THE DAILY CLIPS

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Editorial: Impact of ECU spending cuts
Sunday, February 6, 2011

East Carolina University Chancellor Steve Ballard struck an ominous tone in his State of the University address on Wednesday, one echoing throughout the University of North Carolina system. With the school facing a loss of funding thanks to a dismal state budget, Ballard fears that East Carolina's core academic mission could be affected should those cuts run too deep.

Those words should find seed in the furrows of lawmakers' thinking as they attempt to tackle a revenue shortfall estimated to reach $3.7 billion. Preserving the strength of the university system is critical to economic recovery and essential to a favorable business climate, so while hardship must be shared across North Carolina, the Legislature must be careful when it comes to higher education.

The General Assembly's 2011 session began only days ago, but the largest issue facing lawmakers was known long before they arrived in Raleigh. A massive gap between revenue collection and spending has officials scrambling for solutions, a task likely to be contentious as a Democratic governor takes on the Republican-controlled House and Senate for the first time.

For Pitt County and all of eastern North Carolina, the funding appropriation for East Carolina promises to be among the most important to emerge from any budget deal. The university is the largest employer in the county and its vitality affects all manner of life in this community. What's more, the university's commitment to regional service means its impact extends far beyond the county line, both academically and economically.
Maneuvering over the possible effects of the budget has already begun, with Ballard on Wednesday raising the possibility that the university may face a 20 percent spending reduction in the coming budget. He has previously expressed fears that cuts so large would impact the core academic mission of the university and perhaps even threaten some programs. Anything close to that figure would dramatically alter East Carolina's operations, likely to the detriment of both current and future students.

Last week, a group of North Carolina business leaders addressed a letter to Gov. Beverly Perdue calling for a mixture of spending cuts and tax increases to balance the budget. They argue that the state's favorable business climate depends on continued investments in education and strong public universities.

East Carolina will not escape the hardship coming to the UNC system, nor should it avoid sharing the pain of this budget. However, the impact of those cuts extend far beyond the campus, a fact lawmakers ignore at the state's peril.
Seven-year-old Ayanna Murphy was all smiles on Friday as she met Purple the Clown and the ECU cheerleaders, then headed home with a balloon animal, Silly Bandz and a souvenir party bag.

But the Creekside Elementary School second-grader hadn't been to a birthday party. She'd just made her first visit to the dentist.

Ayanna was among dozens of local children receiving free dental care as part of a program known as “Give Kids A Smile!” The program included more than 1,700 events nationwide on Friday as part of National Children's Dental Health Month.

“Give Kids A Smile!” — which began in St. Louis in 2002 — is now responsible for opening dental practices to nearly 400,000 children a year nationwide. Since 2003, more than 14,000 dentists and other oral health care professionals volunteering for “Give Kids A Smile!” have given more than $10 million in free services to needy children in North Carolina.

“I think it's one of the best programs that I've ever seen of professionals volunteering their time in large numbers to reach out to families,” said U.S. Rep. Walter B. Jones Jr., who attended Friday's “Give Kids A Smile!” event, hosted at Eastern Orthodontics and Pediatric Dentistry.

“Dental care in many families is not even a possibility,” Jones said. “This might be a child's start to having a better quality of life.”
Tammy Manuel brought two of her three daughters in just after getting off work at 7 a.m. Macy, 16, had a cavity filled. Marla, 13, had to have a couple of stubborn baby teeth pulled.

“It's a huge financial help,” Manuel said. “They get sealants or fillings that can be costly, plus they get X-rays. That can add up.”

Though the family has dental insurance, Manuel said the deductible is so costly that she is having to put off expensive crown and bridge work that she needs. Without “Give Kids A Smile!” to help with the children's care, she and her husband would probably completely forgo dental care.

“It's meant a lot financially to our family,” said Manuel, who began coming to “Give Kids A Smile!” when public health dental hygienist Donna Smith sent a letter home from school several years ago. “This is our primary dental care for the year.”

But Smith is no longer performing dental screenings in Pitt County elementary schools. Due to state budget shortfalls, Pitt and six other eastern North Carolina counties lost their public health dental hygienists last fall.

