



# *in*TOUCH

UNC EMPLOYEE FORUM NEWS | READ US ONLINE: FORUM.UNC.EDU

June-July 2008

*A Message from the Chair*  
***Working Together Again***  
by Tommy Griffin  
Chair, Employee Forum

Hello, friends! Here we go again...another year working together to improve our lives here on campus and at home.

On the Forum we talk about our University family every day, and that is one of the most important subjects that we can talk about because it is very important to all of us. Most of us spend more time here at our jobs than we do at our homes. We talk about our families, our jobs and the goals that we have for both—and we work hard to achieve those goals. On a day-to-day basis, we do pretty well at getting through our daily routines, with their ups and downs. But we don't do it alone. We make it through life by all of us working together and caring for each other and looking out for one another on and off the job.

This summer, we all have our minds on economic issues—on rising gas prices and how we are going to get to work, on pay raises, benefits and retirement needs, and on health care. As tough as it is on all of us trying to make ends meet, I think most of us probably know one or two co-workers who seem to have an even harder time of it. These are the folks who are working one and a half or two jobs trying to survive—and were already doing this *before* the gas prices took off like a rocket and the economy started falling like a rock!

The only way we're going to be able to get through these hard times today is just like we've done it before—by working together. One of the most important ways we can do that is by taking a proactive role in communicating our needs to our leaders here on campus and our leaders in Raleigh and in Washington.

You can begin to find your voice by finding out who your Employee Forum Delegates are, contacting them and letting them know how you feel about the issues here on campus. (Go to <http://forum.unc.edu/delegates.htm> for a list of this year's delegates and each person's contact info.)

Do not underestimate the power of speaking up! Let us hear from you! The Employee Forum needs your support more than it has ever needed it before. We need to hear your thoughts, know about your problems, and be able to consider your suggestions. We need you to take an active part in working together with us as we try to improve things for all the staff employees, as well as faculty and students, here at Carolina.

This year we have a particularly great opportunity. We have a new Chancellor, a great group of old and new delegates on the Forum, a great group of folks on our Faculty Council, and a great student body. With all of these talents and energies, we should be able to move this campus boldly into the future, leading by example in ways that will, in the long run, help to improve the daily lives not just of those of us here on this campus, but also of people throughout the State of North Carolina.

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### ***Administrators and Supervisors Step Up to the Plate***

Gas prices have soared. If you're an oil company executive or a stockholder, that's good news. But if you're one of the rest of us, it's a situation that's starting to border on the catastrophic.

Though there are places on the UNC campus where employees are suffering in silence (more or less), in some locations supervisors have taken the initiative to try to help. In no small measure this propensity was facilitated by a memo in early June from Associate Vice Chancellor for Human Resources Brenda Malone, which furnished the level of encouragement that some administrators and supervisors needed to feel comfortable exploring flexible scheduling and telecommuting options with staff employees.

By proactively offering telecommuting and flexible work schedules, UNC is among the 40% of employers nation wide who have begun to implement programs to help workers manage the extreme costs of commuting. Flexible scheduling and telecommuting are the second and third most frequently offered work options (<http://www.workforce.com/section/00/article/25/62/01.php>). The savings that are realized can exist for both parties. In some locations, employers are offering telecommuting as a work options benefit not for the sake of the employees, but because it helps them save on the cost of expensive office space. (<http://www.workforce.com/section/00/article/25/63/40.php>).

In the wake of the June memo from Carolina's HR office, the Employee Forum has begun to hear some encouraging stories about measures that are being discussed—and implemented—around campus.

For instance....

*The College of Arts & Sciences Dean's Office* recently began a trial of flexible work scheduling options for its staff. Due to the increasing price of gas, all of the staff either wanted or supported options to telecommute or work four 10-hour days to help reduce their commutes. The four 10s option, they noted, would also give them the flexibility to spend more time with their families during the week and have a “spare” day for running errands that they might otherwise have to take time off work to do (such as routine doctor visits).

At the request of administrators, Ryan Greenway, an Employee Forum delegate working

in that office, gave a presentation to the Senior Associate Deans and the Dean, who has now become Chancellor Holden Thorp. The presentation pointed out that the average commute per day for staff is 33 miles and the longest is a whopping 77 miles. Speaking on behalf of his co-workers, with whom he consulted in developing the presentation, Greenway proposed a well-thought-out policy to reduce commutes to work in which all staff members were to be given the option to continue working their normal schedules, telecommute at most one day per week, work four 10-hour days, or a combination of the two options. He addressed potential administrative hesitation based on concerns for operational needs by suggesting an equal distribution of "flex days" (days not in the office) among all employees, in order to keep the office from becoming a ghost town on any given day. As Greenway pointed out, this staff-designed proposal demonstrated the staff's commitment not just to reducing the financial burden of commuting, but equally to upholding the mission of the office and the University. In fact, he noted, the proposal indicated the willingness of staff to work together as a team, because the flexible options are heavily reliant on teamwork to ensure that the office continues to run smoothly.

The presentation was a huge success, and the Deans were excited by their staff's dedication not just to their own jobs, but also to the operations of the office as a whole. Several Deans asked, "How could I say no?" They approved the flexible options to begin the week of July 7, 2008.

In *Facilities Services*, administrators looked at what flexible work options might mean for their employees. According to Acting Director Mike Freeman, speaking during the first meeting of the Chancellor's Commuting Costs Task Force on July 15<sup>th</sup>, they estimated that Facilities employees, collectively, could save \$116,000 per year if they reduced their commutes to campus by one day a week (figuring on the basis of a 16.5 mile one-way trip to work and a vehicle getting 23 MPG).

Freeman said they estimated that 30-40% of their employees are already working four 10-hour days, and that to his knowledge no one who wants this privilege is being denied. However, he admitted, this has been easier to allow in the administrative areas than in areas like construction and maintenance, where work demands and supervision needs create some practical obstacles that need to be negotiated, if possible. To initiate flexible scheduling on a more widespread basis, he indicated, will require Facilities to re-think some of its ways of doing things.

Even *ITS* has begun looking favorably upon flexible work options, again. Readers may recall that under a previous Vice Chancellor, all IT employees' teleworking privileges were summarily withdrawn right after Hurricane Katrina first drove up gas prices. The current VC, however, has expressed great sympathy for the problems the rapidly climbing cost of fuel is causing for ITS staff...particularly those in the lower salary ranges. As a result, top administrators in that division have had numerous discussions about the ways that flexible work schedules might be allowed again for at least some employees.

