

# Employee literacy services continue with new provider

Starting Jan. 1, University employees who want to improve their literacy can receive services from the Orange County Literacy Council.

It's a continuation of programs that were previously available through Durham Technical Community College, which is ending its services after this month.

The Employee Forum heard a presentation about the changes in literacy services on Nov. 4. Alice Denson and Joy Turner of the Orange County Literacy Council, Ray Doyle of Facilities Services, and Joey Parker and Dr. Willis Brooks of Project Literacy all spoke to the Forum.

Few employers allow their employees literacy training on work time like Carolina does, Brooks noted. He outlined how Bill Friday and Clay Thorp, the Chancellor's brother, began Project Literacy 20 years ago. Employees have various reasons for wanting to learn to read as adults, from reading the Bible to increasing computer literacy, Brooks said. He said he hoped that the entire UNC System could replicate the efforts of Carolina in the field of adult literacy.

Durham Tech has provided GED services to the University for the better part of two decades, Doyle said. The classes have been located in various places around campus, finally settling in at the Cheek-Clark building on West Cameron Avenue.

Durham Tech's partnership with UNC is ending Jan. 1, and the Orange County Literacy Council will take over. The council will provide English as a Second Language, GED classes and basic adult education.

Alice Denson said the Orange County Literacy Council hoped to fulfill three goals in serving at Carolina: a seamless transition, an enhancement of the program and growth of the program to meet existing needs.

Joy Turner said the Literacy Council will continue holding meetings on Tuesday and Wednesday mornings as well as Friday mornings.

The Council will use initial sessions to evaluate students and will continue to use Durham Tech's system of records and assessments.

Recruitment for the sessions will take place mainly by word of mouth, Ray Doyle said, with over 700 Facilities Services employees reached through the periodic asbestos awareness training.

In response to a question about services for family members, Denson said that other services are available for children in the area. Plans for a third shift of literacy training will depend on volunteer participation.

## in TOUCH

*inTouch is a publication of the Employee Forum at UNC-Chapel Hill.*

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## Carolina Carnival



The Office of Human Resources held its annual University Employee Appreciation Day on Friday, October 23 in the Great Hall and the Pit. The theme for the event was "You Make the Difference." The Carolina Carnival included free food, games, and entertainment for UNC staff, as well as discounts at Student Stores and a walk-in seasonal flu shot clinic.

### UBC from page 1

example, 20 accounts, the UBC handles upwards of 170. While there are no firm numbers yet, it is anticipated this arrangement also will save money.

One of the stipulations for this first consolidation has been that there would be no layoffs. As functions have been centralized under the UBC, a number of employees at the centers are receiving additional training and are taking on new duties related to program support. According to Ray, as vacancies occur, staffing levels will be scrutinized for potential elimination of positions, thereby saving more money.

A further change has been in the authority for final approval of check requests and other accounting matters. Although account information is still available to the centers, the UBC can limit who can change data, and the UBC has final approval. In HR matters, on the other hand, the specialist may offer advice about position design and postings, but hiring authority remains with the centers.

Another feature of this first UBC is its adoption of InfoPorte as a data management tool. InfoPorte, formerly known as InfoPharm, was developed at the School of Pharmacy under the direction of Mike Patil, associate dean for Integrated Business Management. Employees from the School of Pharmacy -- including HR and IT specialists, accountants, and business managers -- were involved in its design, programming, and implementation.

InfoPorte is web-based and provides a more informative and navigable interface for state and grant accounts than the current DOS-based Administrative Information Services (AIS).

Currently, InfoPorte is a read-only system. Data must be input or modified in AIS. Every evening AIS data is exported to the format utilized by InfoPorte. The advantage is that through InfoPorte, faculty can more readily see expenditures for equipment, salaries, etc. It is easier for faculty to monitor expenditures and for the UBC to advise regarding the rate of expenditures for each account.

