



The University of North Carolina at Chapel Hill

MEETING OF THE GENERAL FACULTY AND THE FACULTY COUNCIL

Friday, January 18th, 2002, 3:00 p.m.

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

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

AGENDA

Type	Time	Item
	3:00	<i>Call to Order. The Secretary of the Faculty.</i>
DISC	3:00	Chancellor's Remarks and Question Time. Chancellor James Moeser invites questions or comments on any topic.
DISC	3:15	Remarks by the Provost: Tuition Task Force Report. Provost Robert Shelton.
DISC	3:30	Remarks by the Chair of the Faculty. Professor Sue Estroff invites questions or comments on any topic.
INFO	3:45	Annual Report of the University Committee on Copyright. C. David Perry, Editor-in-Chief at the University of North Carolina Press.
INFO	3:50	Annual Report of the Advisory Committee on Undergraduate Admissions. Senior Associate Dean Karen Gil, Chair.
ACT	4:00	Resolutions 2002-1 and 2002-2 Amending the Faculty Code (First Reading). Professor Janet Mason, Chair of the Faculty Committee on University Government.
INFO	4:15	Annual Report of the Chancellor's Advisory Committee. Professor Frederick P. Brooks Jr., Chair.
INFO	4:25	Annual Report of the Executive Committee of the Faculty Council. Professor Estroff, Chair.
DISC	4:40	Open Discussion of Topics Raised by Faculty Members.
ACT	5:00	<i>Adjourn.</i>

Joseph S. Ferrell
Secretary of the Faculty

KEY: ACT = Action, DISC = Discussion, INFO = Information.
Documents pertaining to meetings of the Faculty Council can be found at www.unc.edu/faculty/faccoun/.



Resolution 2002-2. Amending *The Faculty Code of University Government* to reflect a change in University organization and title and to authorize the Committee on University Government to effect amendments to reflect current titles and names of academic and administrative units and titles.

The General Faculty resolves:

1 Section 1. *The Faculty Code of University Government* is amended to substitute "School of
2 Government" for "Institute of Government" in every place the latter appears.

3 Sec. 2. Section 4-23 of *The Faculty Code of University Government* is rewritten to read:

4 **"§ 4-23. Committee on Instructional Personnel.** (a) The committee shall consist of the deans
5 of all the undergraduate, graduate, and professional colleges and schools (except those in the
6 Division of Health Affairs), ~~the director of the Institute of Government,~~ and the chairs of the
7 divisions in the College of Arts and Sciences. The committee may add such consultants and
8 delegate such authority to sub-committees as it deems necessary. The provost shall serve as chair of
9 the committee.

10 (b) The committee shall review the recommendations of the chairs of the respective
11 departments and of the deans of all the undergraduate, graduate, and professional colleges and
12 schools (except those in the Division of Health Affairs) with respect to additions, promotions, and
13 advancements in personnel and with respect to courses of instruction. It shall review, improve, and
14 implement the educational and research program of the University. The arrangement of the
15 University calendar shall come within its purview, and such other matters as the chancellor shall
16 from time to time refer to it."

17 Sec. 3. Section 1-7 of *The Faculty Code of University Government* is rewritten to read:

18 **"§ 1-7. Code amendments.** (a) Proposals to amend this Code must be passed on two separate
19 readings. At the meeting at which it is introduced, the proposal must receive the affirmative votes of
20 a majority of the voting members of the General Faculty present and voting. Upon such tentative
21 approval, the proposal shall be referred to the Committee on University Government, which shall
22 consider the proposal and report its recommendations to the next regular or special meeting of the

1 General Faculty. When the proposal is reported by the Committee on University Government, those
2 present shall first determine whether to submit the proposal to a general referendum, which shall be
3 done upon motion of one-third of those present and voting. If the proposal is not submitted to a
4 general referendum, passage shall require the affirmative votes of two-thirds of those present and
5 voting. Before the final vote is taken on a proposal that is not submitted to a general referendum,
6 any faculty member present may ask for a ruling of the presiding officer as to whether the proposal
7 has been so materially amended that the text of the proposal as tentatively approved does not
8 constitute a fair representation of the substance of the proposal as amended. If the presiding officer
9 so rules, final action shall be deferred until the next meeting of the General Faculty, or the proposal
10 shall be submitted to a general referendum, as may be decided by a majority of those present and
11 voting. When a proposal is submitted to a general referendum, the secretary of the faculty shall mail
12 a ballot and a copy of the proposal, together with any written report or explanatory material
13 accompanying it, to each voting member of the General Faculty. Ballots must be returned to the
14 secretary of the faculty not later than 15 days after the date of mailing. In a general referendum,
15 passage shall require the affirmative votes of three-fifths of those voting.

16 (b) The Committee on University Government may amend this Code as needed to reflect
17 current titles and names of academic and administrative units and positions. The committee shall
18 report such amendments promptly to the secretary of the faculty, who shall report them to the
19 General Faculty.

20 Sec. 4. This Resolution shall become effective upon adoption.



The University of North Carolina at Chapel Hill

MINUTES OF THE FACULTY COUNCIL January 18, 2002

Attendance

Present (65): Allison, Ammemman, Barbour, Bollen, Bouldin, Bowen, Boxill, Bromberg, Cairns, Carelli, Chenault, Clegg, Colindres, Cotton, Crawford-Brown, Daye, D'Cruz, Drake, Eiter, Eivers, Files, Fishell, Foley, George, Janda, Kagarse, Kjenvik, Kopp, Langbauer, Lubker, McCormick, McGraw, A. Molina, P. Molina, Nelson, Oley, Owen, Praff, Pisano, Poole, Raasch, Rao, Reinert, Retsch-Bogart, Robinson, Rowan, Schauer, Shea, Sigurdsson, Slatt, J. Smith, W. Smith, Straughan, Strauss, Sueta, Tresolini, Tulloch, Vaughn, Wallace, Walsh, Waters, Watson, Williams, Willis, Yopp.

Excused absences (17): Admiora, Adler, Bynum, Fowler, Gilland, Granger, Henry, Kalleberg, Kessler, Kupper, Lefebvre, Malizia, Meece, Moran, Nonini, Orthner, Raab-Traub.

Unexcused absences (2): McQueen, Sams.

Call to Order

Prof. Joseph Ferrell, Secretary of the Faculty, called the meeting to order at 3:00 p.m.

Chancellor's Remarks

Tuition. Speaking to proposals for tuition increases, Chancellor James Moeser quoted from an article by Mark Yudof, President of the University of Minnesota, in the January 11, 2002, issue of *The Chronicle of Higher Education*:

More than a century ago, state governments and public research universities developed an extraordinary compact. In return for financial support from taxpayers, universities agreed to keep tuition low and provide access for students from a broad range of economic backgrounds, train graduate and professional students, promote arts and culture, help solve problems in the community, and perform groundbreaking research.

Yet over the past 25 years, that agreement has withered, leaving public research institutions in a purgatory of insufficient resources and declining competitiveness. The gap between professors' salaries at public and private universities, for example, has grown from \$1,400 in 1980 to \$22,100 today. As a result, public institutions find it increasingly difficult to compete for the best faculty members who, in turn, attract the brightest students and significant research dollars.

He commended the entire article to the faculty. The citizens of the State of North Carolina have been very generous in supporting higher education. The average State appropriation in 2000 was more than \$15,500 per student, and the University System received more than \$383 million in appropriations last year. This compares to \$575 million in grants and contracts brought to the University by the faculty, which demonstrates the importance of retaining our current faculty and recruiting new and excellent people to replace those who retire or leave for other reasons. The level of support for students per capita is the second highest in the eleven-member AAU peer group. The University of California at Los Angeles was at the top with \$14,700, and the others ranged from \$5,000 to \$13,000 per capita. Chancellor Moeser said this commitment of public support should be reinterpreted into 21st Century standards, by keeping the University doors open to those qualified academically, without regard to costs. The University should recommit itself to this North Carolinian vision for opportunity and excellence.

Two fundamental principles which the University should follow are: (1) keeping Carolina's in-state tuition in the lowest quartile of our national public peers, and (2) committing ourselves to continue to meet 100% of the documented financial needs of our students in order to hold them and their families harmless from the increased cost of attending Carolina due to campus-based tuition increases. We have held to this commitment thus far. In addition, the University must obtain increased private support for faculty salaries, graduate fellowships and undergraduate scholarships. The additional load of tuition increases should not be an additional disproportionate load on the backs of students and their parents. He said the University can and must increase tuition within the framework of these principles. The Tuition Task Force has shown the scope of the challenges the University faces in closing the gap between Carolina and its peers regarding faculty salaries and faculty/student ratios. Salaries of the tenured faculty are within 9% of the mean of our peers. The gap will become increasingly serious as we anticipate retirement of over 30% of the faculty within the next decade. It will take several years of above-average salary increases to close the salary gap. Similarly, class size and faculty staff ratios threaten the future value of a Carolina diploma. Conversations and coordination with other partners in the equation—the Board of Trustees, the Board of Governors, the Legislature and the Governor—must be a priority, and a long-term evaluation on campus of the proper role of campus-based tuition increases in the future will be essential.

Qatar. No decisions have been reached in discussions with the Qatar Foundation. Negotiations are being conducted in good faith. The University is sticking with its principles regarding the structure of the program. Negotiations are centering on programmatic and financial issues. There are some issues that are not negotiable, such as nature of the Carolina curriculum. The Chancellor said the University would welcome a consortium with one or more peer universities for the delivery of general education so long as there is no compromise in our degree requirements. This venture is about vision, not about money, but it is essential that all costs are covered, and that programs on this campus are enhanced. The debate about Qatar has enriched the University. We will continue to seek other opportunities to be a real presence in the world, whether or not the discussions with Qatar succeed.

