



# THE BRIEFING

Issue 1 | Volume 9 | Spring 2019

***Study history, study history. In history, lies all the secrets of statecraft.***

-Winston Churchill

War and peace have always been integral parts of the human experience. To understand their indispensable dance, the Curriculum in Peace, War, and Defense brings together scholars and practitioners from a diverse set of disciplines to educate students in critical and dynamic subjects related to national security, intelligence, and defense.

Through a broad and interdisciplinary pedagogy, the Curriculum prepares its graduates for employment or further study in a wide variety of fields, ranging from public service to the private sector. Unique in undergraduate education, the Curriculum is proud of our 2019 graduates and the fantastic work they will surely do.



***The Curriculum introduces majors to interdisciplinary perspectives with a core of three courses:***

*The Ethics of Peace, War, and Defense (PHIL 272/PWAD 272)*

*Global History of Warfare (HIST 351/PWAD 351)*

*National and International Security (PWAD 350)*

***Beyond these core courses students then choose a concentration in one of three topical areas:***

*The Culture of Peace and War*

*International Security and Intelligence*

*The Evolution of Warfare*



# A NOTE FROM THE CHAIR

*After ten years I'm finally stepping down as Chair of the Curriculum of Peace, War, and Defense. It has been a great privilege to work with so many amazing students for so long and to follow their progress when they leave UNC. I'll continue to be closely associated with the program, and I'll now be teaching more courses, so our majors will still be seeing me. Since I became chair in 2009, we've gone from roughly 250 majors to nearly 400 (plus 40 some minors). Along the way we won a five-year grant from the Defense Intelligence Agency to become an Intelligence Community Center of Academic Excellence, greatly expanding our events for students and our classes related to intelligence. We've added a minor in Conflict Negotiation and Mediation. We've added permanent faculty lines for the first time, and I'm very pleased to announce the appointment of ADM (ret) Dennis Blair as the inaugural Knott Distinguished Visiting Professor of the Practice (see his bio elsewhere in this newsletter). Our graduates continue to excel, grabbing jobs in intelligence agencies, on Capitol Hill staffs, in the DoD, think tanks, law firms, NGOs, and many more. Among the many events we've hosted just this past year were talks by National Book Award winner Phil Klay, former National Security Adviser and LTG (ret) H.R. McMaster, Principal Deputy Director of National Intelligence Susan Gordon, and Henry Crumpton--the former deputy director of the Counterterrorism Center and President President George W. Bush's Coordinator for Counterterrorism at the Department of State. We also ran a simulation of an international crisis in conjunction with students at Ft. Bragg's Joint Special Operations Master of Arts (JSOMA) program. And all this is just a taste of the variety of things sponsored or generated by the Curriculum in the last year. Congrats to our graduates this year, and congratulations to our new chair, Dr. Navin Bapat, a professor in Political Science, and a long-time Adjunct Professor in the Curriculum.*

*Sincerely,  
Wayne Lee  
Dowd Distinguished Professor of History*



# GRADUATING SENIORS

Charles Abernathy  
Morgan Alderman, D, H  
Elijah Allen  
Margaret Ashby  
Caleb Ashley, D  
Joseph Ballance, D  
Margareta Barkowitz, D  
Travis Barnes  
Sarah Barnett  
Jovan Baslios  
Erik Battle, D  
Thaddeus Beaver  
Austin Bernreuter  
Austin Blair, D, HH  
Samuel Blobe  
Mary Beth Browne, D, PBK  
Mark Burnett  
Danielle Bush, D  
Andrea Bustillos  
Dalton Butcher  
Catherine Byrd  
Jordan Cardwell, D  
Philip Cave  
Jessica Chen, HD, PBK  
Young Rim Choe  
Brayden Ciani  
Charlanna Coleman  
Paige Colpo, HD  
Jordan Comer  
Clarissa Constanten, HD  
John Cox  
Jackson Cyrier  
Shakera Davis  
Tabitha Dean  
Samantha Del Vecchio  
Lauren Demko  
Timothy Dills  
Mikayla Dorsey, D  
Tala Dunn  
Zachary Durham, D  
Julian Esain  
Henry Farmer