InfoPorte is unrelated to ConnectCarolina being developed by the Enterprise Resource Planning team. Ray notes that it will be interesting to see if and how some of the concepts and features of InfoPorte might influence ERP planning and design.

Both the UBC and InfoPorte are only coincidentally related to the Bain Report and its implementation as Carolina Counts. According to Ray, both came before the Bain study but are in line with the Bain Report.

But it is probably no coincidence that the Chancellor selected Patil, along with former Faculty Chair Joe Templeton, to oversee Carolina Counts.

UBC staff are currently housed at 205 Wilson St., next to the Carolina Women's Center, but they will be moving their offices in the near future to University Square.

A second UBC is being initiated under the office of Tony Waldrop, Vice-Chancellor for Research & Economic Development. It will be managed by David Culp, who formerly hails from ITS.

*The author thanks Mr. Ray for graciously giving of his time for an interview.*



# in TOUCH

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## Don't call it Bain: leaders 'champion' Carolina Counts

BY ASHLEY FOGLE, Co-CHAIR  
COMMUNICATIONS COMMITTEE

Don't ask Joe Templeton, the former Chair of the faculty, now known as Special Assistant to the Chancellor for Planning and Initiatives, about his efforts to implement the Bain report.

"Bain is done," he told the Forum's Executive Committee at its Oct. 20 meeting.

The implementation phase of the Bain and Co. recommendations is now known as "Carolina Counts," a name Templeton is trying to popularize on campus.

Templeton told Forum leaders he assumes the Employee Forum's view of the Bain process and final report — like that of most groups on campus he has addressed since assuming his new position — is negative. "That's generally where people around campus are," he said.

Templeton said he has presented his plans for Carolina Counts to 10 to 12 groups, from deans and department chairs to the Board of Trustees and Board of Visitors. Every group has reacted negatively, he said, albeit for completely different reasons in each case.

In his meeting with the Forum's Executive Committee, Templeton emphasized that Carolina Counts is a business model and has nothing to do with academics at UNC. The constituencies for the project include UNC faculty, staff and students, as well as N.C. residents, the legislature, Board of Trustees and Board of Visitors. However, staff, more so than students and faculty, are the most likely to be affected by implementation of the Bain recommendations.

Templeton said Carolina Counts will focus on five major goals: reducing bureaucracy; making UNC more service-oriented; streamlining processes; increas-

ing transparency; and reducing unit costs. Achieving these goals will require work in the 10 areas targeted by the Bain report: organizational strategy and layers; procurement; information technology; human resources; finance; space planning and utilization; facilities and campus services; energy services; centers and institutes; and research support and compliance.

Templeton will be guiding the project on a part-time basis, along with Mike Patil, former associate dean for integrated business management in the Eshelman School of Pharmacy, whose full-time effort will be devoted to Carolina Counts. Templeton and Patil's first task has been to identify "champions," the high level administrators who will oversee the process for each of the 10 areas identified in the Bain report.

"These individuals will be leading the charge and making decisions at the end

of the day," Templeton said.

Champions will be responsible for moving projects forward and troubleshooting when problems arise.

The "champions," with input from Templeton and Patil, will build small teams of three to seven people in each area to establish a list of projects with timelines and measurable goals, assess their progress, and produce regular reports for the campus community. The entire endeavor will be monitored by an oversight committee comprised of Templeton, Chancellor Holden Thorp, and Vice Chancellor for Finance and Administration Richard Mann. Senior Associate Provost Elmira Mangum, who announced this month that she is departing for a job at Cornell, was also to be part of the committee.