Smith, who was reassigned to a six-county area, recommended that local “Give Kids A Smile!” organizers send letters to area schools where she had observed the worst decay rates.

“We didn't have the luxury of doing assessments,” Smith said. “We took the decay rate from the 2009-10 school year, and children from the 10 schools that had the highest decay rate received invitations.”

Thousands of letters went out to parents of children at Bethel, Pactolus, Wahl-Coates, Northwest, Creekside, Grifton, H.B. Sugg, Sadie Sautler, Stokes and Elmhurst schools, where the last observed rate of tooth decay was 17 percent or higher.

“We tried to get kids that didn't have a dentist, didn't have dental insurance and were not Medicaid patients, kids that kind of fall in the cracks, so to speak,” said dentist Billy Williams, who co-chairs the East Central Dental Society's “Give Kids A Smile!” event. Of 125 children scheduled to receive treatment Friday, only about a third kept their appointments.

“The kids can't get themselves here,” Williams said. “That's an issue. In a way, that's still an access-to-care issue for children. ... Access to care is really a broader definition than how many dentists there are.”

Dr. Gregory Chadwick, associate dean for planning and extramural affairs at East Carolina University's School of Dental Medicine, hopes the school's planned Service Learning Centers, to be located in underserved areas such as Ahoskie, Lillington and Sylva, will help address the state's access to care issues. Chadwick said the dental school will not only support and staff “Give Kids A Smile!” events, its students will provide dental care for children at each of the service learning centers. Dental students will learn
to crown and fill teeth, perform extractions and apply sealants for children, all services provided during Friday's “Give Kids A Smile Day,” which provided nearly $30,000 in free dental services.

Forty-two children receiving care at the event received 44 extractions, 119 dental sealants, 45 fillings and two crowns.

In previous years, about two-thirds of patients scheduled for “Give Kids A Smile!” day kept their appointments. “Give Kids A Smile!” co-chair Lee Lewis, a specialist in both orthodontics and pediatric dentistry, attributes this year's lower numbers, in part, to the absence of a local public health dental hygienist.

“That's the difference between this year and last year,” Lewis said. We didn't have any eyes in the schools.”

Dr. Rebecca King, section chief of the Oral Health Section, part of the North Carolina Division of Public Health, said “Give Kids A Smile!” events across the state are reporting lower numbers in areas where hygieneist positions have been eliminated.

“Our staff play a very important role,” King said. “They do a lot of legwork. Our folks usually do the screenings, a lot of contacting patients.”

Following the retirement of a public health hygienist in Lenoir County a few years ago, the Kinston-area “Give Kids A Smile!” event was discontinued. King is not only concerned about the fate of “Give Kids A Smile!” events but of other dental health prevention and education services for children. The entire Oral Health Section faces the threat of elimination next year. Proposed state budget cuts could put an end to the nation's oldest dental public health program, in existence since 1918.

State Auditor Beth Wood, who attended Friday's “Give Kids A Smile!” event, would have a hard time supporting such a cut.

Wood, who was raised on a farm in Cove City, did not have her first visit to a dentist until she was nearly 10. By that time, she had 33 cavities.

“I didn't even have 33 teeth,” Wood said. “I appreciate what these children are able to get here.”

A dental hygienist for 10 years before she became an accountant, Wood remembers working with children on Medicaid who suffered from severe dental decay.

“Anything that can help these kids be healthier, have teeth that don't hurt, be able to smile and be proud of that smile,” Wood said, “we need to concentrate our monies and our efforts on programs like that.”

Contact Kim Grizzard at kgrizzard@reflector.com or (252) 329-9578.
Letter: Work with ECU on charter schools

A Jan. 26 editorial suggested a reasonable approach toward creating new charter schools when the current 100-school cap is lifted. With the redistricting plan in place and data being compiled to achieve unitary status, perhaps the creation of charter schools would help Pitt County Schools comply with guidance from Judge Howard to improve education for all students.

While there are many dedicated teachers and administrators, there are two groups of students not served well: low-performing students and academically gifted students.

