

Moeser's Mark

Perspectives on Chancellor James Moeser's First Year at UNC's Helm



Chancellor Assesses 1st Year

After a year at Carolina, now is the right time to share my thoughts with the University community about both our progress in the past year and the future challenges we all will face together.

That, in short, is why all of you — students, faculty and staff — are invited to attend a State of the University speech at 3 p.m. tomorrow in the Great Hall of the Student Union. It will be a speech about our values as a university community as

well as our vision, both of which define who we are and what we stand for.

When I was chancellor at the University of Nebraska-Lincoln, I found it useful to communicate directly with the university community at the beginning of each academic year to outline an agenda and the major issues facing the university for the coming year. The feedback was so positive that I wanted to bring this practice to Carolina. These remarks represent an opportunity for me to share a progress report.

A lot has happened since I spoke on University Day last year. The bond referendum passed, thanks to the voters of North Carolina who overwhelmingly showed their support in all 100 counties. I remain particularly grateful to the students who demonstrated superb leadership in securing the early voting station in the Morehead Building. We are just beginning to see the

positive impact of a nearly \$500 million infusion of construction and renovation funding that will make a dramatic difference in our classrooms and academic spaces.

Last spring, we launched a genome sciences initiative that is bringing a vast array of expertise and resources from across campus together. We also saw the research funding generated by this amazing faculty soar yet again to new, remarkable record-breaking levels. Our trustees unanimously approved a visionary Master Plan, a blueprint for controlled, responsible growth over the next several decades.

Earnest discussions began about the long-term possibilities for developing the Horace Williams tract. The student body and staff demonstrated their continued excellence in the classroom as well as the workplace. And our collective community remained the kind of committed, dedicated public servants that we have all come to expect from each other as part of this wonderful Carolina family's culture.

The summer months have brought both uncertainty and anxiety about the state's continuing commitment to education.

The state's fiscal crisis raises questions that trouble us all. This situation underscores precisely why it is so important for the University to take more responsibility for its own destiny by pursuing new revenue sources.

Private fund-raising efforts will be critical in that equation and in ultimately determining the level of excellence Carolina can offer in the future. After years of planning and hard work, the university will launch the public phase of a major



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GUEST
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private fund-raising campaign on University Day, Oct. 12. I will have more to say about why this campaign is so important to Carolina's future tomorrow. I will share some early details about the campaign that will dramatically illustrate the power of the private philanthropy that will make this university so much stronger in the years to come.

Against that backdrop, it is easy to make the case that this fall semester will perhaps be among the most important in the university's recent history.

Vigorously advancing the process that will create a campuswide academic plan will be crucial to our future strategy. What shape our future growth will take remains a major issue, and our discussions with the town continue, leading up to a critical vote by the Town Council next month on the university's development plan.

However, the real purpose of my speech tomorrow is to move beyond these day-to-day issues to begin to engage the campus in a substantive discussion of our long-term vision for Carolina.

This should not be my vision, but our vision — one that is shared by the entire campus community. And that will require the participation of the entire community in helping to define that vision. Tomorrow I hope to launch the discussion from which we can define what it would mean for Carolina to be recognized around the world as America's leading public university.

Please join me tomorrow. I hope I have piqued your interest with these brief remarks. I would value both your presence and the contributions that you, your friends and your colleagues can keep making to our community's thoughtful discussions this year. Afterward, you are invited to enjoy lemonade and cookies with everyone in the Great Hall.

James Moeser is the chancellor at UNC.

Faculty, Moeser Begin to See Eye to Eye

This has been an exceptionally challenging year for a new administration. Chancellor James Moeser gets high marks from many faculty for the new leaders he has brought to campus — the provost and two vice chancellors.

They have faced rapid-fire tests — the bond referendum, a sagging state economy and budget problems in the legislature, and planning for unfathomable construction and growth on campus along with absorbing enrollment growth when resources are scarce. Also, a decidedly testy relationship with the town of Chapel Hill.