Chancellor Moeser thanked Prof. Robert Adler and Prof. Holden Thorp, who volunteered to conduct a seminar on the Qatar proposal. It was a great success.

Commencement. Chancellor Moeser thanked the faculty for its participation in the Winter Commencement at which Prof. Trudier Harris-Lopez was the speaker. Senator John Edwards will be the speaker for the May Commencement.

Provost's Remarks

Tuition. Provost Robert Shelton acknowledged Dr. Lynn Williford, Director of Institutional Research, and her staff who assisted the Task Force on Tuition, and thanked the members of the Task Force for their hard work. (The Report is available at <http://www.ais.unc.edu/ir/tuition/>). There were three meetings of the Task Force. The Board of Trustees in November requested that we be prepared to present any recommendations on tuition increases at the Board's January 24 meeting. Initially, the Board requested a multi-year approach, to provide predictability for students and families. Subsequently, the Board of Governors asked for an immediate one-year plan to be followed later by a multi-year plan. Thus, the data presented in the Task Force's report covers a five-year planning period while the recommendation is limited to the 2002-03 academic year. The issue of tuition increases is very complex, which indicates that any multi-year plan should be subject to frequent review. If we eventually turn to a five-year plan, Provost Shelton anticipates that it would be evaluated annually.

The Task Force approached the problem in three stages:

- Reach closure on a set of principles to guide future campus-based tuition increases.
- Determine how increased revenue from tuition increases will be used.
- Understand where the delicate balance that must be struck among various constituencies—taxpayers, undergraduate students, graduate students, faculty.

The recommendation to be presented to the Board of Trustees at their January 24 meeting will be a one-year \$400 campus-based tuition increase. This recommendation was approved by a vote of 11-4. All student members of the Task Force voted against it.

Prof. Diane Kjevrvik (Nursing) referred to the table in the Report headed "Tuition Increase Revenue Applied to Costs of Achieving Specific Instruction Resource Needs". She asked for clarification on how the dollar amounts for the specific needs were generated. The Provost responded in detail.

Prof. Reid Barbour (English) asked if the Task Force had discussed a sliding-scale tuition plan based on need, and whether any other university has such a scale. The Provost replied that we do that, in a sense, by providing need-based aid. He pointed out that we provide 70% of our financial aid in the form of grants, rather than loans, which is a much higher percentage than at peer institutions. Consequently, the average indebtedness of our graduates is comparatively low.

Prof. Ronald Strauss (Dentistry) asked if the \$400 increase also applies to the professional schools. Provost Shelton said the Committee did not discuss that and that he will bring the question to the Board of Trustees. In the past, the Board has not added campus-based tuition increases to the tuition of those professional schools that have requested and received special tuition increases. Chancellor Moeser said that all but one of the professional schools already have special tuition plans in place. In view of that, Provost Shelton said he would recommend to the Board that the \$400 increase not apply to professional schools that already have special plans. Taking note of that comment, Prof. William Smith (Mathematics) asked whether the five-year revenue projections included in the Task Force Report were based on total enrollment, which includes the professional schools. The Provost replied that they are based on total enrollment and that he would think that those schools with special tuition plans would be expected to devote part of their tuition receipts to the purposes outlined in the Report. He added that no decisions have been made as to specifically how the net \$5.8 million (after deducting 40% for student aid) will be allocated. Prof. Smith asked if it is the advice of the Task Force that the money be allocated as outlined in the Report (\$5.3 million for faculty salaries, \$2.2 million to reduce student/faculty ratio in the College and School of Journalism to 18:1, \$800,000 to increase number of undergraduate classes with fewer than 20 students, and \$149,000 for graduate teaching assistant stipends)? The Provost replied that it is.

Prof. Camilla Tulloch (Dentistry) asked for clarification as to what is meant by adjusting faculty salaries "for disparity in legislative increases." The Provost replied that the total need for faculty salaries estimated in the Report is about \$27 million. Of that, about one-half is needed to close the current gap between our salaries and those of our peer institutions. The remainder is an estimate of what it will take over a five-year period to keep abreast of salary increases at peer institutions. The Report assumes that we will receive legislative increases in the five-year period, but that they will be about 2% each year less than those at peer institutions, which has been our actual experience over the past decade.

Ms. Elizabeth Chenault (Academic Affairs Libraries) pointed out that the Report does not specifically address needs of the libraries and their staffs. Provost Shelton replied that the general language of the Report intends to include librarians among those who need salary increases.

Prof. Anthony Meyer (Surgery) asked if the Task Force had compiled comparative data on expenditures per student at other institutions. The Provost referred to the table in the Report that compares state appropriations and enrollments for fiscal 2000. This shows Carolina at the top with an average appropriation per student of \$15,543. Prof. Meyer pointed out that without data on expenditure per student, it is difficult to infer whether other institutions have relatively greater access to funding other than state appropriations.

Prof. Richard Pfaff (History) thought it admirable that we are having a public discussion of this issue and he agreed that we need more funding. He cautioned, however, that public discussion of the use of increased tuition receipts should be in general terms rather than in specific dollar amounts for narrowly defined uses. He wondered whether our public peers are engaging in similar public conversations about tuition increases. The Provost agreed to an extent. Being too specific ties one's hands and diminishes our ability to respond to emerging needs. On the other hand, if we are not fairly specific about the uses, the risk that the General Assembly will reduce its support commensurately increases. Prof. Pfaff reiterated his question about discussions at peer institutions. The Chancellor replied that "the answer is no."

Chair of the Faculty's Remarks

Men's Soccer Team. Chair of the Faculty Prof. Sue Estroff congratulated the players and coaches of the men's soccer team for winning the NCAA national championship.

Faculty vote on athletics. Prof. Estroff said she had sent word of the vote on athletics to all faculty chairs in the ACC schools, suggesting that they work collectively. She heard from colleagues at Duke that they were working on the same issue. The Executive Committee intends to have conversations with athletic coaches on campus.

Review of Deans. Prof. Estroff reported that the Provost, with the advice and cooperation of a number of faculty colleagues, has developed a format for review of deans who are seeking reappointment. In addition to the traditional process, each faculty member of the school of the dean being reviewed will have the opportunity to complete an anonymous questionnaire regarding the dean's performance. The data will be compiled by the Office of Institutional Research and will be available only to the Review Committee.

Tuition Increases. Prof. Estroff thanked the faculty members who sat on the Tuition Review Committee. She then recognized Justin Young, President of the Student Body, who had asked for the privilege of addressing the Council on the tuition issue. Mr. Young said that the students appreciate the faculty and appreciate their outstanding contribution to society, which is recognized across the globe. Students at the University are among the brightest in the nation. The students want their faculty to be adequately compensated, and want to continue to be taught by the excellent faculty. Students want faculty and student voices to be heard in decision-making processes and want Carolina to be financially accessible to all North Carolinians. The recent tuition proposal has a number of problems in procedure and policy. The four student members on the Committee were opposed to the tuition increase proposal. Mr. Young said there was limited time given to the decision-making process. No alternatives to a tuition increase were proposed or researched. Time should be given to fully assessing the situation on levels other than tuition awareness. He said that other institutions strongly depend on fund-raising efforts to make up large portions of their budget. Many of the students were left wondering where the money from tuition increases would go. Would they go to faculty salaries, or into a single academic department, or other places? He said that nobody knows. There has been talk of doubling tuition over the next five years. Information is not on the website for the faculty to make decisions. He urged the faculty to unite with the students to demand a more definite proposal. The students will present a list of demands for the Board of Trustees meeting next Thursday and are asking the faculty to support them.

Prof. Estroff continued her remarks. She said that all agreed that the University was under-funded. Salaries for faculty and staff are not competitive. Graduate students are not earning a living wage and their stipends are not adequate to allow the University to continue to recruit the best and brightest. Class sizes must decrease, class offerings must increase. The student/faculty ratios must fall. She said that tuition was one of the revenues that feed the University, but not the only one. What the faculty had to do was to have another public conversation about what is a fair share. Many members of the faculty and staff have children who are students at the University, and they have not been taken into consideration in the proposal. Missing is a common ground amongst the faculty about where the money ought to come from and where it ought to go.

Parking. Prof. Estroff reported that she would be joining the Transportation and Parking Advisory Committee as a faculty representative along with Prof. Boone Turchi.

Prof. Stephen Weiss (Computer Science), spoke as the Chair of the Committee on Student Conduct, and asked for volunteers to serve on the University Hearings Board, which reviews appeals on Honor Court decisions. Training for these members is on the Internet and the meetings are in the evening. If the pool was large enough it would only be necessary to serve once a year. Prof. Estroff volunteered.

Annual Report of the University Committee on Copyright.

Mr. David Perry, Editor-in-Chief of the University of North Carolina Press, said the major work of the past year was the drafting of the campus copyright policy, which the faculty approved in August, 2001. The Committee also reviewed the report of the Libraries' Electronic Reserve Committee. It reviewed an online copyright law education document for students that the Office of Computer Policy at ATN had drafted.

Annual Report of the Advisory Committee on Undergraduate Admissions.

Prof. Karen Gil (Psychology), Senior Associate Dean for Undergraduate Education in the College of Arts and Sciences, Chair of the Advisory Committee on Undergraduate Admissions, introduced Mr. Jerome Lucido, Vice Chancellor for Enrollment and Admissions and Director of Admissions. Mr. Lucido gave an overview of the report with an overhead display. He then reviewed the activities of the Committee:

- Reviewed campus and system enrollment growth plans.
- Received a report on faculty involvement in student recruitment (including telephone calls, admitted student receptions, class visitations, and an open house for high school juniors.)
- Approved the over-awarding of out-of-state admission slots for music and drama in order to ensure a yield of the targeted twenty students.
- Considered and approved a recommendation to require a faculty reference in the undergraduate application for admission.
- Reviewed possible changes to the uniform, weighted, North Carolina high school transcript.
- Received a report from the Subcommittee on Athletic Admission
- Received a report from the Subcommittee on Students with Disabilities.