Templeton stressed the need to keep

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### CAROLINA COUNTS "CHAMPIONS"

Space planning and Utilization  
Centers and Institutes  
Energy Services  
Facilities and Campus Services  
Finance  
Human Resources  
Information Technology

Bruce Runberg, associate vice chancellor for facilities planning  
Elmira Mangum, senior associate provost  
Carolyn Elfland, associate vice chancellor for campus services  
Richard Mann, vice chancellor for finance and administration  
Roger Patterson, associate vice chancellor for finance  
Brenda Richardson Malone, vice chancellor for human resources  
Larry Conrad, vice chancellor for information technology and chief information officer

Organizational Strategy and Layers  
Procurement  
Research support and compliance

Bruce Carney, interim executive vice chancellor and provost  
Richard Mann, vice chancellor for finance and administration  
Tony Waldrop, vice chancellor for research and economic development

### INTERSECTING TIMELINES

|   |             |
|---|-------------|
| Enterprise Resource Planning (ConnectCarolina) underway | Fall 2006   |
| Bain study announced                                    | Spring 2008 |
| Economic downturn                                       | Fall 2008   |
| Bain final report released                              | Summer 2009 |

Templeton says the Carolina Counts project is not synonymous with, nor should it be confused with budget cutting efforts or ERP. "Carolina Counts is independent from, though it is parallel to and intersects with, ConnectCarolina and the recent budget cuts," he told Forum members at their November meeting. "The process has nothing to do with [Enterprise Resource Planning] and we [the office that will oversee the Bain implementation] have no control over the UNC budget."

## Centers, institutes to pool resources

By STEVE HUTTON

UBC stands for Unified Business Cluster, and it could be the wave of the future for UNC's centers and institutes as Carolina Counts gets implemented.

UNC-Chapel Hill's first UBC began operation July 6 under the direction of Warren Ray, incorporating 10 centers. A second is already getting started in research and economic development.

Ray, a seventeen-year veteran of UNC, was previously the business manager at the School of Pharmacy. He described how UBCs work and how UNC's first

one was assembled:

A UBC is not unique to Chapel Hill. It is a concept borrowed from other universities and implemented at UNC under the direction of Carol Tresolini, associate provost for academic initiatives, and Elmira Mangum, senior associate provost.

The basic concept of a UBC is to centralize the accounting and human resources functions of a number of smaller operations.

This first umbrella includes ten centers, among them the Carolina Women's Center, the Center for Faculty Excellence and the Center for the Study of the American South.

HR and accounting formerly

were handled by one or more employees, often part-time, located in each center. The UBC is composed of three full-time experts. Ray's team includes an accountant and an HR specialist. There have been discussions about adding a half-time information technology specialist, but no final decision has been made.

The UBC has the advantage of permitting more qualified personnel to focus on those accounting and HR processes for which they have extensive training and experience. Where a small center might handle, for

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Staff take a break to enjoy the entertainment and carnival-like atmosphere at Employee Appreciation Day.



# 'Victory' garden will help staff learn to grow food in tough times

BY CLAIRE LORCH

In these difficult economic times, some members of the university community struggle to feed their own families. Many are working second jobs to help make ends meet.

Inspired by the World War II Victory Garden concept, a dedicated group of staff, students, faculty and community members are planning a community garden to provide food for low-wage workers and offer a setting for gardening workshops and other educational opportunities that promote home gardening with limited space and resources.

The garden is a collaborative effort involving the Employee Forum, the Center for Health Promotion and Disease Prevention and the North Carolina Botanical Garden and will be located on a parcel of land on Wilson Street, which is off Cameron Ave, not far from the Carolina Inn.

To assess the level of interest in the garden across campus, the Employee Forum sent out an online survey. Of the 1,253 respondents, 97 percent indicated support for the establishment of a community garden for employees. In addition to campus-wide support, the Westside neighborhood association is actively backing the initiative and has been involved with the planning.