The town/gown situation has caused some unease among the faculty, as has the proposed venture with the country of Qatar. In both cases, the chancellor has been open to opposing or skeptical points of view. Yet we do not know yet how influential these will be in the end.

Chancellor Moeser's zealous advocacy and obvious pride in the campus — faculty, students, and staff — are appreciated by many of us. His plea-



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sure with his job and this place is infectious. He has been a champion in the area of employment benefits, and he has been receptive to almost every initiative that Faculty Council has proposed.

Chancellor Moeser and I started our respective jobs at about the same time, so this first year has been a learning process for both of us — learning the nuances, names and no-nos necessary to the very different roles we play, and constructing ways to work together. The latter has been the easiest part; the issues and the pace with which they emerge have been more challenging.

Moeser is learning the traditions and expectations of faculty governance at Chapel Hill, and we are learning how to communicate our views and concerns to him rapidly and forcefully enough to have an influence on his decisions.

Chancellor Moeser has a sense of humor and an ability to change his mind or modify his position when pre-

sented with a persuasive argument. These are essential qualities for someone in his position.

As Faculty Council chairwoman, I am constantly trying to find ways to convey the diverse views of a diverse faculty to the chancellor. Even when he does not agree with us, he listens and engages in sometimes spirited debate. Most of us wish for more debate and discussion with him about matters of import — we thrive on debate and discussion. He sometimes moves more rapidly than we would prefer, but if he waited for consensus on every matter, little progress would ensue.

We are developing ways to work with this inherent tension. We continue to press for more consultation and consideration of faculty perspectives.

We have not yet taken the full measure of this chancellor. His enthusiastic embrace of Carolina will take some time to be reciprocated. We are perhaps quick to question and slow to be convinced. Yet, that is the faculty's inquiring, deliberative nature. The confidence and trust of the faculty is a renewable resource — this he understands well.

To the extent that we forge ahead with continued collaboration and partnership, success all around becomes more attainable. Our futures are bound together, and happily, they look seductively promising.

It is a good beginning. Some significant tests lie ahead. How we allocate the inevitable budget reductions, how we resolve our differences with the town, how we evaluate faculty for promotion and tenure and how we reform the honor system. We will also decide whether to create a new campus in the Middle East, what place corporate interests have in the academy, what limits, if any, are placed on athletics — and basically, how we make decisions in general.

The future character and profile of the University is fluid. We want to have a hand in shaping that future, and we want to know more about the chancellor's vision, hopes, and dreams for that future.

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Two Men, Two Styles: A Study in Contrasts

He dared us to think big."

That was Chancellor James Moeser's assessment of the chief accomplishment of his predecessor, Michael Hooker, when Moeser was officially installed as the University's ninth chancellor on Oct. 12, 2000. On that day, Moeser praised the late Hooker for his determination to strengthen the intellectual climate at UNC, his efforts to strengthen ties with other parts of the state and his belief that the University could be the greatest public university in the nation. Yet since he took office, Moeser has revealed himself to be very different from Hooker in several key respects.

Intellectual Climate

When Hooker arrived at UNC in 1995, he set plans in place to promote a higher level of intellectual discourse on campus and improve the nature of classroom instruction. The linchpin of his plan was the 1997 report of the Task Force on Intellectual Climate. That unflinching assessment of intellectual life became Hooker's blueprint for change. Its suggestions indirectly led to the formation of the Carolina Computing Initiative, which required all freshmen to own computers by fall 2000.

Moeser said CCI was well under way when he arrived. "(CCI) would have happened without me because the leadership was in place," he recently said. The implementation of CCI has not gone as smoothly as Moeser suggested. Last spring, vice chancellor for informational technology Marian Moore revealed that CCI officials weren't encouraging faculty to incorporate laptops into their lesson plans. That attitude ran contrary to Hooker's vision of a technologically integrated curriculum. Moeser, on the other hand, appears perfectly content to allow CCI — and the intellectual climate — develop at its own pace.