Prof. Diane Kjerwick (Nursing) asked about gender distribution. Mr. Lucido reported that the undergraduate student body is 59.6% female, 40.4% male.

Mr. Joshua Bosin (Student Liaison) observed that many of the best students came from out-of-state and asked about efforts in recruiting the very best students within the state. Mr. Lucido said there were many and there was a multi-year program to identify and attract those students, beginning in their sophomore year when they take their SAT exams.

Prof. William Smith (Mathematics) noted that a national discussion is going on as to the use of SAT scores in admission decisions. He asked whether the Committee has discussed the issue. Mr. Lucido said the Committee has been following the national discussion but believes that SAT scores are used properly at Carolina as one among a number of factors taken into consideration.

Resolutions 2002-1 and 2002-2 Amending the Faculty Code (First Reading).

Prof. Janet Mason (School of Government), Chair of the Faculty Committee on University Government, presented two resolutions amending the Faculty Code.

Resolution 2002-1 revises the composition of the Administrative Board of the Library. Currently, the Board has 13 elected members of which four must hold the rank of professor, eight must hold the rank of associate or assistant professor, and one must be a librarian. The amendment eliminates the faculty rank qualifications, reduces the number of elected members to 11, and adds two appointed members. The net effect is to retain the same number of members but to simplify the means of filling the slots. The proposed change has the endorsement of the University Librarian and the Administrative Board.

Resolution 2002-1 was adopted without dissent.

Resolution 2002-2 makes two technical changes in the Code to reflect the change in nomenclature of the School of Government (formerly the Institute of Government) and to enable the Committee on University Government to amend the Code without General Faculty action when needed to reflect changes in titles of academic units and administrative officers.

Resolution 2002-2 was adopted without dissent.

Annual Report of the Advisory Committee.

Prof. Frederick Brooks (Computer Science), Chair of the [Chancellor's] Advisory Committee, said the principle function of the Advisory Committee is to serve as the third tier of professional judgment on appointments, promotions, and tenure. Prof. Mason noted that over the past several years, the Advisory Committee has had something of an identity crisis in relation to the Executive Committee of the Faculty Council. She asked if the Committee had discussed that matter. Prof. Brooks said it had been discussed and was included in the report. He said there were two matters which the Committee thinks should be addressed by the faculty:

1. Given the new administrative structure, with an Executive Vice Chancellor, should the Committee be advisory to that office, to the Chancellor, or to both? At what stage in the personnel process should its advice be sought?
2. With respect to policy advice, as opposed to personnel advice, what are the proper roles of the Advisory Committee, which is elected by the Faculty, and the Executive Committee of the Faculty Council, which is not?

Prof. Ferrell said he did not think that the identity crisis to which Prof. Mason referred is due to members of the Advisory Committee being unhappy with their assignment; rather, it stems from a discordance between the functions of the committee as described in the Faculty Code and the work it actually does.

General Discussion Period.

Prof. Philip Bromberg (School of Medicine) complimented Mr. Lucido's presentation. With respect to in-state students admitted, he asked whether county of residence plays an important role. He noted that there is a widespread belief that it is more difficult for Orange County residents to get admitted. Mr. Lucido said there was no county quota, no limitation on enrollments from any particular county, and no limit on enrollments from Chapel Hill. Prof. Pfaff asked if there were statistics regarding first generation college students, and the number of applicants whose parents went to other colleges in North Carolina. Mr. Lucido responded that the data is available. Prof. Pfaff asked if there was data regarding the desire of students, whose parents attended other colleges in North Carolina, to attend UNC-Chapel Hill. Mr. Lucido said that this data is not now available but gathering it is being studied.

Mr. Joshua Bosin (Student Liaison) asked what the faculty's response was to students who felt that the raise in tuition was for salary increases for the faculty. Prof. Jan Yopp (Journalism & Mass Communication) said more education was needed about where the money for faculty raises comes from. Prof. Ferrell said there were really only four sources of additional State funding for the University: tax increases, diversion of funding from other agencies, tuition increases, and the Governor's proposal for a lottery. The only one of these that is within the University's control is tuition. Prof. Estroff added that every state was facing huge budget problems, and a conversation was needed to discuss "fair share."

Chancellor Moeser agreed, and added that the University does not intend to take a passive position with regard to asking the State to continue to uphold its responsibility. The historical fact in the State has been very generous, liberal support of higher education. That has made it possible for a low-tuition institution. The budget for the State was predicated on 4% growth this year, and 4.9% revenue growth next year. These estimates will not be realized. The Chancellor said he would not be surprised if the University had to make further cuts this year. Already this year the UNC system budget was predicated on the addition of 3,500 additional students, but instead 7,000 additional students were absorbed. The State appropriated some for the enrollment growth from the students with an additional 5% retroactive tuition increase. System-wide the budget is about \$23 million short. In order to provide for the enrollment growth system-wide the State will have to provide \$70 million. The first priority is to hold the ground we presently have in very difficult financial times. The issue should not be tuition, but the quality of educational experience, and the quality of the instructional mission at this University. Retention of faculty and acquisition of faculty to reduce the faculty/student ratio should be the conversation. There is a hard reality that everyone has to face.

Prof. John Smith (Computer Science) said it was highly commendable that the University should try to take charge of its own destiny, but he worried, if the tuition increase was put in place, the Legislature would simply reduce appropriations commensurately.

Prof. Bobbi Owen (Dramatic Art) commended the Tuition Task Force for trying to plan ahead so that students and their families could know about the tuition increases, but she wanted to emphasize that the average faculty salary of \$100,900 that is often cited takes into account salaries in many of the professional schools where salaries are considerably higher than they are in Fine Arts and Humanities. She did not mean to suggest that any faculty members are being paid too much, but she did think it important to point out that many are being paid too little.

Adjournment.

The business of the day having concluded, the Council was adjourned at 5:00 p.m.

Joseph S. Ferrell
Secretary of the Faculty

UNIVERSITY OF NORTH CAROLINA-CHAPEL HILL
**REPORT OF THE COPYRIGHT COMMITTEE TO
THE FACULTY COUNCIL**

January, 2002

The Copyright Committee is pleased to announce that the campus copyright policy was approved in August, 2001 and is now available on the university website at <http://www.unc.edu/campus/policies/copyright.html>. This was the primary task of the committee for spring, 2001. After review by legal staff at General Administration, the committee spent the fall reviewing the policy and making some recommendations for editorial changes to the policy to Chancellor Moeser. To date, no disputes concerning copyright ownership have arisen under the policy.

Two additional policy matters occupied the remainder of the fall semester for the committee. First, the committee was asked to review the report of the Libraries' Electronic Reserve committee. It did so and requested that Dr. Joe Hewitt ask the library committee to extract from the report the copyright policy statement so that it can be made available to faculty and students who have questions about electronic reserves.

The final activity concerns review of an online copyright law education document for students that the Office of Computer Policy at ATN had drafted. The committee made many recommendations and suggestions to this document, which is now available on the web at http://www.unc.edu/policy/copyright_primer.html.

The primary activity for the spring will be to further develop the campus policy on use of copyrighted work, reviving and expanding work done about five years ago.

Lolly Gasaway & Bob Peet, Co-chairs
Bill Balthrop
Andrew Chin
Mark Crowell
Robert Dalton
Susan Ehringhaus
Sheila Englehardt
Joe Flora
Joe Hewitt
Barbara Moran
David Parker
David Perry
John Semmonche
Jean Smythe

2000-2001 Annual Report

Advisory Committee on Undergraduate Admissions

Ex-Officio Committee, Chair of Faculty Advisory Committee on Undergraduate Admissions
January 8, 2002

Members: Karen Gil, Chair (Senior Associate Dean, Undergraduate Education); Milly Barranger (Vice Chair, Fine Arts Division); David Dill (Vice Chair, Social Sciences); Richard Edwards (Professor, Social Work); Larry Grossberg (Vice Chair, Humanities Division); Madeline Grunnet (Dean, School of Education); Kevin Jeffay (Vice Chair, Natural Sciences Division); Joanne Marshall (Dean, Information/Library Sciences); David Rubin (Professor, Kenan-Flagler Business School)

Ad Hoc Members: Peter Coclanis (Professor, History Department); Anne Fishel (Professor, School of Nursing); Miles Fletcher (Professor, History Department); Jon Tolle (Chair, Mathematics Department)

Ex Officio Members: Carolyn Cannon (Associate Dean, General College); Fred Clark (Associate Dean, Academic Services); John Evans (ACC/NCAA Faculty Representative); Susan Kitchen (Vice Chancellor, Student Affairs); David Lanier (University Registrar); Jerome Lucido (Vice Provost for Enrollment Management and Director of Admissions); Shirley Ort (Associate Provost and Director of Scholarships and Student Aid); Lynn Williford (Director, Institutional Research).

Members leaving committee during past year: Lawrence Avery (Vice Chair, Division of Humanities); Evan Bonds (Alternate for Fine Arts Division); Richard Froyen (Alternate for Social Sciences Division); Bernadette Gray-Little (Executive Associate Provost); Royce Murray (Vice Chair, Division of Natural Sciences); Arthur Champagne (Assistant Chair, Undergraduate Studies, Physics and Astronomy).

Meetings during past year: September 13, 2000; December 6, 2000; February 7, 2001; March 7, 2001; April 11, 2001

Report prepared by: Jerome Lucido, Vice Provost for Enrollment Management and Director of Admissions and Karen Gil, Senior Associate Dean, Undergraduate Education

Report of activities:

(See comparative statistics, attached.)