Since ITS provides a wide variety of services for the UNC campus and therefore has a variety of operational needs, the administrative consensus is that no single policy can be applied uniformly across all areas. Instead, the question of permitting flexible work options will have to be decided on a case-by-case basis, according to each person's unique situation. In every case, the first priority is for each department within ITS to be able to continue to provide high quality customer service to the Carolina campus.

The kinds of flexible work options that are being formulated for possible use by IT employees include flexible work hours (which are already ITS policy in all locations where such schedules are possible), moving to a four-day work week, instituting nine-day bi-weekly work "weeks," or teleworking on a regular basis (if adequate provision can be made for measuring the productivity of teleworkers).

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In the end, the great 2008 gas crunch may be the catalyst for a new way of thinking about what it means to be at work at UNC-Chapel Hill. The "factory model" of work that expects all employees to line up to punch a time clock and then be physically on site for at least 8 hours a day, every day may be becoming a thing of the past.

"It's not about the time you put in. It's about the work you do," says John Challenger, CEO of the outplacement firm Challenger, Gray & Christmas, who believes that the wider adoption of flexible work options signals "a revolution in the office that will result in productivity being the central value of work, rather than the number of hours logged by employees" (<http://www.workforce.com/section/00/article/25/61/46.php>).

At UNC's autism program, Division TEACCH, Assistant Director Jean Yardley has been selectively using flexible work options to manage her employees since gas prices first shot up after Katrina. She reports that many employees within her department have been helped by having the ability to telecommute or work a flexible schedule. She attributes the department's favorable retention rate, in part, to the availability of such options.

Despite such positive actions, generally described by Malone in the Commuting Costs Task Force meeting as possibly the beginning stages of a "culture shift" at UNC, there are areas on campus where the idea of offering flexible work options to employees is met with fear. One school was uncomfortable letting the *InTouch* celebrate their pro-employee stance due to concerns about the reactions of those few employees in their division whose job duties cannot be adjusted to accommodate flexible options.

Past Forum Secretary Patricia Prentice reports that she's been hearing about a number of supervisors who are continuing to refuse to cooperate with employees' requests to exercise flexible work options. "I am perplexed," she wrote on the Forum listserv. "Employees have told me that their supervisors have made it clear, there would be repercussions if they (the employees) forced the issue.

“Supervisors have not been warned of disciplinary action if they do not allow this change to aid the people most affected by this serious economic problem. The message from Human Resources all looks good on paper, but the reality is, for too many staff employees on campus, that’s all it is so far. Something that just looks good on paper!!!!!!!!!!!!!!!!!!!!!!”

Archie Ervin, Associate Provost for Diversity and Multicultural Affairs, commented during the Commuting Costs Task Force meeting that the University needs to make it known to employees of all ranks that flexible work options are supported at Carolina.

“If people feel passionately about this, they should find the right committee, or decision making authority within their departments to take it to,” said Employee Forum delegate Melissa Wallen.

If you believe that your job is one whose duties could be performed while telecommuting or by working four 10-hour days, and that this could be done without compromising the quality of your work or the needs and mission of your department, you can find information about effective ways to approach your supervisor about permitting flexible work options at <http://online.wsj.com/article/C70208GUNN.html>.

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### ***Housekeepers Raise Concerns***

In February a group of housekeepers from Facilities Services brought the Employee Forum’s attention to a situation that was developing for those working in the dormitories.

In January about 60 employees from housekeeping were called together and told that the hours of overtime that they traditionally worked in the dormitories each summer would be eliminated and that their regular work week would change from a Monday through Friday schedule to one that included weekends.

For some, this announcement meant the loss of an opportunity to earn much-needed overtime pay each summer. For others, the change to a weekend schedule meant the disruption of child care arrangements or work schedules at their second jobs. Several of these employees told the Forum they were then informed that if they did not wish to make these changes, the University could hire outside people to come in and do the work on a contract basis.

When half a dozen of these concerned workers tried to bring up their situation for discussion at the Forum’s monthly meeting with top Administration officials, they were told that the meeting was only for Forum delegates and all (except for one housekeeper who was a delegate) were asked to leave. However, Administrators promised that a group including the Ombuds Office would meet to discuss the situation.

According to a June 21<sup>st</sup> letter from Carolyn Elfland, Associate Vice Chancellor for Campus Services, which was sent to three of the concerned workers, the group met in

March and decided to convene a larger committee that will take up the housekeepers' concerns in more detail. Elfland emphasized that the goal in Facilities Services is to work cooperatively with housekeepers to determine how to move forward on these and other matters of concern.

At the July 10<sup>th</sup> monthly meeting between Forum delegates and the Administration, Elfland revealed that a memo was being delivered that morning to all housekeepers asking each housekeeping work zone to choose its own representative to serve on the committee, which will be composed of nearly equal numbers of management and workers.

In addition, the Forum learned that there will be no restrictions as to which workers will be allowed to serve as representatives. "I wanted it wide open," Elfland said.

Other housekeeping employees who want to have input into these discussions can do so through those who are selected to serve on the committee.

It is hoped that the committee's first meeting will take place sometime within the next two or three weeks.

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### *Commuter Woes*

#### ***Series of Thefts Leave Employees with Big Expenses***

In the wake of repeated vandalisms in the last two months, several employees taking advantage of UNC's CAP program began to wonder if "CAP" might not stand for "Carolina Auto Parts" rather than "Commuter Alternatives Program."

In May a number of University employees returned to their vehicles in the Chatham Park & Ride lot on 15-501 only to discover that their catalytic converters had been stolen. Richard Silc's truck almost met the same fate, but before the thief (or thieves) could get the converter completely cut off, someone must have interrupted him. Even so, it cost Silc \$200 to repair the damage.

"I wrote the UNC Police Chief," said Silc, "to express my concern that some commuter could interrupt a thief during some odd time and then be assaulted or killed. A large number of ladies, who work at UNC Hospitals, expressed concern for their personal security to me as we discussed the crime wave while riding to work."

But on June 24<sup>th</sup>, several cars in the lot were hit again, including Silc's. This time, he says, it will cost him more than \$2000 to repair.

"My deductible doesn't cover much of this," Silc reported. "Will UNC? Why weren't UNC Departmental Parking Coordinators notified of this increased crime threat and ordered to inform the UNC staff? How many more criminal acts occur on these lots

without a warning to the public of the risk? When does UNC become liable due to negligence?"

