

November 8, 1991

C. D. Spangler, Jr., President
The University of North Carolina
General Administration
Post Office Box 2688
Chapel Hill, NC 27515-2688

Reported by
Chancellor Eakin
at 11-12-91 Senate
mtg.

Dear President Spangler:

In January of 1991 you asked the four of us to serve as your consultants in a review and reassessment of the educational missions of the 16 institutions that make up The University of North Carolina.

Since that time we have spoken at length with you and members of your administration, the Board of Governors, and the Chancellors and their associates. We have also, among us, visited all of the campuses.

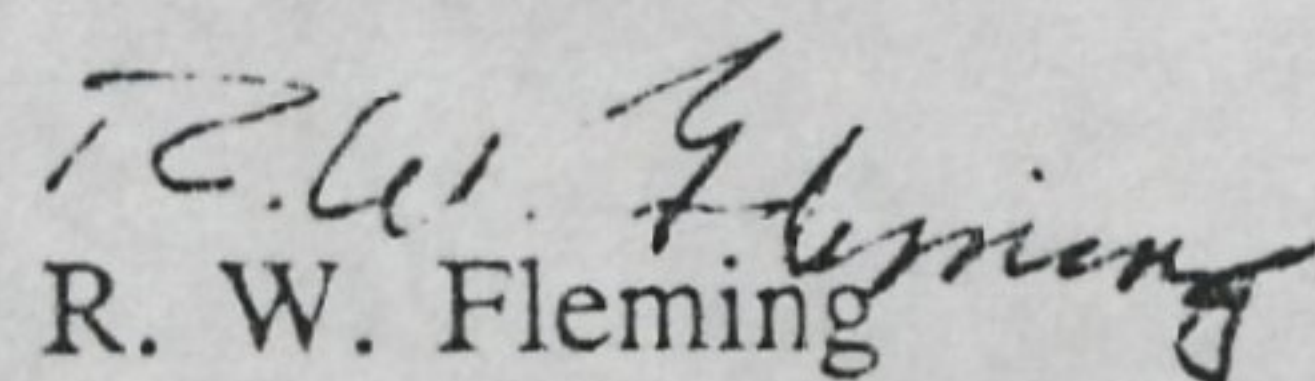
In all of our contacts we have been met with the utmost courtesy and have had the complete cooperation of all concerned. We emerge from the experience with respect and admiration for all of the institutions, and for the work of the General Administration and the Board of Governors in administering the combined institutions. We commend the people of North Carolina who have so willingly devoted their resources to the creation and support of an outstanding system of higher education.

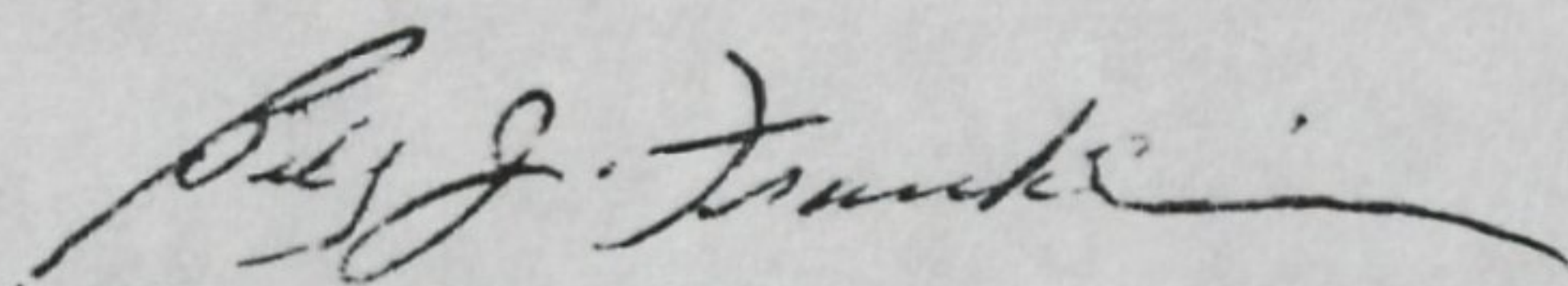
We concluded that a ten-year time-frame for our recommendations was beyond our capacity to make meaningful comments. Rather, we have projected the issues into a five or six year period, with the suggestion that you might wish to have another group re-examine the situation at the end of that period.