Two student organizations, Fair Local and Organic and the Carolina Garden Coop, have been involved and supportive of the garden since the initiative

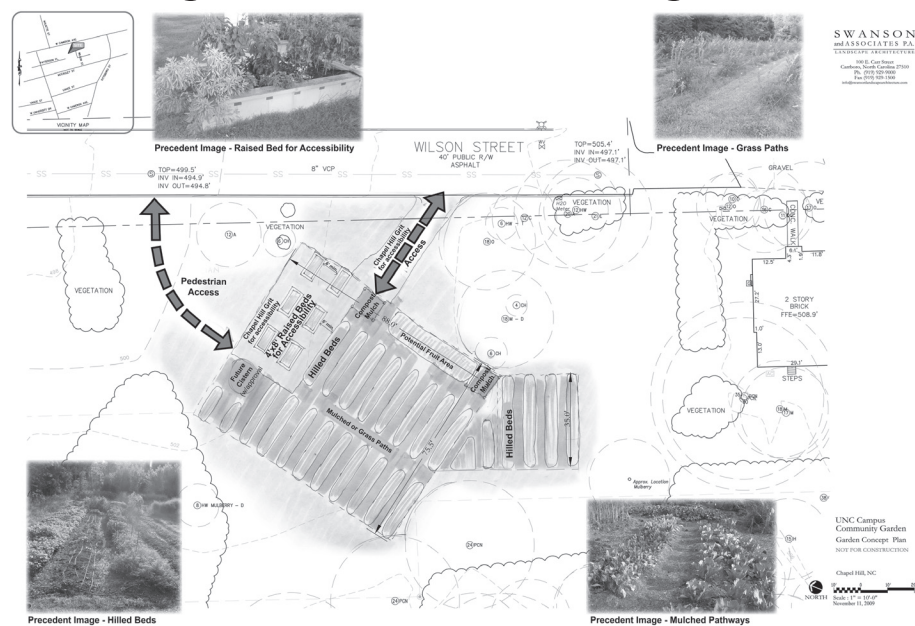
started. The coop, which currently has a garden on the parcel of land on Wilson Street, recently decided to merge with the Campus Community Garden so that all involved can work together on one larger garden.

Students, faculty and staff rarely get the opportunity to work together outside of an academic setting. A community garden located close to campus offers the opportunity to promote sustainable gardening to the entire university community and its surrounding neighborhoods.

Two professional landscape architects have contributed significant time to develop a design for the garden that includes several beds and pathways that will be wheelchair accessible. The committee has received a \$7500 grant from the Strowd Roses foundation to fund a part-time garden manager as well as purchase some tools and compost.

The gardening group is pursuing a Use Agreement with the University. Once the document is completed and signed in early December, steps will be taken to prepare the land for planting. Next steps include establishing guidelines and procedures for the garden and ongoing fundraising efforts.

Updates on the garden can be found online at [www.facebook.com/pages/UNC-EmployeeGarden/131019563969?v=wall&viewas=1254336667](http://www.facebook.com/pages/UNC-EmployeeGarden/131019563969?v=wall&viewas=1254336667). To get involved or learn more, contact Claire Lorch at [clorch@email.unc.edu](mailto:clorch@email.unc.edu).



## CAMPUS COMMUNITY GARDEN SURVEY RESULTS SUMMARY

1. Are you a current faculty, staff or student at UNC-Chapel Hill?

|          |            |
|----------|------------|
| Faculty  | 15 percent |
| Staff    | 59 percent |
| Students | 25 percent |

2. Do you support the establishment of a community garden for employees?

|     |            |
|-----|------------|
| Yes | 97 percent |
| No  | 3 percent  |

3. What would you find helpful about a campus community garden? (Check all that apply.)

|  |            |
|--|------------|
| Working in the garden in exchange for a share of the produce | 59 percent |
| Receiving produce without working in the garden              | 23 percent |
| Working together with other staff, students and faculty      | 52 percent |
| Gardening workshops  | 65 percent |
| Not interested in a community garden                         | 8 percent  |

4. If you are interested in garden workshops, which would be most helpful to you? (Check all that apply.)

|  |            |
|--|------------|
| Soil and bed preparation                                 | 66 percent |
| Gardening with the seasons                               | 75 percent |
| Cooking with the seasons                                 | 43 percent |
| Plant selection and care                                 | 71 percent |
| Food preservation (canning, freezing and drying)         | 47 percent |
| "Green" gardening practices (water, mulch, pest control) | 72 percent |