Daniel Federici  
Drew Firstenberg  
Victoria Friedlander  
Alisha Glass  
Andrew Gourley, D  
Lauren Gress  
Rebecca Griffin  
Zachary Ham, HD, PBK  
William Harris  
Hayden Hemphill  
Tyler Henkel  
Elise Hennessey  
Isabelle Hirschy, HD, PBK  
Antonio Howard  
Samantha Huffman  
Jamie Hutchison  
David Ingram  
Jasmine Jackson  
Joseph Jefferie  
Grant Jefferson  
Jessica Jordan  
Matthew Kane  
Ayla Kaufman  
Eric Kelly, D  
Sia Kennedy  
Luke Kessel, HD  
Grace Ketron, HD  
Justin Kiehl  
Eric Kindelan, HD  
Mackenzie Leger  
Eleanor Lewis  
Myles Lukert  
Sara Maleski  
Carol Marand  
Diane Martin, HD  
Bailey Merrill  
Raelan Miller  
Oliver Mitchell-Boyask, D  
Sebastian Nabatoff, HD, PBK  
Emma Neely  
Kathryn Nieri

Alexa Odom, D  
Robin O'Lunaigh D, H  
Richard Ong, D, PBK  
Andrea Parra Deleon  
Maxwell Patel  
Benjamin Pendleton, D  
Isabel Pernia  
Krissia Pocasangre Granados  
Olivia Polen  
Zachary Poutier  
Elizabeth Ranson  
Elizabeth Ray  
Isabella Reiss, HD, PBK  
Brooks Renfro  
William Rhyne  
Joshua Rodriguez, HD  
Adriana Rojas, D  
Nathaniel Ruark  
Jason Scanlan  
Christine Schwarz  
Ryan Sharp  
Wade Shaver  
Patrick Sheehan  
Drayton Smith  
Robert Smith  
Andrew Smith  
Gene Sosankin  
Joshua Starnes  
Trina Thorbjornsen  
John Transou, D  
Eryn Upton, D  
Montana Vaughn, D  
Laura Velazquez  
Tyler Ventura  
Hannelore-Nina Von Tresckow  
Morley  
Madison Walling  
Timothy Walsh  
Mallory Ward  
Landon Whitley  
Lucas Willey  
Margaret Williams, HD  
Robert Williams, HD  
Savannah Wooten, D  
Collin Worley  
Douglas Yorty

***D- Distinction***

***HD- Highest Distinction***

***PBK- Phi Beta Kappa***

***H- Honors***

***HH- Highest Honors***



# PWAD introduces new Conflict Management Minor



In fall 2018, a new minor in conflict management was introduced by the Curriculum in Peace, War, and Defense. Housed under PWAD, it is open to students in all disciplines and at the time of writing, 44 students have declared the minor. Their disciplines represent a wide range: Management and Society, Business Administration, Economics, Psychology, Political Science, Public Policy, Exercise and Sport Sciences, Human Development & Family Studies, Statistics and Analytics, Communication Studies, Global Studies, and of course, PWAD. The study of Conflict Management is the study of human behavior during disputes: learning how to manage conflict and achieve outcomes without damaging relationships. People often assume that one acquires these skills during a lifetime by simply being in conflict, but that is not the case. People can spend their entire lives moving from one conflict to another - at home, at school, or at work – simply repeating the same behavior over and over again regardless of the outcomes. The new minor aims to provide tangible skills that can be used in all areas of life, allowing us to become better conflict managers and thus better citizens of the world.

(Right) Students conducting a mediation/negotiation exercise on the redevelopment of the World Trade Center following 9/11 (PWAD 330 Negotiation and Mediation: the Practice of Conflict Management)

In her *The Atlantic* article “Have Smartphones Destroyed a Generation?” Jean Twenge writes: “Adolescence is a key time for developing social skills; as teens spend less time with their friends face-to-face, they have fewer opportunities to practice them. In the next decade, we may see more adults who know just the right emoji for a situation, but not the right facial expression.” More and more undergraduate students, who were born from the mid-1990s onward lack the basic social skills needed to not only deal with conflict, but simply to communicate effectively with others. Of course the lack of basic social skills is not unique to teenagers and young adults--it is safe to say that people of all ages could benefit from training in how to effectively manage their conflicts. In addition to providing students with valuable communication skills and the tools necessary to analyze conflicts, the Conflict Management minor also makes students more attractive to potential employers: Government and non-profit agencies, the military, business and international organizations.

The minor is managed by Shai Tamari, director of the Conflict Management Initiative at UNC and Professor of the Practice of Conflict Management.



