visits to departments in the College of Arts and Sciences. He is impressed with the results of the technology grants, but has found considerable restiveness about the danger of adulterating the quality of our instruction with digital technology. He emphasized that in his view distance learning seeks to reach populations who otherwise would have no access to higher education; it is not intended to replace traditional classroom teaching in a residential setting. The largest markets for distance learning will be outside the United States.

Questions. Professor Paul Lachiewicz (Orthopaedics) asked, with reference to the SAE incident, "what proactively will you and the administration do to the Greek system to let them know that this kind of activity is completely outrageous and not acceptable?" The Chancellor replied "what is really distressing is lack of humor

sensitivity and moral compass," we need to examine how we can better provide a moral compass to our students. Professor Paul Farel (Physiology) asked if there would be any communication with the parents of the students involved. The Chancellor replied that he is working on a letter to the entire University community.

Professor George Rabinowitz asked about this semester's deadline for reporting grades. He reported that in an instance of which he is aware a colleague has only 27 hours after the conclusion of an exam to turn in the grades. The customary minimum time allowed has been 72 hours. The Provost replied that the Calendar Committee was aware of this situation but could not work around it. Professor Bobbi Owen said that it is hoped that this problem will not recur.

Professor Leon Fink (History) asked, with reference to disciplinary proceedings against Lt. Swain, whether we could expect from the Chancellor some comment on managerial personnel and what type of misconduct justifies summary dismissal. The Chancellor replied that the administration is working on management problems in the police department. He wants to reserve judgment on the summary dismissal issue until Lt. Swain's appeal process has concluded.

Professor Sue Estroff (Social Medicine) observed that the current discussions on affirmative action have overlooked gender. She said that during the past six years, the Division of Health Affairs has hired only half as many women as men, and that includes hires in the School of Nursing. She hoped we would take a broader view of the matter. Chancellor Hooker replied that gender issues have not previously been brought to his attention in this context.

Chair of the Faculty's Remarks

Professor Andrews reported that progress continues toward implementing the recommendations of the Task Force on Intellectual Climate. He intends to make another detailed report next month. He noted the presentation made to the Board of Trustees in November on faculty issues and singled out the video produced by Professor Richard Simpson (Journalism & Mass Communication) for high praise. He said that it is appropriate and important to restate the faculty's strong support for efforts toward achieving diversity, and to reaffirm our commitment to make this University a model to serve all of North Carolina. Finally, he urged the faculty to consider making gifts during the holiday season to UNC programs that would benefit our university community.

Post-Tenure Review

Professor Bernadette Gray-Little, chair of the Advisory Committee, presented for the Council's consideration and comment a draft policy for a system of post-tenure review that has been prepared by the Advisory Committee. She cautioned that the document has not been reviewed by University legal counsel nor has it been discussed by the Board of Trustees. Thus, the final document may differ.

Professor Laura Gasaway (Law) reported that the faculty of the Law School have discussed the draft policy and would prefer that it not require the initial reviews to be done in order of seniority. The Law faculty would prefer to be able to select those for initial review on some other basis.

Professor Bary Lentz (Biochemistry) said that he is concerned that reviews be carefully balanced insofar as they call attention to strengths and weaknesses. He fears that the current draft places too much emphasis on identifying weaknesses.

Professors Leon Fink and Maria Cordeiro-Stone (Pathology & Lab Medicine) raised the question of outside reviewers. Prof. Gray-Little said that the draft policy leaves this to the discretion of the department.

Professor Craig Melchert (Linguistics) asked what is meant by "peers?" Prof. Gray-Little replied that this term is used without definition in the administrative memorandum directing development of the policy but is intended to mean that review cannot be conducted solely by administrators; there must be faculty involvement. The Advisory Committee felt it better not to attempt a definition of the term.

Rebecca Hockfield, undergraduate liaison to the Council, noted that the policy does not specifically require evaluation of teaching in the conduct of reviews. She thought that should be an important part of the process. Prof. Gray-Little replied that evaluation of teaching should certainly be a part of the review of any faculty member involved in teaching, but that some faculty are primarily engaged in research or service.

Annual Reports of Standing Committees

Advisory Committee on Undergraduate Admissions. The report was received. On motion of Professor Pfaff, the Council adopted the following resolution:

Resolved that the Faculty Council endorses the value of continuing faculty involvement in Admissions Office recruitment efforts directed toward top student applicants.

Scholarships, Awards, and Student Aid. The report was received. Professor James McCoy, chair of the committee, made this statement: "On behalf of myself and former chairs of the Committee on Scholarships, Awards, and Student Aid, and on behalf of present and past faculty, student, and ad hoc members of the committee, I would request of the Faculty Council a public vote of thanks in appreciation for Eleanor Morris, who retired as Director of the Office of Scholarships, Awards, and Student as of November 30, 1997. She has been our inspiration and guiding light since 1980. We applaud her many years of loyal and dedicated service to students of this University and greatly admire the dignity, grace, and decorum which accompanied her every step. Her accomplishments are many. She is indeed one of the University's priceless gems."

Professor Craig Melchert moved that the Council endorse Professor McCoy's statement, which was done unanimously.

Committee on University Government. The report was received. There were no questions.

Adjournment.

There being no further business, the Council adjourned.

Joseph S. Ferrell
Secretary of the Faculty



The University of North Carolina at Chapel Hill

MINUTES OF THE FACULTY COUNCIL December 12, 1997, 3:00 P.M.

A more extensive version of these Minutes and a complete Transcript of the December 12, 1997, meeting of the Faculty Council will be found on the Faculty Council Web page. The URL is <<http://www.unc.edu/faculty/faccoun/>>.

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Affirmative action. President Broad pointed out several measures of the success of affirmative action programs that have been in place since the 1981 consent decree. Although the data demonstrate evident success, we still do not have the degree of diversity that we desire. During the sixteen years that our affirmative action programs have been in effect, the law has been in flux. Court decisions have not yet created a clear or consistent pattern of policy advice, but it is clear that change is in the air. Selection policies at highly selective public institutions are under challenge across the nation in courts, legislatures, board rooms, and at the ballot box. In the face of this reality, responsible administrators must review practices and programs to see that they are legally sound. To do otherwise would place us in a vulnerable position.

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