UNC Police Chief Jeff McCracken, responding to Silc, said that the University's first response to the June incidents was to increase patrols in the affected lots. The next day the Department of Public Safety sent an email notification to all CAP participants, distributed crime alert flyers at both the Chatham County and Friday Center lots (which had also been hit), and posted a crime alert on the Department of Public Safety webpage. The day after that, the crime alert was also sent to all departmental parking coordinators.

McCracken pointed out that the problem is not unique to UNC; other parking lots around this region have also been hit. While the Department does not have the resources to post an officer at every park & ride lot, he said, they are doing everything they can to address this problem, including coordinating with other agencies around the state.

Silc, dealing with thousands of dollars in repair bills, is not entirely satisfied. "I was a strong believer in the CAP," said Silc. "It is, in theory, a great service and a win/win for UNC and the employee. However, I cannot afford to continue to use it. Does someone have to be injured or killed in a parking lot before UNC secures the area? We can do Nobel Prize winning research at UNC, but cannot come up with and implement a plan to secure a parking lot?"

Update: On July 1<sup>st</sup>, it was decided that the University could do more to help employees feel secure leaving their vehicles in the park & ride lots. Chief McCracken advised the Employee Forum that he will post officers in the Chatham County and the Friday Center park and ride lots during the weekdays, utilizing on-duty as well as off-duty officers so that the rest of the campus will not become more vulnerable due to decreased staffing.

As a long term solution, the Department of Public Safety will hire guards to be posted at both of the lots Monday through Friday, and it will install some security cameras that will link to the system currently in place for the parking decks.

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### ***Horace Williams Airport Replacement?***

The University's proposed development of Carolina North has been a contentious issue on several grounds. One of those is that it will mean closing Horace Williams Airport, which has long served programs like AHEC, whose health care providers regularly fly around the state to provide their services to North Carolina citizens.

Given the University's simultaneous development of its "UNC Tomorrow" initiative calling for a wider University interface with the state's communities, the closure of Horace Williams seems contraindicated. It is therefore not surprising to find that a bill was introduced into the NC Legislature this session that would authorize building a replacement airport somewhere in southwest Orange, northern Chatham, or eastern Alamance counties.

The bill, SB 1925, would give UNC the power of eminent domain—that is, the power to appropriate private property for this purpose. The bill provides that the majority of the board members of the “airport authority” created to exercise this power will be appointees of the University.

While a regional airport located in one of the counties surrounding UNC may be an attractive idea for a variety of reasons, it appears that none of the officials of the counties where the airport might be located have been informed about the University’s plans—much less consulted about them.

Ironically enough, at the same time that the bill was being introduced into the Legislature, Carolina published its response to the UNC Tomorrow initiative launched by President Erskine Bowles. That response emphasized that the University would work to “match the breadth and depth of Carolina’s expertise to the needs of one community, building on its strengths and letting its priorities determine our response. This community will be a test case of what we can do and learn when we work together across academic silos in partnership with each other and in partnership with the community...” (*Carolina’s Response to UNC Tomorrow*, p. 3, emphasis ours).

Apparently that “one” community will not lie in Orange, Alamance or Chatham counties.

The text of the bill can be accessed at

<http://www.ncga.state.nc.us/gascripts/BillLookup/BillLookup.pl?Session=2007&BillID=S1925>.

In 2005 Talbert & Bright, an engineering and planning consulting firm, made a presentation to UNC’s Board of Trustees outlining a proposal to build a replacement for Horace Williams. That presentation is at

[http://research.unc.edu/cn/concept/Talbert\\_Bright\\_files/frame.htm#slide0031.htm](http://research.unc.edu/cn/concept/Talbert_Bright_files/frame.htm#slide0031.htm).

Those who may be concerned about this development might find information of use to them at <http://www.nclandtakings.com>.

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***If You Pay Them, They Will Come!***

### ***Looming Staff Shortages at Carolina***

As UNC-Chapel Hill looks to the future in its "UNC Tomorrow" initiative, one of the important issues it will have to face is how the institution is going to staff the bright and bold tomorrow that is envisioned. A key piece of that vision, the Carolina North campus, promises to bring 8,600 more jobs to Chapel Hill. Where will all these workers come from?

Three currents will be converging on Carolina within the next decade: the staffing demands made by the construction of the Carolina North campus, the retirement of



current baby boomer staff, and the lack of interest younger workers are showing in State jobs. While staffing Carolina North is a problem for the future, the State is already feeling the effects of the other two.

The *Charlotte Observer* reported on June 16<sup>th</sup> that about 35% of State employees are over age 50. At UNC-Chapel Hill, that figure is only about 32%, according to figures the Employee Forum has obtained from the Office of State Personnel—but that’s still nearly 2,000 staff positions that are likely to become vacant in the next decade or so just due to retirement.

Filling those positions with the caliber of staff employees who are most likely to contribute to Carolina’s future success may pose a bit of a problem. According to the *Observer*, “Despite consecutive years of across-the-board pay increases, North Carolina is struggling to attract and keep quality workers.” (<http://www.charlotte.com/business/story/671616.html>).

Research conducted by the Employee Forum’s ad hoc Research Team has discovered one possible reason why those “consecutive years of across-the-board pay increases” have been largely ineffective as a recruiting tool.

Using data from the Office of State Personnel, we have discovered that from 1971 to about 1990, the average SPA pay raise was more than 5%. The total percentage raise in 20 years was 103.5%, which comes to a 5.175% average yearly pay increase.

But after 1990, things went seriously downhill. In the 17 years between 1991 and 2007, the total percentage raise was 26.6%, or a mere 1.56% average per year. (For more details, click on <http://www.osp.state.nc.us/CompWebSite/Legislative%20Increase%20History.doc>.)

Let’s make all of this more concrete:

According to the Consumer Price Index website, the \$1100 minimum raise that the NC Legislature has promised State workers for 2008 only amounts to about \$691 in 1991 dollars (<http://www.bls.gov/CPI/>).

In 1991, a gallon of gas cost about \$1.10 (in 1991 dollars). If the relative value of gas had stayed the same, today we’d be paying about \$1.75 per gallon (in 2008 dollars).

There may be a number of good reasons to work for the State. But pay is not one of them any more. And *that* is surely a significant part of what is making younger citizens cautious about starting a career in civil service.