5. Which, if any of the following contributions would you consider making? (You can choose more than one.)

|  |            |
|--|------------|
| Money  | 29 percent |
| Supplies: seeds, plants, tools, etc.               | 30 percent |
| Work in the garden (planting, weeding, harvesting) | 68 percent |
| Distribution of the food                           | 39 percent |
| Not interested in contributing                     | 13 percent |

## SPA grievance policy will see changes

BY MARC TER HORST, CHAIR  
STAFF RELATIONS, POLICIES AND PRACTICES  
COMMITTEE

The Office of Human Resources is working on revisions to the SPA Dispute Resolution & Staff Grievance Policy. Members of the UNC community were invited to share input by mail, e-mail, in person, or via a confidential and anonymous online form through the first week of December.

The Employee Forum's Staff Relations, Policies and Practices (SRPP) committee met with Gena Carter, Senior Director, Employee & Management Relations, in October to discuss several issues that have arisen in grievances in the past few years. Many of the SRPP committee recommendations focus on creating a more level playing field between the grievant and respondent.

For example, the ability of the grievant to consult with the support person during the hearing was considered.

With these issues and other recommendations, there may be limitations dictated by state law that we were not able to consider at the time.

Translations of the policies and procedures into other languages were considered. Although it is difficult for any organization to provide translations for all documents and all updates to existing documents, the committee liked the

idea of providing a general, orientation document in multiple languages.

A few recommendations dealt with individuals who serve as panelists during hearings.

There was a desire for greater racial, ethnic and gender diversity in panelists (and support people). HR is already engaged in targeted outreach efforts and more was encouraged. Concerns about scheduling hearings and time commitments were expressed.

Currently there are about twice as many people trained to be panelists as there are grievances that go to hearing. Even so, work schedules do not always permit staff time to participate in the entire process.

All recommendations will be considered along with the suggestions from the entire university community. Acceptance of any changes will depend on approval from multiple offices in the state to ensure adherence to various policies and legal statutes.

The committee was pleased to learn of the positive revisions to the EPA Grievance Policy made by Human Resources earlier this year and appreciates the opportunity to work with HR to improve the policy for SPA employees.

Get more Employee Forum news at [forum.unc.edu](http://forum.unc.edu)

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teams small to make their work more efficient. The tradeoff, he noted, is that smaller groups will necessarily be less representative of campus workers. "Team members will serve as representatives for specific groups," Templeton conceded, "but can't represent everyone."

Team members will solicit information from various campus constituencies, but act independently of them. "Ultimately, they will decide what they think is best," Templeton said. "We want teams that can provide relevant information from the front line up and who have the skills that are appropriate for our projects: the ability to gather and analyze data and help formulate options. We are seeking people who have something constructive to offer, who contribute to the diversity of opinions, and who can communicate the right ideas going forward."

Teams will keep the campus apprised of their work through a Carolina Counts web site, which is currently

being developed. The site will include a mechanism for gathering community feedback via e-mail.

Templeton noted that staff comments and suggestions would be confidential, although without a mechanism for submitting anonymous input. Some Forum leaders have expressed concern that the lack of anonymous feedback channels will prevent some employees from commenting for fear of retaliation.

Forum members similarly noted that each "champion" has a vested interest in the area they will oversee, making it difficult for them to be objective about the process. Patil conceded that "champions cannot be 'objective.'" Instead, their role will be to offer "fair and careful analysis," he said.

Forum Chair Tommy Griffin reiterated the Employee Forum's overall support for Templeton and the Carolina Counts process. "We support Bain and will do whatever we can to help," he told Templeton.