# Tar Heels in Afghanistan



By Captain Stephen Scott, U.S. Army National Guard

Thanks to the Curriculum in Peace, War, and Defense, National Guard Soldiers deployed to Kandahar, Afghanistan were able to experience the opportunity to be Tar Heels despite being on the other side of the globe. From June 2018 to February 2019, Soldiers with the North Carolina Army National Guard deployed with Task Force Panther under the 101st Combat Aviation Brigade to Southern Afghanistan. Task Force Panther, comprising of Soldiers from the 1-130 Attack Reconnaissance Battalion in Morrisville, NC, as well as from over 6 other states from around the U.S., was the sole aviation task force for Southern Afghanistan. Thanks to the generous support from the staff of the Curriculum in Peace, War, and Defense, twelve Soldiers were able to earn college credit while conducting almost non-stop combat operations. PWAD 490, “Afghanistan: War, Culture, and the U.S. Experience” provided these soldier-scholars with a unique opportunity to examine the complexities of Afghanistan and the impacts of the 17 year long war in order to directly correlate their lessons with their day-to-day experiences supporting the current NATO mission.

The Soldiers of Task Force Panther observed several historic events throughout their deployment. During the 2018 fighting season, Afghanistan witnessed the first (yet brief) cease fire of the war, a brazen insider attacks at the Kandahar Provincial Governor’s palace leading to the death of the infamous Lieutenant General Raziq, and more documented airstrikes by Coalition Forces than in any other year of the war.

Dr. Lee, Chair of the Curriculum in Peace, War and Defense, assisted officers of Task Force Panther in creating and implementing a course to meet the specific academic needs of the National Guard Soldiers to Afghanistan. Dr. Lee’s efforts embodied the University’s mission to serve North Carolina, the United States, and the world by bringing the knowledge and resources of UNC to one of the most dangerous places on the planet. By developing a course on Afghanistan by the Curriculum in Peace, War, and Defense, the citizen soldiers from North Carolina were able to take a holistic and academic approach to understanding the war they were ordered to fight, being able to directly apply what they learned in the classroom to their day-to-day operations.

While the end of the long war in Afghanistan is still not clearly in sight, the efforts of the Curriculum in Peace, War, and Defense provided a bold means for Soldiers to grow as scholars and explore ways to find a peaceful resolution. Whether in Chapel Hill or Kandahar, the University of North Carolina at Chapel Hill continues to fulfill its mission of improving society and helping to solve the world’s greatest problems.



Photo by Captain Stephen Scott, U.S. Army National Guard





# PWAD EVENTS



On August 30, 2018, Mark Lowenthal came and spoke with students at a public event at the Carolina Inn at UNC. Lowenthal is a former intelligence officer who now works as a professor at Johns Hopkins. He is the former Vice Chairman for Evaluation on the National Intelligence Council and was instrumental in developing the 2002 Iraq National Intelligence Estimate. Lowenthal's talk ranged from intelligence oversight to analysis and covered a wide variety of deeply informative and engaging topics.

## CONVERSATION WITH MARK LOWENTHAL

## JSOMA SIMULATION

On March 24, 2019, Triangle Institute for Security Studies (TISS) and Joint Special Operations Masters of Arts (JSOMA) students gathered at North Carolina Central University to participate in the 2019 Joint Policy and Strategy Simulation, which revolved around Russian hybrid warfare in Estonia and Ukraine. The simulation marked the second time students from TISS institutions and Fort Bragg collaborated to put on a simulation.

All participating students were assigned to play a role in either the United States, Russia, EU, NATO, or one of a number of European countries. After a brief introduction the day before, TISS students—with guidance from JSOMA students—launched into a day-long simulation of a Russian intervention in Estonia, which paralleled Russian escalation in Ukraine. Throughout the day, the student teams responded to a succession of critical events injected into the simulation by the planning team. Students had to think quickly, reacting to the fast pace of global events in an uncertain low-information environment rife with deception.



# PWAD EVENTS



On April 11, 2019 General H.R. McMaster visited UNC for a discussion with PWAD Chair Wayne Lee in front of nearly 300 attendees after a brief introduction from Interim Chancellor Kevin Guskiewicz.