1. Reviewed campus and system enrollment growth plans.
2. Received a report on faculty involvement in student recruitment (including telephone calls, admitted student receptions, class visitations, and an open house for high school juniors.)
3. Approved the over-awarding of out-of-state admission slots for music and drama in order to ensure a yield of the targeted twenty students.
4. Considered and approved a recommendation to require a faculty reference in the undergraduate application for admission.
5. Reviewed possible changes to the uniform, weighted, North Carolina high school transcript.

6. Received a report from the Subcommittee on Athletic Admission
 - Approved 39 potential recruits
 - Recommended against 2 potential recruits
 - Coaches withdrew 2 cases
 - A number of students were approved with advisory recommendations such as a recommendation to attend the summer bridge program.
 - Note: This subcommittee was extraordinarily active due to coaching changes in men's lacrosse, basketball and football.
7. Received a report from the Subcommittee on Students with Disabilities
 - Reviewed 81 cases
 - Approved 2 cases
 - Note: this subcommittee reviews only those cases already considered by undergraduate admissions and with a preliminary decision to deny

UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
Freshman and Transfer Class Data, 1997-2001

I. Application Data

	APPLIED					ADMITTED					ENROLLED				
	1997	1998	1999	2000	2001	1997	1998	1999	2000	2001	1997	1998	1999	2000	2001
ALL FRESHMAN	15,980	17,239	16,813	17,571	16,706	5,881	6,043	6,187	6,095	6,341	3,417	3,436	3,405	3,420	3,687
Total	1,15	7.88	-2.47	4.51	-4.92	0.96	2.75	2.38	-1.49	4.04	4.30	0.56	-0.90	0.44	7.81
% Change															

FRESHMAN BY CATEGORY	1997					1998					1999					2000					2001				
	In-State	Out-of-State	African-American	Asian-American	Native-American	Hispanic	Total	% Change	In-State	Out-of-State	African-American	Asian-American	Native-American	Hispanic	Total	% Change	In-State	Out-of-State	African-American	Asian-American	Native-American	Hispanic	Total	% Change	
In-State	6,865	6,977	6,935	7,184	6,971	4,442	4,401	4,260	4,373	4,562	2,855	2,836	2,704	2,803	3,045										
Out-of-State	9,115	10,262	9,878	10,387	9,735	1,439	1,642	1,918	1,722	1,779	2,855	2,836	2,704	2,803	3,045										
African-American	1,679	1,799	1,958	2,106	2,048	816	794	755	770	816	420	403	393	411	429										
Asian-American	1,183	1,309	1,371	1,502	1,492	347	338	408	447	474	189	170	195	215	236										
Native-American	83	118	87	92	96	44	51	38	50	59	27	26	27	27	41										
Hispanic	417	426	443	487	491	66	74	96	124	177	39	38	53	59	91										
ALL TRANSFERS	2,366	2,303	2,511	2,332	2,807	1,078	1,076	1,036	1,004	1,056	735	735	717	713	777										
Total	-2.11	-2.66	9.03	-7.13	20.37	-10.47	-0.19	-3.72	-3.09	5.18	-20.80	0.00	-2.45	-0.56	8.98										
% Change																									

II. Freshman Class by Secondary-School Background

	1997	1998	1999	2000	2001
In-State Public	2,514	2,471	2,327	2,386	2,564
Out-of-State Public	448	461	561	515	564
Private/Parochial	421	468	467	490	504
Foreign/DOD	34	28	43	27	37
Other	0	8	7	2	18

III. Freshman Class by Sex

	1997	1998	1999	2000	2001
Men	1,297	1,314	1,296	1,292	1,491
Women	2,120	2,122	2,109	2,128	2,196

IV. Freshman Yield (Percentage of Those Admitted Who Enrolled)

	1997	1998	1999	2000	2001
All Freshmen	58	57	55	56	58
In-State	64	64	63	64	67
Out-of-State	39	37	37	36	36
Out-of-State Alumni	56	47	52	56	54

V. Freshman Class: Secondary-School Class Rank

	1997		1998		1999		2000		2001	
Top Tenth	2,408	71%	2,235	65%	2,249	66%	2,239	65%	2,366	64%
Second Tenth	734	22%	786	22%	743	23%	764	22%	801	22%

VI. SAT Average

	1997	1998	1999	2000	2001
All Freshmen	1222	1231	1246	1251	1257

VII. Freshman Class by Residency

	1997	%	1998	%	1999	%	2000	%	2001	%
NC Residents	2,855	83.55	2,836	82.54	2,704	79.41	2,803	81.96	3,045	82.59
Non-Resident Alumni	109	3.19	82	2.39	112	3.29	87	2.54	90	2.44
Other Non-Residents	453	13.26	518	15.08	589	17.30	530	15.50	552	14.97
Total Alumni Children	543	15.89	514	14.96	576	16.92	617	18.04	667	18.09

VIII. 2001 Admitted Student Profile by Selected Categories

Data reflect all admitted students; enrolled student data will differ.

	NUMBER	SAT	AI	RANK	SIZE	GPA	COURS*	LEAD*	EXTRAS*
All	6,341	1280	2.88	24	274	4.041	3.7	3.0	3.5
Disability	2	1085	2.00	147	393	3.871	4.5	1.5	3
Discretionary	34	1238	2.43	54	174	3.320	3	3.1	3.5
Music or Drama	65	1262	2.67	53	350	3.821	3.3	2.7	3.6
Athletics	113	1071	2.01	96	260	3.270	2.01	2.5	3.7

*Courses, leadership, and activities, as subjectively rated by admissions from 1 (lowest) to 5 (highest)



The University of North Carolina at Chapel Hill

Resolution 2002-1. Amending *The Faculty Code of University Government* as it relates to the composition and selection of members of the Administrative Board of the Library.

The General Faculty resolves:

1 Section 1. Sections 13-1 and 13-2 of *The Faculty Code of University Government* are
2 rewritten to read:

3 **“§ 13-1. Administrative Board of the Library; composition.** (a) There shall be an

4 Administrative Board of the Library composed of twenty-two members. Fourteen members shall
5 be elected by and from the following electoral divisions:

6 (1) The Division of Fine Arts of the College of Arts and Sciences—one member.

7 (2) The Division of the Humanities of the College of Arts and Sciences—three members.

8 (3) The Division of the Basic and Applied Natural Sciences of the College of Arts and
9 Sciences and the Institute of Marine Sciences—three members.

10 (4) The Division of the Social Sciences of the College of Arts and Sciences—three
11 members.

12 (5) The School of Journalism and Mass Communication, the Kenan-Flagler Business
13 School, the School of Education, the School of Law, the School of Information and
14 Library Science, the School of Social Work, and the School of Government—three
15 members.

16 (6) The Academic Affairs Libraries—one member.

17 (b) The chair of the faculty shall appoint six members of the Administrative Board of the
18 Library, as follows:

19 (1) one member from the Division of Health Affairs.

20 (2) two members from the faculty at large.

21 (3) one undergraduate student, on recommendation of the president of the student body.

22 (4) two graduate students, on recommendation of the president of the Graduate and
23 Professional Student Federation.

1 (c) The University librarian and the dean of the Graduate School shall be members ex
2 officio.

3 **§ 13-2. Administrative Board of the Library; election and terms of members;**

4 **meetings.** Elected members of the board shall be nominated and elected by the process
5 employed for the Faculty Council. It is preferable that no more than one elected member be from
6 any single school or department. Student members of the board shall serve one-year terms. All
7 other appointed and elected members shall serve three-year terms. No elected or appointed
8 member shall serve more than two consecutive terms.

9 The board shall elect a chair from among its members annually. The board shall meet at
10 least six times each year upon the call of the chair or of the University librarian.”

11 Sec. 2. This Resolution shall become effective July 1, 2002.

Chancellor's Advisory Committee
Elected Committee
Annual Report for 2001
January 10, 2002

Membership:

Class of 2002

Judith M. Bennett (on leave 07/01/00 through 6/30/01)
Carl L. Bose
Dixie L. Spiegel

Class of 2003

Frederick P. Brooks, Jr. -Chair
Lawrence I. Gilbert
S. Elizabeth Grabowski

Class of 2004

Philip A. Bronberg
Della Pollock
Lars Schoultz

Ex officio, with vote:

The Chair of the Faculty, Sue Estroff
The Secretary of the Faculty, Joseph Ferrell

Meetings in 2001:

1/10/01, 2/07/01, 3/07/01, 4/11/01, 5/09/01, 6/10/01, 7/11/01, 8/08/01, 9/12/01, 10/10/01, 11/07/01, 12/05/01.

Report prepared by: Fred Brooks, Chair, with review of full committee.

Committee charge:

The Faculty Code of University Government states that the Advisory Committee "shall be advisory to the Chancellor in faculty personnel decisions, program planning and assessment, resource planning and allocations, and other matters which are deemed important by the Chancellor or the Committee." The Code also directs the committee to nominate candidates for open seats on the Executive Committee of the Faculty Council and for the positions of Chair of the Faculty and Secretary of the Faculty.

Previous Faculty Council questions or charges: None.

Report of Activities:

The Committee meets monthly. Before each meeting, a rotating subcommittee of three members reviews personnel actions and reports to the full Committee, which makes recommendations to the Chancellor regarding promotions or the granting of tenure, including initial appointments conferring tenure.

Besides these personnel matters, this year the Committee advised the Chancellor on our unanimous concerns about the proposed extension of UINC-Chapel Hill to a campus in Qatar.

This year, the Committee discussed at length the discrepancies between the appointment, promotion, and tenure criteria for tenure-track faculty in the School of Medicine and those elsewhere in the university. We discussed these concerns with Dean Houpt, and we discussed the new criteria document being prepared for adoption in the School of Medicine.

We also discussed, without formal recommendations, (1) coaches and (2) town-gown relationships.