Fund Raising

If Moeser hasn't attacked the issue of the intellectual climate as intensely



MARK SLAGLE
POINT OF VIEW

as Hooker did, he has far outshone Hooker in another category: fund raising. Part of this is a simple result of circumstance: With the 7 percent reduction in state funds, the University has been forced to seek out other revenue sources.

But Moeser has exhibited interest in fund raising since he arrived at UNC. In his University Day speech last October, he vowed to triple UNC's share of higher education money with private donations. Since that time, he has met with interested private donors and cultivated contacts with corporations.

Moeser has certainly been much more vigorous about pursuing funding sources than Hooker. He chose to expend most of his energy on other problems.

Faculty Relations

The area in which Hooker's and Moeser's styles contrast most is that of faculty relations. Hooker once summed up his leadership philosophy as such: "My style is to grab problems by the throat and shake the hell out of them." That aggressive approach often ranked professors, who felt their opinions were too frequently overlooked. Some were offended when he proposed four new Kenan professorships, saying the move implied that they were not effective teachers. When Hooker approved a University Day of Action to clean up the mess left by Hurricane Fran, faculty members were annoyed that their classes had been canceled without consultation.

Moeser, however, possesses a much lighter touch than Hooker. He takes pains to maintain communication with professors. Moeser has sometimes found himself at odds with Hooker's legacy, but he has always been respectful of it. Although their leadership styles differ, both men share a vision of the UNC's future as the top public university in the nation. It remains to be seen who will be remembered as the chief architect of that vision.

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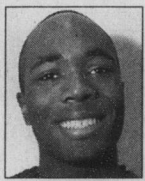
SBP Calls on Chancellor to Boost Visibility

It's the start of Chancellor James Moeser's sophomore year, and he's already involved in enough extracurricular activities to put us all to shame.

In his freshman year, he dealt with a lot of tough issues, such as the expanding the University and our strange relations with the town of Chapel Hill over University development.

In addition he's been out on the front raising money for the University, which has left some wondering what our chancellor's priorities are. Do you remember your first year here at Carolina?

There were a lot of opportunities, a lot of new challenges, a lot of work and a lot of fun. You never really knew how you were going to get involved, but you did discover many new things. Now imagine back to that first year



JUSTIN YOUNG
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and imagine having to run the University — that's how the chancellor feels.

After his first year, many have been printing up his one-year report card through editorials and retrospective interviews about his experience thus far.

The central theme in each of those articles has been active involvement outside the University yet not enough involvement within the Carolina community. Aside from that issue, the chancellor has shown a very strong commitment to making the University better on many levels.

With all that pressure to succeed it's hard to find his Carolina niche. There's not much of a learning curve when you come into a position like this — you just hit the ground running and learn as you go. The chancellor still has a lot to

learn, but there are many in the University community that can show him the ropes.

One group in particular, the student body, has a large wealth of knowledge. Here is the opportunity for the chancellor to actively interact with us to help make Carolina better.

Chancellor Moeser — student opinions are abundant on this campus. In order to find them read *The Daily Tar Heel* or just walk out your front door to the quad. Come hangout in the Pit, have lunch in Lenoir, stop by a Sangam meeting or bust a move at a Great Hall party. We'd love to see you out and about.

The University is undergoing some incredible changes that will make it better suited for the future, and Chancellor Moeser is at the forefront. The students, faculty and staff want to play a major role in making the plans for the future.

Visibility and access are two impor-

tant things for any leader to keep in mind. Let this be a reminder that the chancellor's door is open, and all we have to do is knock. Likewise, Chancellor Moeser, if you have a question for us, I'm sure you will easily find an answer. The Carolina community must come together, and it is my goal to help the chancellor and the campus to do it. If you see me walking around with someone who looks like an older upperclassman in a suit, it's probably my buddy Jim. Don't hesitate to come up and introduce yourself — he doesn't bite.

If you want to talk about this and other issues stop and see me at 6 p.m. today in the Union Auditorium for the student government open house. Hey, maybe even the chancellor will stop by!

Justin Young is student body president. Reach him at jcyoung@email.unc.edu.