One of the objectives of North Carolina charter schools is to “Increase learning opportunities for all students, with special emphasis on expanded learning experiences for students who are identified as at risk of academic failure or academically gifted.”

To accomplish that objective at lower grades there needs to be one charter school for those at academic risk and one for those academically gifted. The charter school for those at academic risk could help raise the dismal 54 percent high school graduation rate. The charter school for the academically gifted would bring some students back to public education from private schools.

One of the entities that can establish a charter school is, “The board of trustees of a constituent institution of the University of North Carolina, so long as the constituent institution is involved in the planning, operation or evaluation of the charter school.”

A reasonable approach for Pitt County Schools to establish one or more charter schools would be for them to partner with ECU. Boston University manages the Chelsea school district, honoring a request from their Board of Education. If BU can manage a school system then ECU, with its College of Education, could administer one or more charter schools. Hopefully the Pitt County Schools’ new Board of Education will soon make such a request.

THOMAS MITCHINER, Greenville
Helping the ECU Family Therapy Clinic recognize the contributions of the Brody School of Medicine’s Department of Family Medicine are, from left, Dr. Jennifer Hodgson and Dr. Kenneth Steinweg of the Department of Family Medicine, Greenville Mayor Pat Dunn, Dr. Dennis Russo of the Department of Family Medicine, Lisa Tyndall, director of the Family Therapy Clinic, and Dr. Cynthia Johnson, chairwoman of the ECU Department of Child Development and Family Relations.

ECU Notes: Clinic recognizes collaboration
By ECU News Services
Sunday, February 6, 2011

The East Carolina University Family Therapy Clinic presented its Excellence in Collaboration and Biopsychosocial Care Award to the Brody School of Medicine’s Department of Family Medicine and Family Medicine Center at the clinic’s annual open house in late January.

“Our collaboration with the Family Medicine Center has provided very rewarding internships for students at the clinic,” Dr. Jennifer Hodgson, associate professor of child development and family relations, said. Hodgson is a pioneer of ECU’s medical family therapy doctoral program.

Marriage and family therapy interns and medical family therapy interns from the Family Therapy Clinic work closely with physicians at the Family Medicine Center. Medical residents have opportunities to learn about relational and psychosocial aspects of treatment, and interns from the Family Therapy Clinic learn more about how the biological components of patients’ health often affects relationships.

Honorees from the Department of Family Medicine included Dr. Kenneth Steinweg, department chairman; Dr. Dennis Russo, head of behavioral medicine; and Dr. Robert Newman, clinical director.
In 2008, Hodgson received reappointment time to teach the Brody family medicine residency program’s behavioral medicine curriculum, launch the integrated care behavioral health service, and initiate a behavioral health intern program. Since that time, more than twenty MFT master’s and MedFT doctoral students have received training and provided clinical services at the Family Medicine Center.

“Through the cross training with the family medicine residents and integrated care provided to the patients of the Family Medicine Center, our MFT and MedFT students have learned how to be both fully integrated and work effectively alongside medical providers,” Hodgson said.

Steinweg said, “In our efforts to create a medical home for our patients and to train the next generation of physicians, our ability to address the health care needs of those we serve has been greatly enhanced by our collaboration with the Family Therapy Clinic.

“Working side-by-side with other health care professionals, their faculty and students bring unique skills and perspectives and a central focus on the critical importance of the family in the prevention of illness and the care of those who are ill,” Steinweg said.

The ECU Family Therapy Clinic, 612 E. 10th St., provides teaching and learning opportunities for professionals and students and offers high-quality services to families, couples and individuals on a sliding-fee scale. Call 737-1415 to schedule an appointment or to receive more information about the clinic’s services.

The clinic is part of the ECU Department of Child Development and Family Relations in the College of Human Ecology.

The ECU Family Medicine Center will move to its new building this spring near the East Carolina Heart Institute at ECU on the university’s health sciences campus.

**NCLR earns national design award**

The North Carolina Literary Review won the 2010 Best Journal Design Award in the recent Council of Editors of Learned Journals competition.

NCLR is published by ECU and the North Carolina Literary and Historical Association. The award was announced during the 2011 Modern Language Association annual conference held in Los Angeles.