Two questions raised, but not yet discussed at length, concern the role of the Committee, as it might be defined in any forthcoming modification of the instrument of university government:

1. Given the new administrative structure, with an Executive Vice Chancellor, should the Committee be advisory to that office, to the Chancellor, or to both? At what stage in the personnel process should its advice be sought?
2. With respect to policy advice, as opposed to personnel advice, what are the proper roles of the Advisory Committee, which is elected by the Faculty, and the Executive Committee of the Faculty Council, which is not?



January 18th, 2002
Executive Committee of the Faculty Council
(Elected by the Faculty Council)

Annual Report to the Faculty Council

Elected Members: Robert Adler (Business, '02); Alice Ammerman (Public Health; alternate for Panter, Fall 2001); Thomas Clegg (Physics & Astronomy, '02); Charles Daye (Law, '04); Noelle Granger (Cell Biology & Anatomy, '03); Arne Kalleberg (Sociology, '02); Donna Lefebvre (Political Science, '03); Bobbi Owen (Dramatic Art, '04); Abigail Panter (Psychology, '03; on leave Fall 2001); Richard Pfaff (History, '03); Nancy Raab-Traub (Microbiology, '02); Ronald Strauss (Dentistry, '04); Jan Yopp (Journalism, '04).

Ex Officio Members: Sue Estroff (Chair of the Faculty); Joseph Ferrell (Secretary of the Faculty).

Meetings: The Executive Committee of the Faculty Council (ECFC) meets twice monthly throughout the year. The Provost attends many of the meetings, and in the past year there has also been attendance at some meetings by other administrators, including Vice Chancellor for Finance and Administration Nancy Sutfenfeld, Vice Chancellor for Research and Graduate Studies Tony Waldrop, Vice Chancellor for Information Technology Marian Moore, and Associate Vice Chancellor for Government Relations Evelyn Hawthorne. Other guests at ECFC meetings in the last year have included Professor Laurie McNeil (Physics & Astronomy), chair of the curriculum review; Bill Balthrop, professor and chair of Communication Studies and chair of the FITAC (Faculty Information Technology Advisory Committee); and Professor Kay Lund (Cell & Molecular Physiology) of the Academy of Distinguished Teaching Scholars at UNC-Chapel Hill. The ECFC also has regular meetings with Chancellor Moeser to discuss topics of importance to the faculty and to the chancellor. This past year ECFC also met with Mayor Rosemary Waldorf and Councilman Bill Strom in order to discuss improving town/gown relationships.

Charge: The ECFC is charged in the Faculty Code to: (1) exercise the consultative powers delegated to the Faculty Council; (2) exercise the legislative powers of the Council when prompt action is required; (3) serve as an advisory committee for the Chair of the Faculty; (4) 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; (5) work with various officers and groups within the University toward the realization of goals set in actions of the Council; and (6) report to the Council on the status of implementation of resolutions of the Council.

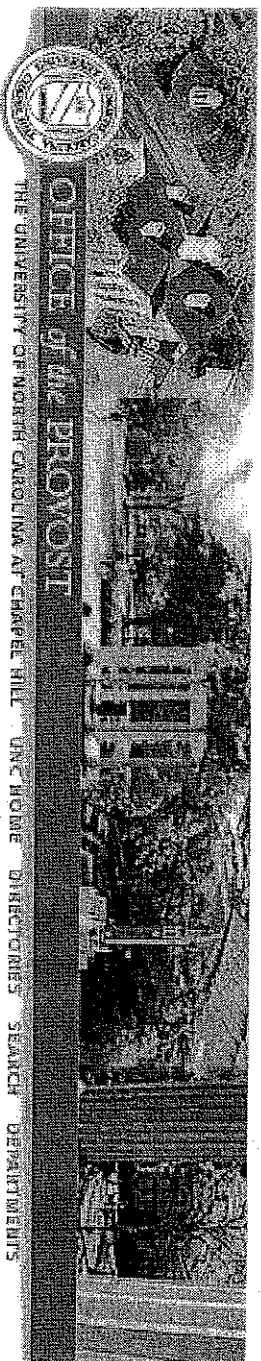
Activities This Past Year: The ECFC last year devoted continuing attention to several major issues and initiatives, and has also advised the University administration on faculty concerns with respect to other matters, including those noted below under the three main categories of the ECFC Long-term Agenda.

The Academy

- Proposal for a UNC-Chapel Hill academic institution in Qatar
- Review process for deans and other administrators
- The Academic Plan
- Faculty Code revision
- Administrative relocation of the CTL
- Review and reform of the Student Honor Court system
- College curriculum revision
- Student evaluation of teaching
- Honorary degrees
- The place of athletics in the University

The Campus as a Workplace

- Impact of state budget cuts
- Academic calendar
- Relations with the General Assembly
- Impact of construction on campus
- Horace Williams grounds
- Transportation issues
- Library budget and overhead costs
- Teaching assistant unionization and living wage
- Health insurance
- Child-care services and facilities
- State Personnel Act



Task Force on Tuition 2001-2002

Charge to the Committee

Report of the Tuition Task Force

- Appendix A: Membership List
- Appendix B: Meeting Dates
- Appendix C: Principles for Implementing Campus-Based Tuition
- Appendix D: Designated Uses for Campus-Based Tuition
- Appendix E: Statistical Data
 - Peer Comparisons: Tuition and Fees
 - Estimates of Tuition Increase Revenue and Application to Costs of Achieving Specific Instructional Resource Needs
 - Carolina Funding Graph
 - Parent Income
 - Comparison of State Appropriations and Enrollments Fiscal Year 2000
 - Median Family Income Data Resident Undergraduate Tuition
 - Cumulative Loan Indebtedness For Graduating Seniors UNC - Chapel Hill
 - Freshman Admissions By Community Income Levels 1996-2001

Thank you for visiting UNC - Chapel Hill's
Office of the Provost

Last Modified: January 16, 2002 Suggestions to: *Provost's Office*

Charge to the Tuition Task Force

Introduction

The University of North Carolina at Chapel Hill strives to be the best public university in the nation. In order to reach this goal we must be able to attract and retain the best faculty and students. Unfortunately, we have not been as competitive as other top public schools in providing faculty compensation, and it has hurt us, both in our ability to keep some of our best faculty and in our ability to bring in the best from elsewhere. One response to this problem has been to increase campus tuition by \$300 for each of the last two years to increase faculty salaries.

The paradox we face is that while we strive to achieve a competitive faculty compensation structure, we remain committed to the Constitutional imperative set forth in Article IX, Section 9 of our State Constitution: "The General Assembly shall provide that the benefits of The University of North Carolina and other public institutions of higher education, as far as practicable, be extended to the people of the State free of expense." Although we are unable to provide higher education free of expense, we have historically been able to provide an education while charging very little for it. Historically, the North Carolina General Assembly assumed the major responsibility for funding the University. Now, however, only approximately 27 percent of our budget comes from state appropriations. The balance must be made up through tuition, grants, gifts, endowments, and other sources.

So our task is to balance the need for a fully funded university, one that has the resources necessary to be a world-class institution, with the need to keep our doors open to the sons and daughters of the average North Carolinian. It is against this background that we consider the question of possible tuition increases.

The Authority to Increase Tuition and Our Recent Actions

The UNC Board of Governors authorized constituent institutions to increase tuition for the first time in November of 1998. The policy states that undergraduate tuition rate increases may be proposed by campuses "in the event that extraordinary circumstances." Graduate student tuition rates may be increases "if general fund appropriations are not sufficient to preserve quality at the graduate and professional level." Proposals from UNC constituent institutions are presented for discussion at the February meeting of the UNC Board of Governors, and are voted on at the March meeting.

In 2000-01, UNC-Chapel Hill enacted a \$300 increase for all students. In addition, the UNC Board of Governors increased in-state tuition by 2.1% for all undergraduates and by 5.6% for graduate and professional student, and added the same dollar amount for out-of-state residents. In 2001-02, UNC Chapel Hill enacted another \$300 increase in tuition, which was augmented by a 4% increase by the UNC Board of Governors, and a 5% increase by the General Assembly.

For in-state students, this meant that undergraduate tuition has increased from \$2,365 a year to \$3,277 a year, or an increase of 38.6% in a two-year period. In-state graduate tuition increased from \$2,405 a year to \$3,449 a year, or an increase of 43.4% during the same biennium. Although these are substantial increases in a short time, UNC Chapel Hill remains well below AAU public peers, in which in-state tuition means are \$4,649 for undergraduates and \$5,742 for graduate students.

For out-of-state students, both undergraduate and graduate tuition have approached peer levels. Undergraduate out-of-state tuition increased from \$11,531 to \$13,269, or 15.1%. UNC Chapel Hill is just 2.8% under the AAU public peer mean for out-of-state tuition levels. Out-of-state graduate students saw their tuition increase from \$11,571 to \$13,760 in the last two years, which brought UNC Chapel Hill graduate school tuition to the peer mean.

What has been the result? First, faculty salaries have been improved. We have reduced the gap between UNC Chapel Hill full professor salaries and those of peer institutions so that our salaries are now within 9% of the mean. However, several years of salary increases above the average peer increase will be needed to eliminate the gap completely. Second, we have met the full need of all financial aid-eligible students for 2001-02 by setting aside 35% of the tuition increase revenue as tuition grants.

The twin goals of increasing faculty salaries and providing financial aid are difficult to meet on a sustained basis; indeed, we have spent much of our reserves in making this transition.

Further complicating the picture is the recommendation by the UNC Board of Governors Advisory Committee, not yet final, that would propose an increase of 4.8% for undergraduate tuition for 2002-03, with an equal dollar amount increase for out-of-state students. The Committee recommends completion of the final stage of a four-year plan that would raise graduate school tuition to 14% above the undergraduate rate. If these recommendations are adopted by the Board of Governors and subsequently enacted by the North Carolina General Assembly, UNC Chapel Hill students will see their tuition increase irrespective of what we do on this campus.

Is a Tuition Increase Needed?