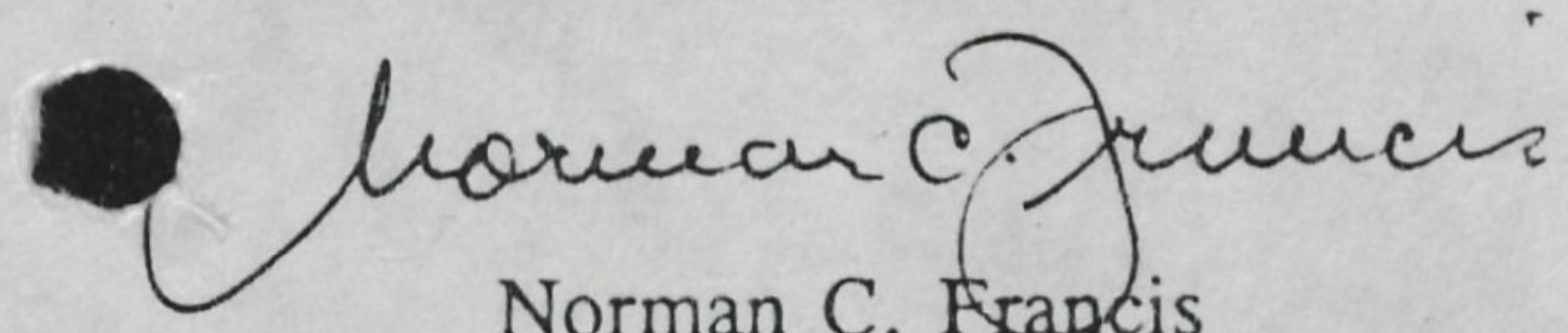
Finally, in the concluding pages of our report we have set forth the precepts which guided us in our findings. We hope that these precepts will be useful to you and the Board of Governors as you carry out your responsibilities.

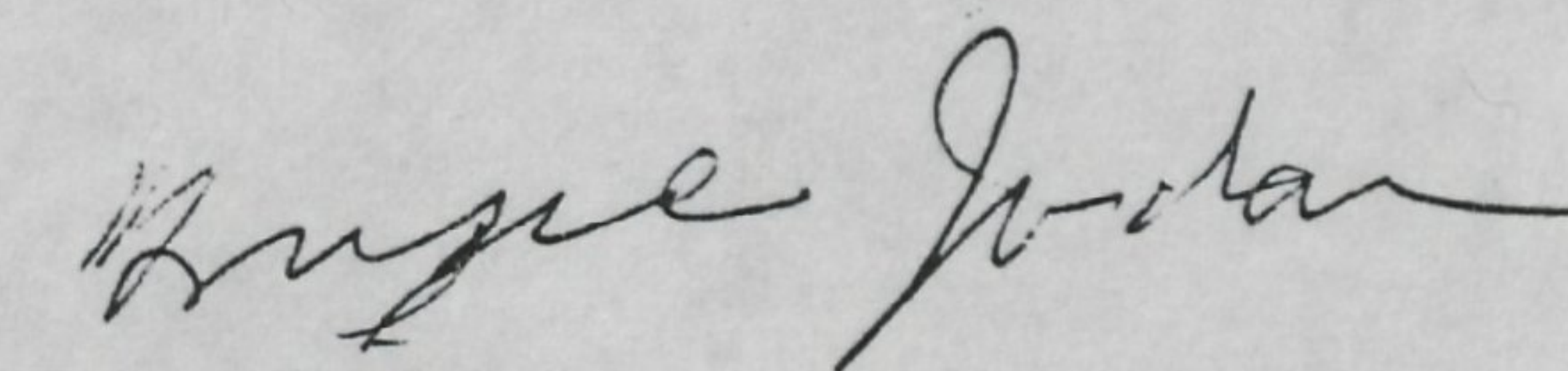
Thank you for inviting us to take part in this exciting task.

Sincerely,


R. W. Fleming
President Emeritus
The University of Michigan


Billy J. Franklin
Former President, Lamar University
President, Bill Franklin & Associates


Norman C. Francis
President
Xavier University of Louisiana


Bryce Jordan
President Emeritus
The Pennsylvania State University