“First and foremost, the person responsible for our receiving this award is Dana Ezzell Gay, NCLR’s Art Director, who has designed for NCLR since its beginning when she was a student at ECU, working with Eva Roberts, who created NCLR’s original design,” NCLR Editor Margaret Bauer said. “Dana approached me in 2008 about a redesign, and while my initial reaction was ‘If it ain’t broke, don’t fix it,’ I’ve often found myself frustrated by people who resist change. I’m glad we decided to take this chance.”
The journal was redesigned in 2009, and the 2008-10 issues were submitted for the competition. NCLR is a large comprehensive body of work — both a scholarly journal and a literary magazine — and includes creative nonfiction, poetry, fiction, and drama to interviews, literary criticism and literary news articles.

“The creation of a new design for a literary journal offers many challenges, but primarily involves developing strong, cohesive visual relationships between text and image,” Gay said. “Redesign brings text and image to life in a cohesive way and asks the reader to embrace the beauty of the words, as well as the layout.”

Announcing the award at the City Art Gallery in Greenville, Bauer also praised the efforts of graphic designers Stephanie Whitlock Dicken of Greenville and Pamela and Dave Cox of Five to Ten Design in Washington, N.C., as well as the art selections of Diane Rodman, art editor and a faculty member in the ECU English Department.

This was the second CELJ award for best design for NCLR, with the other coming in 1999. NCLR’s other CELJ awards were Best New Journal in 1994 and the Parnassus Award for Significant Editorial Achievement in 2007.

The North Carolina Literary Review is published annually and is available by subscription as well as at several retail outlets across North Carolina. For more information, visit the journal’s website at www.nclr.ecu.edu.

National insurance executive to speak
The College of Business at ECU will host insurance executive Bob Restrepo as keynote speaker for the 23rd Annual Beta Gamma Sigma Distinguished Lecture Series.

His presentation, “An Industry in Transition,” will be at 3:30 p.m. on Tuesday at the Hilton Greenville. The event is free and open to the public.

Restrepo, chairman, president, and CEO of State Auto Insurance Companies, has a broad background in the national and regional property casualty insurance industry. His experience includes senior executive roles at Aetna, Travelers, Hanover and, most recently, Main Street America Group in Jacksonville, Fla. A graduate of Yale University, Restrepo has served on a number of industry and community boards, including the American Insurance Association where he was chairman in 2003.

Since fall 2009, the College of Business has offered a risk management and insurance concentration through its Department of Finance.

The program is supported by endowments and gifts from the Independent Insurance Agents of North Carolina, North Carolina Surplus Lines Association, and individuals in the insurance industry.
The College of Business established the Beta Gamma Sigma Distinguished Lecture Series in 1986. The annual series is designed to bring notable speakers to Greenville whose perspectives enrich the ECU community as well as the general public.

The series is made possible by a gift from retired businessman Donald B. Boldt, who also served as an instructor and assistant dean for graduate programs in the College of Business. It is named after Beta Gamma Sigma, the honor society serving business programs accredited by AACSB International — The Association to Advance Collegiate Schools of Business. Membership in Beta Gamma Sigma is the highest recognition a business student anywhere in the world can receive in a business program accredited by AACSB International.

**Staff support group will host gala**
A red carpet gala at the Murphy Center on Feb. 25 will celebrate educators.

Sponsored by the ECU Organization of African American Staff, it will begin at 6:30 p.m. with a meet-and-greet time. A dinner will follow at 7 p.m. Attire is semi-formal/formal.

This year’s even, themed “Celebrating Our Educators and the Power of Their Influence,” will include opening remarks by Taffye Clayton, associate provost for Equity and Diversity. Several speakers pay tribute to educators.

The OAAS supports African-American staff, faculty and students at ECU through programs that encourage cultural and professional development, wellness, networking, mentorship, leadership, community outreach, scholarship and economic prosperity.

Tickets are $25 and can be purchased at the ECU Central Ticket Office, 328-4788 through Feb. 18.
For more information, contact Marlene Anderson at 328-9107.