It is against this background that this committee must answer the question of whether another campus tuition increase is needed. The need to improve faculty salaries and benefits is documented; we are still below our peers. As the campus continues to grow, our student-faculty ratio has increased. Class size is getting larger at a time when we need to provide more opportunity for seminars and small-class experience for our undergraduates. Our libraries are strong, but continue to need support. We are continuing with the technological transformation of campus, but all our needs are not met in this arena either.

The committee needs to examine the impetus for the campus-based tuition increases: to improve faculty salaries. How great is the continuing need? We project that 30 percent of our faculty will retire in the next decade; how will we replace them with the best new faculty and rising stars? Can we hold students harmless by continuing to provide tuition grants for those who need them? Will we make meaningful progress towards competitiveness and at the same time enhance the student experience by decreasing class size? These are the questions this committee must answer in order to make recommendations to the UNC-Chapel Hill Board of Trustees on January 24, 2002. The time is short, and our task is important.

Report of the Tuition Task Force

January 16, 2002

In response to a request from the Board of Trustees at their meeting on November 15, 2001, this ad hoc Task Force was established to review the situation at UNC Chapel Hill with respect to implementation of a multi-year plan for a campus-based tuition increase. This request represents a continuation of prior discussions and actions that resulted in two consecutive years (AY2000-1 and AY2001-2) of a \$300/yr permanent campus-based tuition increase.

The Task Force membership was designed to ensure broad representation and input from the constituencies at the University most directly involved with tuition. Specifically, the committee membership was comprised of: Trustees (3), Faculty (4), Students (4), and Administrators (4). The membership list is presented in Appendix A.

The Task Force met on three occasions for a total of approximately six hours (dates noted in Appendix B). In addition, there was extensive exchange of documents and viewpoints between meetings using electronic communications.

This report has three components that reflect the order in which the Task Force dealt with its charge. First we reached unanimous consensus on a set of principles that should guide the implementation of campus-based tuition. These are presented in Appendix C. Second, we achieved unanimous consensus on a specific set of designated uses for a campus-based tuition. These are presented in Appendix D. We recognize that these principles and uses may change over time; however, we strongly recommend these priorities in the current circumstances. Our third task was to offer a specific recommendation to the Board of Trustees for their consideration. The statistical information gathered for this purpose provides background that is perhaps of greater importance than the recommendation itself. These data are presented in Appendix E. This information is valuable for future as well as current considerations of the topic of campus-based tuition. After review of these data and extensive discussions at the final meeting, a majority of the Task Force (11 in favor, 4 opposed) endorsed a recommendation to the Board of Trustees for a one-year, \$400/year permanent campus-based tuition increase, effective fall semester of academic year 2002-03. We note that our recommendation is based on the principles and uses noted in Appendices C and D. This vote on this proposal was split, with the four student members withholding their endorsement. Lastly, and in recognition of the importance of predictability for any campus-based tuition increases, the Task Force acknowledged the necessity of developing a multi-year plan to present to the Board of Trustees for future consideration.

Throughout the discussions, which were candid, constructive and well reasoned by all members, the entire Task Force membership articulated the importance of periodic review of tuition at UNC Chapel Hill. As reflected in the principles (Appendix C), we value maintaining accessibility for all qualified North Carolinians, we acknowledge the

necessity of retaining and recruiting excellence in our faculty and students, and we stress that an essence of UNC Chapel Hill is in providing an unparalleled educational experience to all of its students. Realization of these goals, and in particular generating the associated financial support, requires a dedicated partnership among the legislature that represents the taxpayers of the state, the students (and their parents) who gain direct benefit from their education, and the leadership of the university as it strives to attract private and extramural resources. With these challenges in mind, we endorse unanimously the establishment of a mechanism to provide regular review of tuition and its impact on the educational experience at UNC Chapel Hill.

Appendix A

Task Force on Tuition – 2001-02 Membership Roster December 3, 2001

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Appendix B

Task Force on Tuition -- 2001-02 meeting dates:

January 4, 2002 (canceled due to weather)

January 9, 2002

January 15, 2002

Focus on Excellence in the Educational Experience

Principles for Implementing Campus-Based Tuition

(January 16, 2002)

- Carolina should maintain undergraduate in-state tuition in the lowest quartile when compared to its public peer institutions (list of approved public peer institutions). The campus-based increase should be the same fixed dollar amount for both resident and non-resident tuition
- In order to maintain accessibility to qualified students from all economic backgrounds, Carolina should provide need-based financial aid from a portion of the campus-based tuition increase sufficient to hold financially harmless from this increase all needy students
- In order to assist students and their parents in projecting tuition costs for their studies at Carolina, any campus-based tuition increase should be predictable for at least a four-year period
- A strong, clear, persistent strategy to communicate the cost of a Carolina education to the public and the benefits that accrue from a campus-based tuition increase is essential. The Office of the Provost should be responsible for developing this strategy. Implementation should begin immediately
- Carolina's senior officers will work with leaders in state government and higher education to communicate the critical need for substantive, direct state funding as the core support of the university and to convey the importance of minimizing uncertainty in tuition increases. A strong, clear, persistent strategy for accomplishing these goals should be designed and implemented immediately
- Campus-based tuition increases should be considered within the context of total revenues and expenses of the university. Representatives from the Legislature, Board of Governors, Board of Trustees and Carolina should work in partnership to coordinate and communicate changes in tuition
- Consideration of the differential financial impact on undergraduate, graduate and professional students is critical
- In order to minimize uncertainty and maximize continuity, review of the level of campus-based tuition should be an on-going practice, utilizing a standing committee charged with this responsibility

Focus on Excellence in the Educational Experience

Designated Uses for Campus-Based Tuition

(January 16, 2002)

In order to maintain accessibility to qualified students from all economic backgrounds, Carolina should provide need-based financial aid from a portion of the campus-based tuition increase sufficient to hold financially harmless from this increase all needy students and cover additional graduate student in-state tuition grants that result from the campus-based tuition increase. Net funds generated from campus-based tuition should be applied directly to enhancing the educational experience for all students. Specific items requiring sustained attention include:

- Guarantee to meet all need-based aid requirements
- Retention and recruitment of the highest quality faculty
- Reduction in the Student/Faculty ratio
- Increase in the percentage of smaller classes
- Support for graduate students serving as teaching assistants

PEER INSTITUTION LIST
 (Public University Subset - Undergraduate Resident Students)
 The University of North Carolina at Chapel Hill

<u>Institution</u>	<u>State</u>	<u>Tuition</u> (AY 2001-2002)	<u>Required</u> <u>Fees</u>	<u>Total</u>
University of Michigan- Ann Arbor	MI	\$6,523	\$852	\$7,375
University of Illinois- Urbana	IL	\$4,410	\$1,344	\$5,754
Ohio State	OH	\$4,410	\$378	\$4,788
University of Virginia	VA	\$3,046	\$1,375	\$4,421
University of Wisconsin- Madison	WI	\$3,568	\$521	\$4,089
University of Washington	WA	\$3,593	\$390	\$3,983
University of Texas-Austin	TX	\$2,520	\$1,247	\$3,767
University of California- Los Angeles	CA	\$3,429	\$272	\$3,701
University of California- Berkeley	CA	\$3,429	\$234	\$3,663
University of North Carolina- Chapel Hill	NC	\$2,328	\$949	\$3,277
University of Florida	FL	\$1,670	\$774	\$2,444

January 14, 2002

PEER INSTITUTION LIST
 (Public University Subset - Undergraduate Non-Resident Students)
 The University of North Carolina at Chapel Hill

<u>Institution</u>	<u>State</u>	<u>Tuition</u> (AY 2001-2002)	<u>Required</u> <u>Fees</u>	<u>Total</u>
University of Michigan- Ann Arbor	MI	\$21,553	\$852	\$22,405
University of Virginia	VA	\$17,078	\$1,375	\$18,453
University of Wisconsin- Madison	WI	\$15,455	\$521	\$15,976
University of California- Los Angeles	CA	\$10,704	\$4,071	\$14,775
University of California- Berkeley	CA	\$10,704	\$4,033	\$14,737
University of Illinois- Urbana	IL	\$12,230	\$1,344	\$13,574
Ohio State	OH	\$13,176	\$378	\$13,554
University of North Carolina- Chapel Hill	NC	\$12,320	\$949	\$13,269
University of Washington	WA	\$12,868	\$390	\$13,258
University of Florida	FL	\$9,182	\$1,150	\$10,332
University of Texas-Austin	TX	\$8,850	\$1,247	\$10,097

January 14, 2002

PEER INSTITUTION LIST
(Public University Subset - Graduate Resident Students)
The University of North Carolina at Chapel Hill

<u>Institution</u>	<u>State</u>	<u>Tuition</u> <u>(AY 2001-2002)</u>	<u>Required</u> <u>Fees</u>	<u>Total</u>
University of Michigan- Ann Arbor	MI	\$10,731	\$792	\$11,523
University of Illinois- Urbana	IL	\$4,954	\$1,460	\$6,414
University of Wisconsin- Madison	WI	\$5,840	\$521	\$6,361
Ohio State	OH	\$5,955	\$378	\$6,333
University of Washington	WA	\$5,539	\$390	\$5,929
University of Virginia	VA	\$3,988	\$1,190	\$5,178
University of California- Los Angeles	CA	\$3,609	\$941	\$4,550
University of California- Berkeley	CA	\$3,609	\$740	\$4,349
University of Texas-Austin	TX	\$3,024	\$1,073	\$4,097
University of Florida	FL	\$3,215	\$713	\$3,928
University of North Carolina- Chapel Hill	NC	\$2,511	\$938	\$3,449

January 14, 2002

PEER INSTITUTION LIST
 (Public University Subset - Graduate Non-Resident Students)
 The University of North Carolina at Chapel Hill