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*From the Web*

***The Nation: Think the Economy Is Bad? Wait Till the States Cut Back***

*[Editor's Note: Employee Forum delegates often post interesting articles and links to articles on the Forum's listserv for other delegates to read. This is one that recently crossed our virtual desk. We thought you might find it of interest.*

*Clearly something will have to give. Whether that "something" will turn out to be the backs of state employees, who have already been getting embarrassingly low raises for almost 20 years, remains to be seen.]*

By LOUIS UCHITELLE

Published: June 1, 2008

Struggling as we are with the housing bust, the credit crunch, shrinking consumption, rising unemployment and faltering business investment, we can be forgiven for thinking that all the big shoes have dropped. There is another one up there, however, and it is about to come down.

State and city governments have yet to shrink the economy; indeed, they have even managed to prop it up. They have quietly maintained their spending at pre-crisis levels even as they warn of numerous cutbacks forced on them by declining tax revenues. The cutbacks, however, are written into budgets for a fiscal year that begins on July 1, a month away. In the meantime the states and cities, often drawing on rainy-day savings, have carried their share of the load for the national economy.

(snip)

*[To read more, to go*

*<http://www.nytimes.com/2008/06/01/weekinreview/01uchitelle.html?ex=1213243200&en=b71a7b2134747c4d&ei=5070&emc=eta1.>*]

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***Perspective on the High Cost of Gas***

For readers who want to know what the global oil crunch is doing worldwide to gas prices, click here:

<http://www.nytimes.com/imagepages/2008/06/29/weekinreview/29marsh-grfk.html>.

Yes, it's bad in North Carolina.

But it could be worse!

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## ***Carpool? Vanpool?***

The popularity of carpools and vanpools is rising with the rising gas prices. If you are one of Carolina's transportation-beleaguered workers looking for a way to get to and from work more cheaply, visit [www.SharetheRideNC.com](http://www.SharetheRideNC.com) to see if there is a carpool or vanpool match for you.

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### ***UNC Staff Making a Difference***

#### ***“Peace Stuff”: Allison Kassebaum***

She's fought wildfires in the northern Great Plains, helped to restore ornate plaster work in old plantations in the Deep South, and worked in the Grounds Department at Carolina. Next, Allison Kassebaum will go to Zambia with the Peace Corp to learn—and then teach—how to construct and manage fish farms.

It's not your typical career course...but then, Kassebaum is not your typical person. And it was all set in motion even before she was born on May 4, 1971.

While many of us are named after our grandparents or the latest pop idols, Kassebaum was named after one of her mother's good friends, Allison Krause. On May 3, 1970, Krause, an honors student at Kent State University, took a flower from the barrel of an M-1 held by a National Guardsman. The Guard had been called to the university by the governor of Ohio, who was concerned about a demonstration against the Vietnam War. In response to the presence of the soldiers, some students put flowers in the gun barrels.

One soldier who received one of these gifts got a tongue-lashing from his officer, who told him to “start acting like a soldier and forget all this peace stuff.” Krause, who was standing nearby, took the flower and said, “What's the matter with peace? Flowers are better than bullets!” (<http://www.may41970.com/images/Heroes/hickspacificokrause.htm>)

Twenty-four hours later, Krause and three other students were dead, victims of orders these same soldiers received to fire into the student crowd. It was one year to the day before the birth of UNC's Allison Kassebaum, who in many ways is carrying on not just the name, but the legacy of her mother's friend.

“I was supposed to join the Peace Corps right out of college,” Kassebaum said. “When I was growing up, my parents' best friends were a couple who had met while serving in the Peace Corps overseas. They were such cool people. I just knew from really early on that I wanted to join the Peace Corps when I grew up.

“So when I got to college, I geared my studies around doing this. I got a B.A. in General Studies, with minors in sociology, cultural anthropology, and philosophy. Of course...I went to Kent State.”

Before joining the Peace Corps, though, Kassebaum decided to take the summer and go to Montana, where she worked at Glacier National Park. After that, she went to New Orleans, where she got work doing restorations on plantations, learning how to reproduce the decorative plaster work.

But she found that she loved Montana and missed the Big Sky Country, so she went back there to live.

“I needed a job, so I went to a placement service and they said that firefighters were needed. I said that was OK with me, and three days later they put me on a bus and I went out and fought wildfires all summer.

“Back then, you know, it was open. You got on-the-job training. Now it’s more tightly controlled, and you have to have all kinds of specialized training before they’ll let you be a firefighter.

“After that, I worked in Colorado for the Mesa Verde National Park on a Helitack crew, which mounts the initial attack on a wildfire. You fly in via helicopter as close as you can, and they drop you. Then you hike even closer to the fire line and start digging trenches for fire breaks and other things.”

By this time in her life, Kassebaum had become thoroughly embedded in her world of friends and work and family, and the goal of working for the Peace Corp had slowly slipped into the background. Meanwhile, in October 2006, she began working at UNC on the Grounds crew, and she began to think again about the things she had wanted to do in life.

“When my father passed away,” Kassebaum said, “I realized that there was nothing keeping me here in the U.S. any more. No family, no significant other. So I decided to give Peace a chance. At long last, I signed up for the Corps.

“I didn’t really try to choose where I wanted to go...just wherever I was needed,” Kassebaum said, and then admitted, “Well, I wanted to be on a beach, but that didn’t happen! So I didn’t really have a choice.”

As it turns out, Kassebaum will be going to Zambia as part of the Rural Aquaculture Promotion Project, where she will learn about aquaculture (fish farming) and how to promote it as a viable small farm enterprise that can supplement family nutrition and become a source of cash income in rural areas of the country.

According to the website of the US Embassy in Zambia, the initial stages of this program require a great deal of time and effort on the part of Zambian extension agents, who make frequent visits to the farmers around the country who are participating in the project. Due to a shortage of agents, Peace Corps volunteers are being used to help with some of the most intensive early efforts (see <http://zambia.usembassy.gov/zambia/rapp.html>).

“I’ll be digging ditches and building ponds, basically, and throwing fish in the ponds!” said Kassebaum. “First, I have to go through three months of training. During that time, I’ll stay with a host family. Then I’ll go to a more remote village and try to replicate what I’ve learned. The local leaders are expecting me to come, so at least I won’t have to try to ‘sell’ anyone on it.

“The main object at first,” she explained, “will be to integrate myself into the community, doing whatever they do—hunting, gathering food, washing my own clothes, walking 40 minutes away to get water every day, etc. But I’ve done a lot of camping, so I think I’ll be alright. My main source of transportation will be a bicycle. It takes all day by bike to get to some places you need to go, over there. Then, as I get settled in, I’ll begin helping to get the aquaculture program started.