The discussion ranged from civil-military relations to U.S. defense posture, to ongoing issues with the Trump administration, and the emergence of China. Gen. McMaster, now on the faculty at Stanford, provided valuable insight into the role of military leadership in the 21st century, giving students, teachers, and practitioners a fresh view of the challenges facing the United States and the world.

## GENERAL MCMMASTER



## TISS AT SIXTY

From April 11-13, 2019, prominent academics came together at UNC-Chapel Hill's Friday Center to attend and present at the TISS Annual Colloquium, which marked TISS's 60th anniversary. Panels covered the civil-military relations, the role of the intelligence community, and even featured a guest lecture from PDDNI Sue Gordon. One of the most interesting parts was how each panel had a representative from the policy perspective and intelligence perspective as well as a local expert on the matter to comment on the working papers. The entire conference helped shed light on fascinating and important issues related to intelligence and national security for both students and practitioners.



# PWAD EVENTS



Date	Event (Full Formal Title and Weblink)	Speaker	
8/30	“The Policy - Intelligence Nexus”	Mark Lowenthal	Talk
9/05	Identity Management Training	Lauren Enderlein	Seminar
9/07	“The Regime Change Consensus: Iraq in American Politics, 1990-2003”	Joe Stieb	Lecture
9/27	“The Peacemakers: Leadership Lessons from 20th Century Statesmanship”	Bruce Jentleson and Klaus Larres	Talk
9/16	“Conjuring Freedom: German Central Europe in a Global History of the American Civil War”	Andrew Zimmerman	Lecture
9/20	“The China Challenge - the Response from Europe and the U.S.: the View from the German Embassies in Washington and Beijing”	Jeorg Beissert and Klaus Larres	Talk
9/24	“A Blind Eye and Dirty Hands: The German Military's Crimes in the East”	Geoffrey Megargee	Lecture
9/21	“Combined Arms Warfare in the Mongol Empire”	Timothy May	Lecture
10/2	“Donald Trump & North Korea: An Assessment”	Amb. Christopher Hill	Lecture
10/4	“Ireland, the European Union & BREXIT: What Now?”	Amb. Daniel Mulhall	Lecture
10/03	“The Polarization of Congress after Watergate”	John Lawrence	Lecture
10/15	“The Impact of War: An Update on the Mental Health of UK Armed Forces Deployed in Iraq and Afghanistan”	Sharon Stevelink	Talk



# PWAD EVENTS



10/16	“Millennial Jihad: How Jihadist Groups use video games for recruitment Propaganda”	Jovan Baslios and Austin Blair	Student Presentation
10/23	“Shadow Wars, Special Operations, and the Stories We Tell Ourselves In lieu of Victory”	Phil Klay	Lecture
10/25	“Documenting the War in Afghanistan”	Meg Prior	Documentary Presentation
10/25	“Great Power Competition in Eurasia: the View from Azerbaijan”	Vugar Gurbanov	Lecture
10/25	“The Bloody Victory: Post-war Violence in Europe in Comparison, 1944-1946 “	Ota Konrad	Lecture
10/25	“Thank You for Your Service”		Film Screening
10/27	“Summit6: Senior Enlisted Military Leadership”	MCPO Rick West (Ret) and Sgt. Maj. Mike Barrett (Ret)	Talk
10/30	“Leadership, Legislation, and the Liberal Arts”	Rep. Grier Martin	Talk
10/30	“The Road from New Bern: Lessons from the Life of an Intelligence Officer”	Dalton Jones	Talk
11/01	“Violence reduction, poverty alleviation and community development: examining a changing policy nexus”	Owen Green	Lecture
11/06	“On Guard for Peace and Socialism: The Warsaw Pact, 1955-1991”	Simon Miles	Lecture
11/08	“A discussion with Ambassador Henry Crumpton”	Henry Crumpton	Talk