# Thanks to these Unsung Heels who help colleagues, communities

BY TENNA BURTON

CHAIR, COMMUNITY AFFAIRS, RECOGNITION,  
AWARDS & OUTREACH COMMITTEE

The Employee Forum's Community Affairs, Recognition, Awards & Outreach Committee is pleased to recognize six "Unsung Heels," UNC employees who have made outstanding contributions to their communities. Congratulations to all of this year's winners!

This year's honorees include:

**Flicka Bateman**, Hospital School, nominated by Julie Sharpless, MD.

Flicka works tirelessly as a community volunteer helping the Burmese refugee community in Chapel Hill and Carrboro. She has taken time off from work to attend appointments after a Burmese patient had surgery, helped him navigate interpreters, fill complex prescriptions at local pharmacies. Flicka deserves recognition for her compassion, huge commitment of time, and also her courage taking on language, culture and medical conditions that were new. She embodies the values and generosity of

spirit which distinguish and strengthen the UNC community.

**Judith Benowitz**, The Friday Center for Continuing Education, nominated by Stephanie Bigley

Judith is always ready to volunteer and help wherever needed. She organizes food collections and spends many weekends volunteering for whatever cause she believes in, whether it is campaigning, health care reform, town hall meetings, or animal rescue groups. She does this with so much passion and no expectation of anything in return except the hope that things will improve for people and animals. She is full of compassion and an outstanding contributor to the community.

**Paula Harrington**, Microbiology and Immunology, nominated by Sharon Rone and Sarah Van Heusen

Paula, in her time away from work, helps individuals with addiction and mental illness at one of the several Freedom House Recovery Centers. She serves on the board there and believes

in the opportunity to give people a second chance. This past year, Paula worked hard expanding the reach of the organization by opening a new recovery center in Chapel Hill. Paula is a true inspiration to those in her life and is an example of someone who spends her time in and outside of work helping people because she knows there is no better reward.

**Kathy James**, Infectious Diseases, nominated by Heather James

Kathy is dedicated to her community through her involvement in athletics and coaching. She has coached softball, often involving teams with underprivileged children for more than 10 years. It is because of her dedication to the teams and the sport that many of these children have experienced positive reinforcement in their lives.

**Jacqueline Overton**, Public Safety, nominated by Cheryl Stout

Jackie serves as the President of the Board of Directors for the non-profit EMPOWERment, Inc., which is a community-based organization that develops a

powerful network of community members who provide support for affordable housing opportunities, economic development of local business, and organized community involvement in solving local issues. Jackie also serves on the Board for Pregnancy Support Services, which is a Christian ministry-based program that provides material and spiritual support to individuals faced with unplanned pregnancy. Jackie exemplifies Carolina's dedication to community services and outreach. She dedicates her time, energy, and skills to blessing the lives of others with her commitment to help people find their possibilities and potential.

**April Spruill**, Pediatrics, nominated by Angela Spruill

April volunteers at the Durham County Library and offers services to her business fraternity by serving as the District Director for a collegiate chapter and President of the alumni chapter. She also volunteers at the Kramden Institute, a non-profit organization that refurbishes computers and awards them to deserving students.

## Thorp's U-Day speech gives insight on his leadership

Many executives use "state of the union" speeches to give their assessments of their organizations. Chancellor Holden Thorp gave his "Speech to the University Community" at University Day on Oct. 12. What does the content of that speech say about how Thorp desires to present himself as an executive and leader?

First, Thorp clearly values achievement and progress. The speech begins by listing 20 University achievements — from enrolling the best prepared first year class ever and faculty bringing in a record \$716 million in research funding to winning national championships in women's soccer and men's basketball and Anoop Desai "making it big on American Idol." These things are evidence, he says, that the University is "better today than we were a year ago."

Second, one can conclude that he values perseverance in the face of adversity. The speech outlines a number of difficulties that the University has faced, from budget cuts to increased demands for financial aid given the current poor economy. Responses, he notes, have included such things as UNC physicians donating \$270 million in uncompensated medical care to the citizens of North Carolina to the preservation of undergraduate seats in classrooms. Thorp notes specifically that staff have stepped up to do more with less as the University has cut administrative costs to preserve academics.