“I’ll be gone for 27 months—two years on the job, plus the three months of training up front. I’ll get a small stipend, but no real profitable income. Luckily, most of my necessities will be provided for me.”

The application process to join the Peace Corps takes six months to complete, and Kassebaum is almost ready. She was required to have physical check-ups to make sure that she is generally fit and healthy, all kinds of immunizations, and any necessary dental work completed—all basically at her own expense. She will leave on July 23<sup>rd</sup>.

We suspect that Allison Kassebaum’s namesake would be proud. We know that at Carolina, her spirit of community service and self-sacrifice is the embodiment of what it means to be a Tar Heel. Let’s hope that in 2010, she decides to return to work at UNC.

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### ***UNC’s “Timex” (and Former) Employees Outsourced Dental Techs Fight On***

The Employee Forum has learned that Jackie Maynard and Sharon House, two of the dental technicians whose jobs were outsourced at the beginning of the year in 2007, have appealed the results of the recent Office of Administrative Hearings decision in their case to the State Personnel Commission.

Maynard and House were among 15 dental technicians who were informed in the fall of 2006 that they would be RIF’d within 30 days. However, realizing that the techs were important to students in the dentistry program trying to finish up their coursework, officials at the School of Dentistry postponed the RIF until after the first of the year.

The women filed suit against the University for age discrimination, which eventually wound up being taken to the Office of Administrative Hearings. This spring a ruling from the judge in that case went against the dental techs on a technicality. But his decision contained many statements to the effect that the sworn testimony of the dean and other dental school officials showed their behavior in the matter to have been questionable.

The State Personnel Commission appeal is scheduled for oral argument on August 21<sup>st</sup> starting at 9:00 a.m. at the Don Eaddy Building on Reedy Creek Road in Raleigh.

Those wishing to know more about this hearing can contact the Commission at 919-807-4800.

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### ***Beach Café Employees Update***

On May 14th, 2008, Bob Marriot (Associate Dean for Planning, Resource Analysis and Management, School of Medicine University of North Carolina at Chapel Hill) sent an e-mail to subscribers of the School of Medicine newlist announcing the long-term closure of the Beach Café for an 11 month hiatus which began May 23rd. The announcement was limited in details and mentioned acknowledgement from the food contractor that there would be difficulties with keeping business open during renovations.

The closing affected all employees at the Café, some of whom had posted a flyer on May 12<sup>th</sup> protesting the closing and the terms of their dismissal. According to the flyer, the dismissal was a breach of assurances they had received earlier about the security of their jobs. It also stated that they had been informed that neither their accumulated vacation leave nor their sick pay would be paid out to them.

Concerned with the abrupt termination of these employees and the company's alleged refusal to pay them their accumulated benefit leave, the Forum asked about the situation, focusing on section 95-25.6 (Wage Payment) through 95-25.12 (Vacation Pay) of the North Carolina's Wage and Hour Act and Administrative codes. These parts of the Act ensure that terminated employees receive proper remuneration for their accumulated vacation and holiday time.

The Forum contacted UNC-Chapel Hill's Campus Services for information after receiving only very limited information from Aramark, the external food contractor for Beach Café. Since publication of the April-May edition of the In Touch newsletter, Campus Services informed the Forum of plans for the terminated Beach Café employees to receive payment for their accumulated vacation time. They also said that it had been decided to terminate the employees right after the Memorial Day holiday rather than right before it, as previously announced, thus giving them the benefit of drawing holiday pay for that day.

The Forum was told that sick leave hours would not be payable because of company policy and that the closure of the Beach Café would likely remain closed for up to two years rather than the initial estimate of 11 to 18 months.

To the best of the Forum's knowledge, only one of the terminated employees was later assigned to another position and continues to work.

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***A Fair to Remember!***  
***Public Service Fair***

The Carolina Center for Public Service, Chapel Hill-Carrboro Chamber of Commerce, Foundation for a Sustainable Community, Chapel Hill News and the Executive Branch of Student Government are sponsoring a Public Service Fair on Monday, August 25<sup>th</sup> between 10:30 AM and 1:30 PM in the Pit. This event is designed to help Carolina employees and students learn about the many ways they can get involved in the community.

More than 40 area nonprofits will be on hand wanting to recruit you! So come on out and see where you can make a difference.

The Forum would like to point out that community engagement is an important part of Carolina's "UNC Tomorrow" initiative. While many of us in the coming years will find ourselves contributing to the UNC Tomorrow plan through the work we do, we can also contribute individually by volunteering.

Best of all, we can do it as part of our work commitments.

By law, each and every staff employee is entitled to at least 24 hours (and in some cases, more) of paid Community Service Leave each year. For more information about this, go to <http://hr.unc.edu/Data/SPA/leave/commserviceleave>.

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***A Way You Can Help***  
***Cell Phones for Soldiers***

For those with old cell phones kicking around, here's a good way to recycle them: Go to <http://www.cellphonesforsoldiers.com/> and find out how to donate your old phone (any condition, any brand) for use by the men and women serving in the armed forces.

The Cell Phones for Soldiers program, started four years ago by two enterprising young teens with \$21 of their own money, has become an official non-profit organization that has raised almost \$1 million in donations and distributed more than 400,000 prepaid calling cards.

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***Recycle your cell phone***

Do you have old cell phones and PDAs in a desk drawer somewhere? Don't throw them away, recycle them!

Throwing them away puts toxic metals into the environment, while recycling reduces the need for more mining.

If you use EARTHWORKS's [recyclemycellphone.org](http://recyclemycellphone.org) website, you can even recycle your phone from home for free.

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*Editorial Opinion*

***State Health Plan: Out of the Frying Pan, Back into the Fire***

by Mike McQuown

Employee Forum, Division 7

School of Public Health

So. George Stokes, head of the North Carolina employee health plan for the last three years, has been fired... thanks to Senate Majority Leader Tony Rand and House Majority Leader Hugh Holliman.

Jack Walker, the plan's previous administrator, is back in the saddle again, also thanks to Rand and Holliman.

I think I smell a rat. A big, fat, stinky political rat.

Someone please correct me if I'm wrong, but wasn't Jack Walker the man who put our health plan in dire financial straits several years ago? The Raleigh News & Observer reported in May, 2004 that Jack Walker told the N.C. Legislature that "The state health plan will need an additional \$370 million to cover rising medical expenses between 2005 and 2007 unless drastic changes are made."<sup>1</sup> One year seems like short notice for raising \$370 million!