# PWAD EVENTS



11/08	“Does International Justice Have an Impact? The Legacies of Criminal Tribunals”	Dr. Diane Orentlicher, and Dr. David Tolbert	Talk
11/13	“Civil-Military Relations in the Trump Administration”	Dr. Mackubin Thomas Owens and Dr. Richard Kohn	Panel Discussion
11/15	“Nowhere to Call Home: A Tibetan in Beijing”	Jocelyn Ford	Film Screening
11/15	“Logistics: Sinews of War and Peace”	Jonathan Yuen (Rear Adm USN Ret.), Maj. Gen Kenneth Dowd (US Army Ret.), Maj Gen James A. Kessler (USMC Ret), Rear Adm Bruce D. Baffer (USCG Ret)	Panel Discussion
11/15	“Moral Duties to Returning Veterans”	Wayne Lee Hilary Lithgow, and Albie Masland	Panel Discussion
11/19	“Trade War: The U.S.-China Rivalry and what to do about it”	Sitao Xu	Lecture
11/27	“U.S.-Japan-China-Korea: Strategic Rivalry & Co-operation”	Xiao Ren Taisuke Mibae Emma Chanlett-Avery	Panel Discussion
11/27	“The Year Ahead in Foreign Policy: Victimization, Fraternization, and Demonetization”	Ambassador Anthony C.E. Quainton	Talk
11/28	“The Islamic State’s Utopia: A Visual Tour of the Caliphate”	Charlie Winter	Talk
12/03	“Tar Heels and Diplomacy - A Talk with Foreign Service Officer “	Yaniv Barzilai	Talk

# PWAD EVENTS



12/05	“Transatlantic Diplomacy Through Innovation, Research, and Trade”	Andrew Staunton	Lecture
12/04	“The Intelligence - Policy Relationship”	David Priess	Lecture
1/24	“A Journalist’s First-Hand Report: What’s Wrong with U.S. Policy in Iran”	Reese Erlich	Lecture
2/7	“The Nationalist Revival: Trade, Immigration and the Revolt against Globalization”	John Judis	Lecture
2/7	Roundtable Presentation and Discussion with Joseph Sany, Technical Advisor for the Civil Society and Peacebuilding Department at FHI 360	Joseph Sany	Roundtable
2/15	“Life After PWAD” Career Panel		Panel Discussion
2/21	“Has America Lost Its Way? Leadership in Times of Crisis & The U.S. and the Rule of Law”	Lawrence Wilkerson Rob Bracknell Richard Kohn	Panel Discussion
2/28	“Russian Politics After Putin”	Leonid Volkov	Lecture
3/2	“Muslims, Motherland and Modernization” 16 <sup>th</sup> Annual Duke-UNC Graduate Middle East and Islamic Conference		Conference
3/5	“Northern Ireland and BREXIT: The 'Troubles,' the Border, and the Future”	Norman Houston	Lecture
3/19	“Erdogan’s Turkey in the Balkans: A Rival of the West?”	Lisel Hintz, Dimitar Bechev, Nora Fisher, Onar Erdağ Göknaç	Panel Discussion
3/22-23	PWAD-JSOMA Simulation “Crisis in Estonia”		Simulation Exercise



# PWAD EVENTS



3/22	“Conflict over Gaza: People, Politics and Possibilities”		
3/26	“From Crisis to Crisis: Transatlantic Relations from the Days of Ronald Reagan and Margaret Thatcher to Donald Trump, Angela Merkel, and Brexit”	Susan Colbourn, Mathias Haeussler, Stephan Kieniger	Panel Discussion
3/27	“The Future of Diplomacy”	Amb. Anthony Quainton and Amb. W. Robert Pearson	Talk
4/1	“Israeli Politics 101 & Upcoming Elections”	Amir Tibon	Discussion
4/2	“The Rise of Cyberwarfare: the New Frontier of National Defense”	Dr. Deborah Frincke, Dr. Daniel Gonzales, Jessica Nye, and Dr. Michael Reiter	Panel Discussion
4/3	"Bellingcat: Truth in a Post-Truth World"	Aric Toler	Film Screening & Discussion
4/4-4/6	“Global Brexit and the Lost Futures of European Empires”	Susan Pennybacker, Panelists: Jon Parry Pradip K. Datta, Michael Tsin Anne-Maria B. Makhulu, Tobias Hof, Lawrence Black	Panel and Workshop
4/11	Hacks, Trolls, and Fake News: What’s Russia Got to Do with It?	Deen Freelon, Vasily Gatov, Tanya Lokot, and Megan Squire	Panel Discussion