<u>Institution</u>	<u>State</u>	<u>Tuition</u> (AY 2001-2002)	<u>Required</u> <u>Fees</u>	<u>Total</u>
University of Michigan- Ann Arbor	MI	\$22,371	\$792	\$23,163
University of Wisconsin- Madison	WI	\$19,978	\$521	\$20,499
University of Virginia	VA	\$17,078	\$1,190	\$18,268
Ohio State	OH	\$16,026	\$378	\$16,404
University of California- Los Angeles	CA	\$10,704	\$4,740	\$15,444
University of California- Berkeley	CA	\$10,704	\$4,539	\$15,243
University of Washington	WA	\$14,376	\$390	\$14,766
University of Illinois- Urbana	IL	\$10,138	\$1,460	\$11,598
University of North Carolina- Chapel Hill	NC	\$12,822	\$938	\$13,760
University of Florida	FL	\$12,522	\$1,178	\$13,700
University of Texas-Austin	TX	\$8,088	\$1,073	\$9,161

January 14, 2002

Tuition Increase Revenue Applied to Costs of Achieving Specific Instructional Resource Needs \$400 Increase Over Five Years

	Actual 2001	2002	2003	2004	2005	2006
Headcount Projected	25,464	26,000	26,500	27,000	27,500	28,000
Budgeted FTE Projected	23,632	24,129	24,593	25,057	25,522	25,986
<i>Enrollment assumptions: Taken from 10-year agreement with OP, with rounding.</i>						

Annual Tuition Increase	\$400	\$400	\$400	\$400	\$400	\$400
Cumulative Increase over 2001 Base Year	\$400	\$800	\$1,200	\$1,600	\$2,000	\$2,000
Increase X FTEs (Additional Revenue Generated)	\$9,651,775	\$9,837,386	\$10,022,997	\$10,208,608	\$10,394,219	
Revenue after deducting 40% for "hold harmless" provisions and in-state graduate student tuition grants	\$5,791,065	\$5,902,432	\$6,013,798	\$6,125,165	\$6,236,532	\$6,236,532
Cumulative Net Revenue	\$5,791,065	\$11,693,497	\$17,707,295	\$23,832,460	\$30,068,992	

Application to Specific Needs

1. Raise instructional faculty salaries to peer average and adjust for disparity in legislative increases.	\$5,290,938	\$5,388,119	\$5,488,136	\$5,591,061	\$5,696,972	
2. Reduce the student:faculty ratio in the College of A&S and School of Journalism to 18:1 by hiring 135 new faculty	\$2,227,365	\$2,271,888	\$2,317,329	\$2,363,688	\$2,410,965	

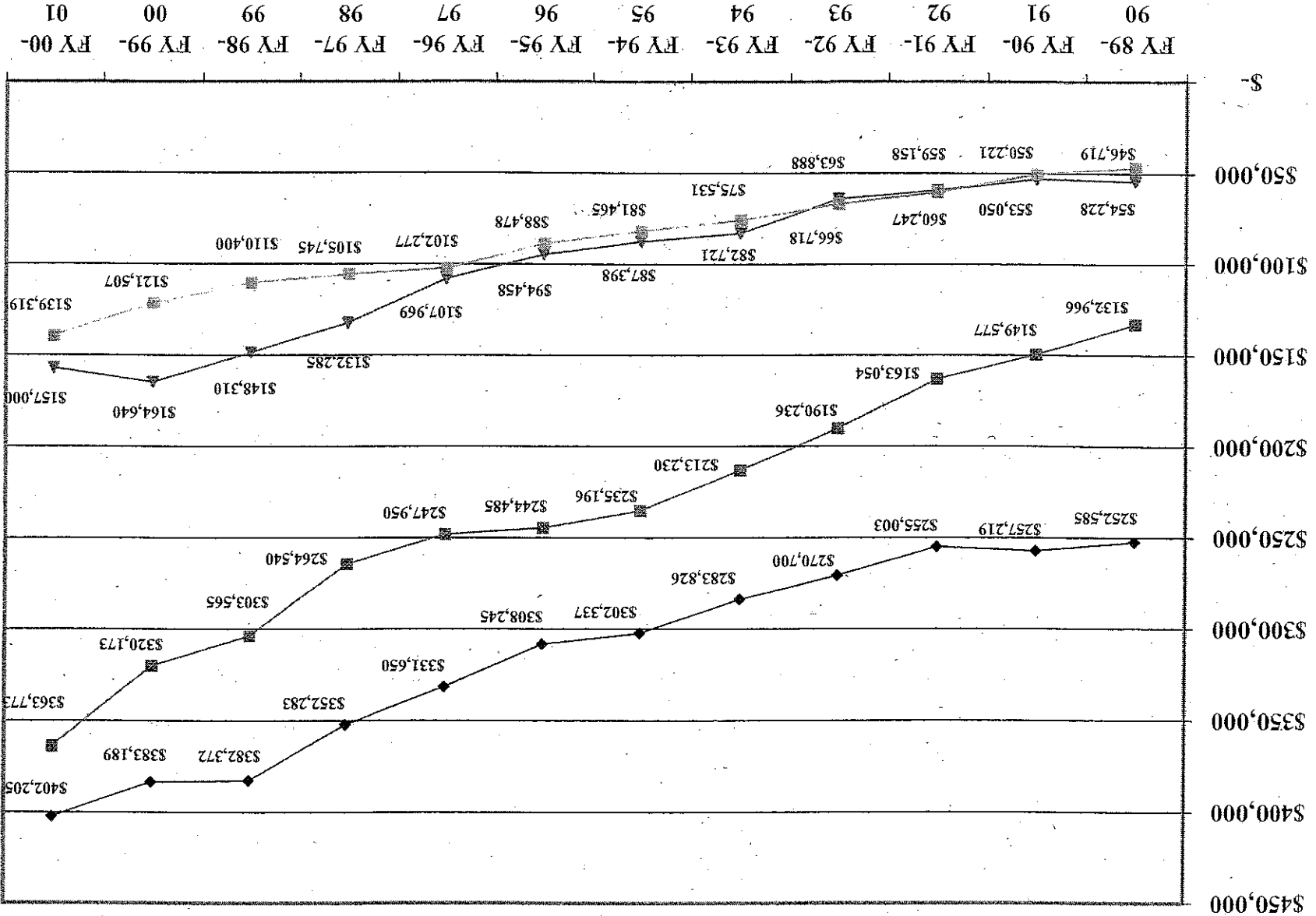
3. Increasing the number of undergraduate classes with < 20 students to 50% [Note that #3 would not be necessary if at least 48 of the faculty in #2 were assigned to teach undergraduate students.]

4. Increase in graduate student TA stipends to match rates offered by peers	\$149,126	\$152,854	\$156,676	\$160,592	\$164,607	
Total Need (using #1, 2, and 4 for estimation)	\$7,667,429	\$7,812,861	\$7,962,141	\$8,115,341	\$8,272,544	

Amount of Estimated Needs Remaining

Cumulative Unmet Needs	\$1,876,364	\$1,910,429	\$1,948,342	\$1,990,176	\$2,036,013	\$2,036,013
	\$1,876,364	\$3,786,793	\$5,735,136	\$7,725,312	\$9,761,325	

The University of North Carolina at Chapel Hill



◆ State Appropriations
 ■ Govt. Contracts & Grants
 ▲ Private Gifts & Grants (Includes related entities)
 ■ Tuition & Fees

In Thousands

\$-

Average Parental Income Statistics for UNC-Chapel Hill Freshmen, Fall 2000

All aided ¹	\$67,886
All aided, non-resident ¹	\$87,820
All aided, resident ¹	\$63,832
All aided, non-need-based ²	\$99,387
All aided, need-based ³	\$48,416

1 Includes all need-based and non-need based merit aid.

2 Includes only non-need based merit aid.

3 Includes income data for all students who qualify for need-based aid, in accordance with federal criteria.

Note: Merit aid given to a student with need is characterized as need-based aid.

Income Data for Parents of
Enrolled Freshmen – University of North Carolina at Chapel Hill
2000 – 2001

<u>Income Range</u>	<u>Percentage</u>
\$100,000+	39.5
\$75,000+	56.8
\$60,000+	70.9
\$50,000+	79.4
\$40,000+	86.1

Source: UNC – Chapel Hill, Office of Institutional Research (CIRP Data)

Comparison of State Appropriations and Enrollments Fiscal Year 2000

REVENUES			
Average State Appropriation per Student	State Appropriations (% of total Revenues)	Total State Appropriations	Fall '99 Enrollment (Head Count)
\$13,540	32.6%	424,423,000	31,347
\$12,157	43.2%	518,022,000	42,612
\$8,815	28.4%	321,196,842	36,436
\$9,125	10.6%	345,340,839	37,846
\$8,361	20.6%	401,363,736	48,003
\$5,641	23.7%	276,468,843	49,009
\$14,737	19.9%	535,702,000	36,351
\$15,543	29.5%	383,189,000	24,653
\$7,166	13.2%	160,760,354	22,433
\$8,530	15.5%	303,335,000	35,559
\$9,716	26.0%	389,614,726	40,099

Data Sources:

Enrollment data from Fall '99 IPEDS Enrollment Summary Report - AAUDE website
 Financial data from IPEDS Financial Statements for Year Ending June, 2000
 Note that these data are the latest available through the AAU Data Exchange.
 Office of Institutional Research, Jan. 14, 2001