Wasn't Jack Walker also the man who bailed out from the position when he'd gotten his minimum 5 years of state service—fully vesting him in the NC state employees' retirement program? A report by SEANC's Dana Hill said, "According to Dr. Walker, his contract is up and he'd rather be doing something else."<sup>2</sup>

Hill wrote, "[Jack Walker's] reactions made me feel that he really doesn't care about what happens with our health plan." He quoted Dr. Walker as saying, "I get paid no matter what happens with your benefits."<sup>3</sup>

North Carolina's State Auditor, Ralph Campbell, Jr. also documented problems with the administration of our health plan under Walker, citing "conditions that represent significant deficiencies in internal control and/or noncompliance with laws, regulations, contracts, or grants."<sup>4</sup>

I recall reading an article a few years ago that questioned the political connections between Tony "The Fixer" Rand and "Nine Iron" Jack Walker, as they were called in the article. (Referenced by David Brannigan, former Employee Forum delegate, in a letter to the editor of UNC's *Daily Tar Heel*.<sup>5</sup> Unfortunately, the source URL link he cites, <http://www.procare.org>, is dead.) It seems to me that Mr. Stokes was hired to fix the problems Jack Walker left us with; I'm wondering at this point if in reality it's *Jack*



*Walker's* "legacy" that's being unfairly blamed on Mr. Stokes, and NOT Mr. Stokes' actual policies and practices that are to blame.

I think this situation is passing strange. Could it be that Mr. Rand (& company) is performing a politically-motivated hatchet job on Mr. Stokes—and to the benefit of his buddy Jack Walker?

Seeing Mr. Stokes being fired, with Jack Walker being put back in charge of our healthcare plan—even if only on an interim basis—is, in my opinion, adding insult to injury for all North Carolina state employees!

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<sup>1</sup>*The News & Observer*, Raleigh, N.C., May 19, 2004.

<sup>2</sup>"Views on the Raleigh Town Meeting Held on June 18, 2003, at the McKimmon Center, Raleigh," by Dana M. Hill, Editor, SEANC 40 Information Page, Monday, July 21, 2003, Vol. C, Issue 3.

<sup>3</sup>Ibid.

<sup>4</sup>State of North Carolina Audit Results from CAFR and Single Audit Procedures, North Carolina Teachers' and State Employees' Comprehensive Major Medical Plan for the Year Ended June 30, 2003, Audit Findings and Recommendations. Office of the State Auditor, Ralph Campbell, Jr., State Auditor.

<sup>5</sup>"Questions abound dealing with bad State Health Plan," Letters to the Editor, *The Daily Tar Heel*, University of North Carolina at Chapel Hill, February 23, 2005.

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### ***Editorial Opinion***

### ***Fickleness of the "Law of Supply and Demand" at UNC***

by Alan Moran, Division 3

The recent ascension of our newest chancellor is interesting. You would think that, based on the principal of supply and demand, the salary for the position of chancellor would have gone down.

After all, President, Erskine Bowles said, "it was a selection process much more than a recruiting process," and Nelson Schwab, chair of the search committee, opined that there were many qualified candidates who "wanted the job" (<http://alumni.unc.edu/article.aspx?sid=5829>).

Now, I don't know about anyone else's career choices, but as a trades person I know that if there are multiple carpenters vying for one position, the salary for that position will be the same as, or lower than the person who previously held that position. It's the law of supply and demand at work.

So I would like to know why it was necessary to raise the new chancellor's starting salary from \$350,000+ to \$425,000+/-, given that:

1. The previous chancellor's salary had already been increased by \$50,000+, in part to make the position more attractive to the right candidate and to bring it into line with our more high-end, "peer institutions," and,

2. There was, as it appears, an abundance of qualified candidates prepared to take the job. According to the law of supply and demand that seems to apply to other positions on campus, the salary for the new chancellor should have, at the very least, stayed the same. But it didn't. It increased by about 20%.

I wish the new Chancellor the very best in his coming tenure, but I think it is important to qualify the reasoning for such a large increase—especially in light of the anemic salary increases being given to state employees by our leaders in Raleigh.

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*Editorial Opinion*

***UNC Tomorrow Commission Report: Visionary or Status Quo?***

***Part 3: The Prison-Industrial Complex***

by Steve Hutton, Epidemiology

*Introduction: As I wrote in the February 2008 edition of this newsletter, the UNC Tomorrow report suggests that in part, in North Carolina “the solution to...major social problems depends on the University acquiring ‘management flexibility’ [over its staff employees] via changes to the State Personnel Act. [This] is humorous, at the very least....Sometimes large social problems just happen, but often, particularly when they are persistent, some group is benefiting from their existence. Problems can't be solved unless their source is understood, the solution is the correct one, sufficient resources are brought to bear, and opposition can be overcome. Most of the time, solutions won't be implemented unless the elite of society agree to the solution.”*

*This article is the third in a series that takes a sober look at some of the larger, systemic issues facing North Carolina—issues whose solution, UNC Tomorrow notwithstanding, does not at all depend (not even in part) on the University acquiring greater control over its rank-and-file staff employees, but depends to a much higher degree on the willingness of social elites to address the problems at their roots.. Part 1 of this series focused on K-12 and community college education (<http://forum.unc.edu/InTouch/InTouch9-1.htm#fourteen>); Part 2 focused on urbanization and rural poverty (<http://forum.unc.edu/InTouch/InTouch9-2.htm#nineteen>).*

Ever notice young men walking around with their trousers barely hanging on down below their hips? Sometimes even down around their knees? Sometimes with their underwear showing? This “fashion statement” has its origins in our prisons. Usually the young men don't even know that they are mimicking prisoners who are belted near the knees so they can barely walk, let alone run.

This demonstrates how intrusive the prison-industrial complex has become in our society. The prison culture so dominates that those possibly destined for prison are subconsciously preparing themselves for it.

What is the prison-industrial complex? From *Wikipedia*:

The **prison-industrial complex** refers to interest groups that represent organizations that do business in correctional facilities, such as prison guard unions, construction companies, and

surveillance technology vendors, who some people believe are more concerned with making more money than actually rehabilitating criminals or reducing crime rates.