# PWAD EVENTS



4/11	“Strategic Narcissism and the Need for Historical Perspective in Foreign Policy and National Security”	Talk with Gen. Ret. H.R. McMaster and Dr. Wayne Lee	Discussion
4/12-4/13	“TISS at Sixty: Intelligence in a National Security Context” with Keynote address by PDNI Susan Gordon		Colloquium
4/12	“Global Climate Change: Implications for U.S. National Security” Keynote speaker: Brig. Gen. Stephen Cheney (USMC ret)		Symposium
4/17	"Post-Policy Democracy: Democratic Politics Divided by Worldviews”	Kathryn Crockart and Jonathan Weiler	Discussion
4/24	“Can We live with China? U.S.-Chinese Relations in Tumultuous Times “	Susan Thornton	Lecture
4/27	“Popular Narratives and the Experience of War: A Public Forum and Veterans Writing Workshop”	Kate Dahlstrand, Joseph Kassabian, Eric Burke, Michelle Moyd	Panel Discussion & Writing workshop



# RECOMMENDED READS

After his talk at UNC this spring, UNC alumnus General H.R. McMaster provided a recommended reading list for PWAD majors and alumni to continue educating themselves on key topics related to national security and defense. Check out McMaster's list below and be sure to grab some of these from the library!

**Strategy:**

Zachary Shore, *A Sense of the Enemy: The High-Stakes History of Reading your Rival's Mind* (Oxford: Oxford University Press, 2014)

Patrick Porter, *Blunder: Britain's War in Iraq* (Oxford: Oxford University Press, 2018).

**Geostrategic Competition:**

Jakub Grygiel and Wess Mitchell, *The Unquiet Frontier: Rising Rivals, Vulnerable Allies, and the Crisis of American Power* (Princeton, NJ: Princeton University Press, 2016).

**China:**

John Pomfret, *The Beautiful Country and the Middle Kingdom: American and China, 1776 to the Present* (New York: Henry Holt & Co., 2016).

Elizabeth C. Economy, *The Third Revolution: Xi Jinping and the New Chinese State* (Oxford: Oxford University Press, 2018).

**Terrorism:**

Audrey Cronin, *How Terrorism Ends: Understanding the Decline and Demise of Terrorist Campaigns* (Princeton, NJ: Princeton University Press, 2009).

**Russia:**

Mikhail Zygar, *All the Kremlin's Men: Inside the Court of Vladimir Putin* (New York: PublicAffairs, 2016).

Christia Freeland, *Sale of the Century: Russia's Wild Ride from Communism to Capitalism* (New York: Crown Business, 2000)

**Iran:**

David Crist, *Twilight War: The Secret History of America's Thirty-Year Conflict with Iran* (New York: Penguin, 2012).

**Airpower:**

Conrade Crane, *Bombs, Cities, and Civilians: American Airpower Strategy in World War II* (Lawrence: University Press of Kansas, 1993)

Mark Clodfelter, *Beneficial Bombing: The Progressive Foundations of American Air Power, 1917-1945* (Lincoln: University of Nebraska Press, 2010).

**Afghanistan:**

Peter Tomsen, *The Wars of Afghanistan: Messianic Terrorism, Tribal Conflicts, and the Failures of Great Powers* (New York: PublicAffairs, 2011).

**Middle East and Arab Spring:**

Robert F. Worth, *A Rage for Order: The Middle East in Turmoil, from Tahrir Square to ISIS* (New York: Farrar, Straus and Giroux, 2016).

National Security Strategy of the United States, December 2017. <https://www.hsdl.org/?abstract&did=806478>





## CONTRIBUTING TO PWAD

Do you want to help the Curriculum in Peace, War and Defense make a difference in the lives of students and the Carolina community? Your gift to the curriculum supports a range of activities, from the annual Veterans Day campus ceremony to receptions for our graduating seniors. Unrestricted gifts also give students access to distinguished speakers and provide faculty with critical teaching and research materials.

The Curriculum receives tax-deductible donations through the Arts and Sciences Foundation at UNC-Chapel Hill.

To make a gift, please send your check to the Arts and Sciences Foundation or give online by going to <https://give.unc.edu/>. Please note that the gift is for the Curriculum in Peace, War, and Defense, designation 101057. Donations should be sent to the following address:

UNC Arts & Sciences Foundation  
134 East Franklin Street  
Chapel Hill, NC 27514  
Attention: Ronda Manuel

For more information about creating scholarships, fellowships, and professorships in the Curriculum through a gift, pledge, or planned gift please contact Ronda Manuel, Assistant Director of Development at the Arts and Sciences Foundation: [ronda.manuel@unc.edu](mailto:ronda.manuel@unc.edu) or 919-962-7266.

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