TEN-YEAR COMPARISON OF TUITION AND FEES, COST OF ATTENDANCE, AND MEDIAN FAMILY INCOME

Undergraduate Resident Students at UNC-Chapel Hill

Year	North Carolina Median Family Income *	UNC-Chapel Hill Median Family Income **	Tuition and Fees	Tuition as a Percentage of UNC-Chapel Hill Median Family Income	Tuition and Fees as a Percentage of UNC-Chapel Hill Median Family Income	Total Cost of Attendance ***	Total Cost of Attendance as a Percentage of UNC-Chapel Hill Median Family Income
92-93	\$41,766	\$59,712	\$ 822	1.4%	2.1%	\$6,708	11.2%
93-94	42,691	68,070	846	1.2%	2.1%	7,154	10.5%
94-95	44,582	68,585	874	1.3%	2.3%	7,519	11%
95-96	47,367	70,518	948	1.3%	2.4%	7,786	11%
96-97	49,272	74,045	1,386	1.9%	2.9%	8,497	11.5%
97-98	51,790	74,801	1,428	1.9%	3.0%	9,200	12.3%
98-99	54,687	77,440	1,456	1.9%	2.9%	9,482	12.2%
99-00	56,115	80,932	1,528	1.9%	2.9%	9,779	12.1%
00-01	58,557	80,982	1,860	2.3%	3.4%	10,865	13.4%
01-02	60,656 (est.)	82,827(est.)	2,328	2.8%	4%	11,574	14%

Percentage Change over 10 years

* State median income estimates for 4-person families, as published in the Federal Register for purposes of administering Federal/State Programs to benefit children and families
 ** CIRP Data, University of North Carolina at Chapel Hill, Office of Institutional Research
 *** Actual student costs, established and approved by the Office of Scholarships and Student Aid
 OSSA: SF: 092601

Cumulative Loan Indebtedness For
Graduating Seniors
UNC - Chapel Hill

<u>Academic Year</u>	<u>Dollar Amount</u>
1990-91	\$5,360
1991-92	\$5,770
1992-93	\$6,784
1993-94	\$7,914
1994-95	\$9,406
1995-96	\$10,755
1996-97	\$12,478
1997-98	\$12,525
1998-99*	\$12,600
1999-00*	\$12,800
2000-01*	\$13,000

*Estimates subject to revision based on actual data from the U.S. Department of Education's National Student Loan Data System (NSLDS). Information available in February 2002.

FRESHMAN ADMISSIONS BY COMMUNITY INCOME LEVELS 1996-2001

I. By County Income Levels

ALL APPLICANTS

	Applied	Change	% Change	Admit Rate	Change	% Change	Yield	Change	% Change
1996	6,412	NA	NA	59.3%	NA	NA	62.5%	NA	NA
1997	6,177	-235	-3.7%	63.9%	4.5%	7.6%	65.1%	2.6%	4.2%
1998	6,223	46	0.7%	62.1%	-1.7%	-2.7%	65.3%	0.1%	0.2%
1999	6,228	5	0.1%	60.2%	-2.0%	-3.2%	64.1%	-1.2%	-1.8%
2000	6,345	117	1.9%	60.6%	0.5%	0.8%	64.3%	0.2%	0.3%
2001	6,216	-129	-2.0%	64.8%	4.2%	7.0%	66.7%	2.4%	3.8%
Since 1996		-196	-3.1%		5.5%	9.3%		4.2%	6.7%
Since 1999		-12	-0.2%		4.7%	7.8%		2.6%	4.1%

COUNTY INCOME - TOP THIRD

	Applied	Change	% Change	Admit Rate	Change	% Change	Yield	Change	% Change
1996	3,902	NA	NA	56.5%	NA	NA	65.0%	NA	NA
1997	3,792	-110	-2.8%	60.6%	4.1%	7.2%	67.3%	2.2%	3.4%
1998	3,751	-41	-1.1%	61.7%	1.1%	1.8%	67.6%	0.3%	0.5%
1999	3,804	53	1.4%	58.5%	-3.2%	-5.2%	63.8%	-3.8%	-5.6%
2000	3,982	178	4.7%	59.8%	1.4%	2.4%	65.6%	1.8%	2.8%
2001	3,823	-159	-4.0%	65.0%	5.2%	8.7%	68.1%	2.5%	3.8%
Since 1996		-79	-2.0%		8.5%	15.0%		3.1%	4.7%
Since 1999		19	0.5%		6.6%	11.2%		4.3%	6.7%

COUNTY INCOME - MIDDLE THIRD

	Applied	Change	% Change	Admit Rate	Change	% Change	Yield	Change	% Change
1996	1,713	NA	NA	61.7%	NA	NA	59.3%	NA	NA
1997	1,640	-73	-4.3%	67.7%	6.0%	9.7%	63.2%	3.8%	6.5%
1998	1,725	85	5.2%	60.5%	-7.2%	-10.6%	64.7%	1.5%	2.4%
1999	1,655	-70	-4.1%	60.7%	0.2%	0.3%	64.7%	0.0%	0.0%
2000	1,622	-33	-2.0%	60.4%	-0.3%	-0.5%	63.8%	-0.9%	-1.4%
2001	1,666	44	2.7%	64.2%	3.8%	6.3%	64.7%	0.9%	1.4%
Since 1996		-47	-2.7%		2.5%	4.1%		5.4%	9.0%
Since 1999		11	0.7%		3.5%	5.8%		0.0%	0.0%

COUNTY INCOME - BOTTOM THIRD

	Applied	Change	% Change	Admit Rate	Change	% Change	Yield	Change	% Change
1996	797	NA	NA	68.0%	NA	NA	58.7%	NA	NA
1997	745	-52	-6.5%	72.1%	4.1%	6.0%	60.1%	1.5%	2.5%
1998	747	2	0.3%	68.0%	-4.1%	-5.7%	56.1%	-4.0%	-6.7%
1999	769	22	2.9%	67.4%	-0.6%	-0.9%	64.5%	8.4%	14.9%
2000	741	-28	-3.6%	65.3%	-2.0%	-3.0%	59.1%	-5.4%	-8.4%
2001	727	-14	-1.9%	65.3%	0.0%	0.0%	64.2%	5.1%	8.7%
Since 1996		-70	-8.8%		-2.7%	-3.9%		5.5%	9.4%
Since 1999		-42	-5.5%		-2.0%	-3.0%		-0.3%	-0.4%

II. By High School Income Levels

ALL APPLICANTS

	Applied	Change	% Change	Admit Rate	Change	% Change	Yield	Change	% Change
1996	6,927	NA	NA	60.0%	NA	NA	62.1%	NA	NA
1997	6,705	-222	-3.2%	64.5%	4.6%	7.6%	64.0%	2.0%	3.2%
1998	6,747	42	0.6%	63.1%	-1.5%	-2.3%	64.2%	0.1%	0.2%
1999	6,747	0	0.0%	60.7%	-2.3%	-3.7%	63.5%	-0.7%	-1.1%
2000	6,969	222	3.3%	60.9%	0.2%	0.3%	63.8%	0.3%	0.5%
2001	6,799	-170	-2.4%	65.3%	4.4%	7.2%	66.7%	2.8%	4.4%
Cumulative		-128	-1.8%		5.3%	8.8%		4.6%	7.4%
Since 1999		52	0.8%		4.6%	7.5%		3.2%	5.0%

HIGH SCHOOL INCOME - TOP THIRD

	Applied	Change	% Change	Admit Rate	Change	% Change	Yield	Change	% Change
1996	3,750	NA	NA	58.2%	NA	NA	63.2%	NA	NA
1997	3,703	-47	-1.3%	62.1%	3.9%	6.7%	65.0%	1.7%	2.7%
1998	3,607	-96	-2.6%	61.7%	-0.4%	-0.6%	64.2%	-0.7%	-1.1%
1999	3,726	119	3.3%	59.1%	-2.7%	-4.3%	62.6%	-1.6%	-2.6%
2000	3,978	252	6.8%	60.1%	1.1%	1.8%	64.6%	2.0%	3.2%
2001	3,964	-14	-0.4%	66.4%	6.3%	10.4%	66.2%	1.6%	2.5%
Cumulative		214	5.7%		8.2%	14.1%		3.0%	4.7%
Since 1999		238	6.4%		7.3%	12.4%		3.7%	5.9%

HIGH SCHOOL INCOME - MIDDLE THIRD

	Applied	Change	% Change	Admit Rate	Change	% Change	Yield	Change	% Change
1996	2,163	NA	NA	62.0%	NA	NA	61.0%	NA	NA
1997	2,051	-112	-5.2%	67.7%	5.8%	9.3%	63.4%	2.4%	3.9%
1998	2,148	97	4.7%	64.0%	-3.7%	-5.5%	64.7%	1.4%	2.2%
1999	2,046	-102	-4.7%	62.3%	-1.7%	-2.7%	64.8%	0.0%	0.0%
2000	2,056	10	0.5%	62.3%	0.0%	0.1%	63.1%	-1.7%	-2.6%
2001	1,990	-66	-3.2%	65.3%	3.0%	4.8%	67.7%	4.6%	7.3%
Cumulative		-173	-8.0%		3.3%	5.4%		6.7%	11.0%
Since 1999		-56	-2.7%		3.0%	4.8%		2.9%	4.5%

HIGH SCHOOL INCOME - BOTTOM THIRD

	Applied	Change	% Change	Admit Rate	Change	% Change	Yield	Change	% Change
1996	1,014	NA	NA	62.2%	NA	NA	60.2%	NA	NA
1997	951	-63	-6.2%	66.9%	4.6%	7.5%	62.3%	2.0%	3.4%
1998	992	41	4.3%	65.7%	-1.2%	-1.7%	62.9%	0.6%	1.0%
1999	975	-17	-1.7%	63.7%	-2.0%	-3.1%	64.3%	1.4%	2.2%
2000	935	-40	-4.1%	61.1%	-2.6%	-4.1%	62.3%	-1.9%	-3.0%
2001	845	-90	-9.6%	59.9%	-1.2%	-1.9%	66.4%	4.1%	6.5%
Cumulative		-169	-16.7%		-2.3%	-3.8%		6.2%	10.3%
Since 1999		-130	-13.3%		-3.8%	-6.0%		2.2%	3.3%