Allegedly, this desire for monetary gain has led to the rise of the Prison industry. Writing for *The Atlantic Monthly* in December 1998, Eric Schlosser said that "The 'prison-industrial complex' is not only a set of interest groups and institutions; it is also a state of mind. The lure of big money is corrupting the nation's criminal-justice system, replacing notions of safety and public service with a drive for higher profits. The eagerness of elected officials to pass tough-on-crime legislation—combined with their unwillingness to disclose the external and social costs of these laws—has encouraged all sorts of financial improprieties.”(1)

One of the “raw materials” of the prison-industrial machine is the high number of males dropping out of high school, particularly African-American and Latino males. This was discussed in Part 1 of this series.

Another “raw material” is the illicit, underground economy based on drugs. While the U.S. has spent billions to fight cocaine production, primarily in Columbia, the quantity and quality of the drug supply to the U.S. has only increased, and the street price has fallen.(2) Perhaps this is due in part to the fact that U.S. foreign policy and expenditures for supply-side drug eradication programs seem aimed at fighting “communist insurgents” as much as they are intended as a war on drugs.(3) In fact, the U.S. government itself bears considerable responsibility for fostering illegal drug use within our own borders. As we now know, the CIA helped fuel the cocaine and crack epidemic of the 1980s in order to earn money to support the Nicaraguan Contras.(4) When the (street-level) participants in this illicit drug economy get caught, they wind up in the criminal justice system. Or at least, many of them do.

The war on drugs has had racist implications from the beginning. Drug enforcement is largely focused in urban, African-American neighborhoods rather than white dominated suburbs. That focus is due in part to drug trade in African-American neighborhoods being more likely to be stranger-to-stranger and conducted in more public venues, while among whites, the drug trade is conducted privately from friend-to-friend. The result is that while African-Americans are 12% of the U.S. population and 12% of drug users, they are three times more likely than whites to be arrested for drug use and four times more likely to be incarcerated. In part, this is because sentencing guidelines are less severe for users of powder cocaine, who are more frequently white, than for users of crack cocaine, who are more frequently black.(5,6)

Over all, the U.S. has about five percent of the world’s population but one-quarter of all inmates, about 2.3 million. (By comparison, Communist China, with about 20% of the world’s population, has only 1.6 million incarcerated.) This means that one out of every 100 U.S. adults is locked up. If probation is added to the equation, seven million

Americans are currently under the justice system. That's one out of every thirty-one people. (8) Many of these people, when they manage to get free of the system, will find that they have difficulty finding jobs, earn reduced incomes throughout their lives, and may be deprived of certain civil liberties, such as the right to vote.(14)

The good news, for the entrepreneurially minded, is that there are significant profits to be made in the burgeoning prison-industrial system. Corporations such as Wackenhut and Corrections Corporation of America lobby to increase their share of the money pie through privatization of correction services. Besides the obvious services provided by such companies, such as construction, prisoner transport, and private guards, there are all sorts of attendant products such as linens, food and medical services and prison furniture offered by an array of other companies. In 2006, this was a \$37 billion dollar a year industry. (10) Another source of profit is the sale of products made by prison labor itself, which has been estimated at over \$2 billion annually. (11)

This entire prison-industrial complex benefits from increased rates of incarceration and longer sentences, because both add stability to their long-term business prospects. Very few things are as predictable as prison growth in North Carolina.(9) Prior to 1990, there were 58 prisons. Between 1990 and mid-2003, 18 more prisons were constructed, bringing the total to 76. Today there are 79 facilities...and this does not take into account the expansion of existing facilities. (12, note the correlation to the geographic distribution by race.)

Needless to say, this costs money. Lots of money. Yet rather than working to ameliorate the problem by striking at some of its root causes, government seems to be intent on just dealing with the current situation while simultaneously taking steps to make sure that it gets worse. The growth in spending for corrections has been accompanied by a reduction in the growth of spending for education and social services:

The growth in spending on prisons is directly related to a decline in the growth of positive social spending in such poverty- and crime-reducing areas as education, child-care, and job training. Sociologists John Hagan and Ronit Dinovitzer find that public investment in incarceration is now "so extensive that several large states now spend as much or more money to incarcerate young adults than to educate their college-age citizens." From the 1980s through the 1990s, they report, correctional spending has risen at a faster rate than any other type of state expenditure category, creating significant opportunity costs that contribute to a vicious, self-fulfilling circle of negative public investment. (13)

Whether or not this system emerged by accident, its perpetuation is clearly no accident.

*Commentary:*

I believe strongly in personal responsibility.

I believe just as strongly in our collective responsibility to create a society that is as level a playing field as possible—one that permits the fulfillment of human potential for each of us, in whatever positive manner we each define our purposes and goals.

But clearly, the playing field isn't level. One might view the linkages between our education system; drug policy and enforcement, including foreign policy; and the prison-industrial complex as an unfortunate congruence of failures.

Or perhaps they should be viewed as market successes—an educational system that correctly sorts students for their future prospects; a drug enforcement policy that focuses on the supply-side, allowing an adequate quantity of drugs to enter the country and fuel an illegal economic (and unhealthy social) system; and a thriving corrections system that both takes in the ever-growing numbers of offenders and recycles many of the same people, teaching them how to become better criminals.

The conscience of every good and decent human being should be panged by this situation. The voice of every good citizen should be lifted to draw attention to its racist character, naming it what it is: the “Silent Genocide of Black Men.”(15,16)

Will our political elite do anything? What did NC legislators recently do when they considered the notion of spending more for prevention?

State lawmakers showed little interest today in cutting criminal sentences or taking other steps to avoid a big bill for new prisons. In fact, **members of a legislative committee laughed** when Rep. Ronnie Sutton, a Pembroke Democrat, asked whether they would look at spending more on prevention and less on incarceration.  
(17)

They laughed. **THEY LAUGHED!**

But why did they laugh? Because they know that spending more on prevention isn't going to win them votes and that the really big campaign funds come from big businesses that are able to make big money in suitably arranged social and economic environments. And the current environment makes changing this cannibalistic machine almost impossible.

*The UNC Tomorrow Commission Report* (18) and *Carolina's Response to UNC Tomorrow* (19) do not deal with the prison-industrial complex. While *Carolina's Response* includes a number of programs to improve educational achievement and address the issue of dropout rates, there is a telling omission at point 4.2.5—“**UNC should increase the educational attainment of all underrepresented populations, especially African-American male and Hispanic students.**” The response lists one existing program which only addresses Latino students. For African-American males, nothing.

As I wrote in Part 2, “Society’s elite benefit from the status quo of the current policies and are reluctant to change them, regardless of the harm to others....The notion that management flexibility over university system staff can make a difference in this sphere is misguided.”