Third, he values efficiency. The speech's focus on the Bain report as the foundation for "a permanent re-basing of our administrative costs" speaks to a desire for efficiency coupled with a willingness to lead and make big decisions. Carolina Counts, the University's response to the Bain report, promises to change fundamentally the way the University



Chancellor  
Holden Thorp

administers its key functions. Its prominent placement in the speech speaks to a prioritization of the effort in Thorp's mind.

Fourth, he values innovation — devising new solutions — and entrepreneurship — putting those solutions into practice. In his speech Thorp refines the definition of entrepreneurship as a "mindset that empowers individual thinkers and teams to pursue their dreams," whether in a creative writing class or a pharmacy lab. The speech cites the Pamlico wind turbines as an example of an idea innovatively conceived at Carolina and carried out entrepreneurially with the cooperation of Duke Energy.

Finally, the speech speaks to a determination to make a difference in the world. From the construction of the new cancer hospital to the people who seek care within those walls, the speech underscores the many ways that Carolina has positively influenced the world as an innovator and leader.

## Thank you from Brenda Denzler

I would like to take a moment to thank all of the people at Carolina who have given me shared leave during a recent illness. I have been touched by your kindness, your generosity, your openness. I think Tommy Griffin is right. In some ways, we are a family, here.

Hark the sound of warm hearts beating in sympathy with a fellow employee in need. It really is the Carolina way.



## Bain takes UNC concept to other schools

BY ASHLEY FOGLE, CO-CHAIR  
COMMUNICATIONS COMMITTEE

Bain & Company's work is done on the UNC campus, but their services are increasingly in demand at other universities.

Soon after delivering its final report in July, Bain consultants departed Chapel Hill for Ithaca, N.Y., where they are participating in Cornell University's "Reimagining Cornell" strategic planning process.

Cornell hired Bain for an undisclosed sum to help deal with an annual budget deficit of \$215 million. Bain's four-phase project at Cornell focused on restructuring administration, facilities and back-office business operations, and infrastructure. Administrators said they hoped to save \$90 million with Bain's assistance.

Bain released its final report for "Reimagining Cornell" in late October. Cornell staff and members of the Cornell Employee Assembly have expressed concerns about poor communication throughout the Bain process, as well as fears of increased workloads and impending layoffs.

Many of Bain's preliminary and final recommendations call for the consolidation of administrative departments, which will lead to future layoffs. More than 200 staff members were laid off last spring, and another 400 departed under a Staff Retirement Incentive Plan.

Cornell's Bain implementation process will be overseen, in part, by Elmira Mangum, who is leaving her post as senior associate provost at UNC to become Cornell's vice president for budget and planning

in February.

The University of California-Berkeley hired Bain in October as part of its "Operational Excellence" initiative and is currently in the middle of an initial six-month diagnostic review. UC Berkeley officials expect to pay as much as \$3 million for Bain's services, in hopes that the firm's recommendations can identify cost-savings of up to \$150 million.

As at UNC, issues Bain plans to focus on at Berkeley include cost-cutting and efficiency, with HR, IT, and procurement practices the primary targets. Consolidation of functions has been a frequently-cited potential solution.

While some faculty and administrators are enthusiastic about potential changes, others worry about the effects of consolidation on a campus that already has faced salary cuts, furloughs, layoffs, reductions in work hours and expanding workloads.

"I don't see it as being very productive or valid or worthwhile," Tanya Smith, president of Local 1 of University Professional and Technical Employees, told *The New York Times*. Local 1 represents about 900 Berkeley employees. "What we're seeing is centralization and treatment of the university as if it were a corporation. And I'm just not sure education and efficiency are on the same page."

Smith and others are questioning the decision to hire a corporate consultant at a time when state appropriations are being slashed and student fees are being increased by 32 percent.

The Bain process at Berkeley will continue through March 2010.