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*Additional Resources:*

Davis, Angela, *The Prison Industrial Complex* [sound recording], San Francisco, CA: AK Press Audio, c1999.

The Sentencing Project

<http://www.sentencingproject.org/>

NPR Series on Criminal Justice

<http://www.npr.org/templates/story/story.php?storyId=90482523>

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Notes:

- 1) Wikipedia, [http://en.wikipedia.org/wiki/Prison-industrial\\_complex](http://en.wikipedia.org/wiki/Prison-industrial_complex).
- 2) “Despite Drug War, Cocaine Purer, Cheaper,” <http://www.cbsnews.com/stories/2007/04/27/national/main2737916.shtml>.
- 3) Kirk, Robin. More terrible than death : massacres, drugs, and America's war in Colombia. New York : PublicAffairs, 2003.
- 4) “Outraged at CIA Role in Drug Trade,” <http://www.duke.edu/~ldbaker/clippings/da4.html>.
- 5) “Racial Disparities Found to Persist as Drug Arrests Rise,” [http://www.nytimes.com/2008/05/06/us/05cnd-disparities.html?\\_r=2&hp=&adxnnl=1&oref=slogin&adxnnlx=1210957810-8Fc76BVesR5PrWy12SsDZw](http://www.nytimes.com/2008/05/06/us/05cnd-disparities.html?_r=2&hp=&adxnnl=1&oref=slogin&adxnnlx=1210957810-8Fc76BVesR5PrWy12SsDZw).
- 6) “Blacks and the Criminal Justice System,” <http://www.npr.org/templates/story/story.php?storyId=90482523>.
- 7) Leading Causes of Death by Age Group, Black Males- United States, 2004 , <http://www.cdc.gov/men/lcod/04black.pdf>.
- 8) “Inmate Count in U.S. Dwarfs Other Nations’,” <http://www.nytimes.com/2008/04/23/us/23prison.html>.
- 9) Rising inmate population puts state in a bind,” <http://www.newsobserver.com/news/story/949858.html>
- 10) “The Hard Sell,” [http://money.cnn.com/magazines/business2/business2\\_archive/2006/12/01/8394995/index.htm](http://money.cnn.com/magazines/business2/business2_archive/2006/12/01/8394995/index.htm).
- 11) “Prison Labor,” <http://www.prisonpolicy.org/prisonindex/prisonlabor.html>.
- 12) “North Carolina prison construction,” [http://www.prisonpolicy.org/articles/nc\\_prison\\_construction.html](http://www.prisonpolicy.org/articles/nc_prison_construction.html).
- 13) Race, Prison, and Poverty: The race to incarcerate in the age of correctional Keynesianism, [http://www.thirdworldtraveler.com/Prison\\_System/Race\\_Prison\\_Poverty.html](http://www.thirdworldtraveler.com/Prison_System/Race_Prison_Poverty.html).
- 14) “Expert: System fails ex-offenders,” <http://www.heraldsun.com/durham/4-931826.cfm>
- 15) The Silent Genocide - Facts about the Deepening Plight of Black Men in America, <http://www.blackstarproject.org/home/images/facts/deepeningplightblackmeninamerica.pdf>
- 16) Black men targeted for Genocide, [http://www.finalcall.com/artman/publish/article\\_3464.shtml](http://www.finalcall.com/artman/publish/article_3464.shtml).
- 17) Legislators seek fix for packed prisons, <http://www.newsobserver.com/news/story/1073518.html>.
- 18) University of North Carolina Tomorrow Commission: Final Report, 2008, [http://www.nctomorrow.org/content.php/reports\\_documents/commission/Final\\_Report.pdf](http://www.nctomorrow.org/content.php/reports_documents/commission/Final_Report.pdf).
- 19) Carolina’s Response to UNC Tomorrow, <http://forum.unc.edu/documents/CarolinaUNCTResponse.pdf>.

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***Editorial Opinion***

***A Tale of Two Committees***

by Brenda Denzler

Vice Chair, Employee Forum

Managing a big university like UNC requires a lot of decisions that need a lot of input from a lot of people. To that end, a lot of committees, focus groups and task forces get

put together to address certain issues, then (usually) dissolve again when their work is done.

In theory, those who make up these committees are those who are able to bring some professional expertise to the matter under consideration as well as those who are most directly affected by the matter, which endows them with a certain experiential “expertise.”

In matters directly affecting the work life of staff employees at Carolina, it is particularly important to have adequate and appropriate staff representation—even if the only thing those staff can contribute is the benefit of their on-the-ground experiences.

Unfortunately, a lot of the time at UNC this does not occur. Still, sometimes the University really gets it right. Recently, the University has done both.

When housekeepers in University Housing had some serious disagreements with the Administration about how their positions should be managed, a committee was formed to discuss the issues and try to find solutions that would be agreeable to both sides. A large proportion of those serving on the committee—almost half—are housekeepers, themselves, who were chosen by their peers to represent them in these talks. The Administration is to be highly commended for handling this difficult situation in such an open, inclusive way.

Then there is the Chancellor’s Commuting Costs Task Force, convened by former Chancellor James Moeser in response to an Employee Forum resolution asking the Administration to try to come up with ways to help staff employees cope with the rapidly rising cost of gas.

The Forum’s resolution specifically asked that there be significant representation on this committee from the ranks of the lower-paid employees at UNC—those who are most seriously affected by the rising gas costs because so many of them can only afford to live far away from work and must commute hundreds of miles each week.

To his credit, Chancellor Moeser really appears to have listened to the Forum. His charge to the Task Force was for it to be composed of "a group broadly representative of those across the University community."

Yet the Task Force that has in fact been convened hardly lives up to this mandate.

The Commuting Costs Task Force is made up of 11 members, only two of whom are rank-and-file staff employees (who were chosen by the Employee Forum Chair). Most of the remaining nine members are higher and mid-rank administrators. Their average annual salary, as best I can determine, is probably around \$60,000+ per year. The average staff employee's salary at Carolina is \$42,097. And keep in mind that’s the average. Many people who work here work for considerably less than that.

When the Forum discovered that staff representation on this Task Force was going to be so limited, we requested to be allowed to add two or three more staff employees, but our request was denied.

Clearly staff employees at Carolina, like the people of 18<sup>th</sup> century France in Dickens' novel, still have our seasons of Light and seasons of Darkness, our springs of hope, and our winters of despair.