**Upcoming Events:**

Tuesday: Jenny Abel, producer and director of “Abel Raises Cain,” will speak about the movie 8 p.m. in Speight Auditorium. This is part of the 2010-11 Southern Circuit tour of Independent Filmmakers. Following the screening, Abel will take questions about the film. Free for ECU students; $5 for others. Call 328-5386 for more information.

Saturday: ECU Symphony Orchestra concert, 7:30 p.m., Wright Auditorium. The concert features ECU flutist Christine Gustafson performing Mozart’s Concerto for Flute No. 2 in D major, K. 314 and a performance of the “Firebird Suite” by Stravinsky. Free and open to the public.

See www.ecu.edu/cs-ecu/calendar.cfm for times, places and more information on these events and other ECU upcoming activities.
Austin Homan speaks with other seniors during the Meet the Pirates baseball event Saturday afternoon at the Murphy Center. (Scott Davis/The Daily Reflector)

Reflector.com

Homan awarded No. 23 jersey
By Tony Castleberry
The Daily Reflector
Sunday, February 6, 2011

East Carolina baseball fans met the Pirates on Saturday, one by one.

ECU coach Billy Godwin, entering his sixth season in charge of the Pirates, invited each of his players and assistant coaches to join him at a podium in the Murphy Center, take the microphone and introduce themselves to the crowd of fans that gathered at the annual Meet the Pirates event.

Some were more nervous than others, including ECU's seven seniors, who each followed their introductions by sharing a few additional words on the Pirate offense, defense, pitching and other topics related to the game and college life.

One of East Carolina's elder statesmen, utility player Austin Homan, spoke to the ECU faithful twice, following his initial speech with an acceptance address after being given the No. 23 jersey for the second consecutive season.

“There were a lot of guys worthy of this award, but I'm certainly humbled and honored to wear it again,” said Homan, who is the first-ever two-time recipient of the jersey that's given to a Pirate prior to each season and honors the memory of former ECU coach Keith LeClair.

Homan is the eighth ECU player to receive the No. 23 jersey, following Ben Sanderson (2003), Jamie Paige (04), Brian Cavanaugh (05), Adam Witter (06), Chris Powell (07), Drew Schieber (08) and Brandon Henderson (09). Cavanaugh and Henderson each spoke about what wearing the No. 23 meant to them prior to Henderson announcing that Homan would don the jersey again this season.
Godwin admitted that choosing a player to wear LeClair's number is rarely an easy decision to make, but said Homan is definitely a worthy recipient for the second straight season.

The coach also lauded the fans who packed the Murphy Center after slogging through Saturday's damp, chilly weather conditions.

“That's Pirate baseball,” Godwin said. “They believe. They believe in the same vision that (LeClair) had and it's the same one I share and it's that we will get this program to (the College World Series). ... We're getting close. Our guys believe and that's all that matters.”

Contact Tony Castleberry at tcastleberry@reflector.com or (252) 329-9591.
PEOPLE IN THE NEWS SPOTLIGHT

Dr. Thomas Irons elected chairman of Care Share Health Alliance board of directors

Care Share Health Alliance has selected Dr. Thomas Irons as chairman of its board of directors.

Irons is a professor of pediatrics at the Brody School of Medicine and associate vice chancellor for health sciences at East Carolina University. He has been a member of the Care Share board since January 2010 and replaces Dr. Pam Silberman, president and CEO of the N.C. Institute of Medicine, as board chairman.

“Dr. Irons brings not only a wealth of experience in improving health care services to the chairman’s role, he brings an enthusiasm for serving others that is infectious,” Kellan Chapin, executive director of Care Share, said.

Other officers for 2011 are:

- Vice chairman: E. Benjamin Money Jr., president and CEO, N.C. Community Health Center Association;
- Treasurer: Chuck Frock, CEO, FirstHealth of the Carolinas;
- Secretary: Bob Seligson, executive vice president, CEO, N.C. Medical Society.

Irons has dedicated more than 40 years to serving the health needs of others. He is the founder of HealthAssist, a health improvement and health care program for low-income and uninsured residents of eastern North Carolina. He spearheaded the construction of the James D. Bernstein Community Health Center and serves as its medical director. The center provides medical, dental, pharmacy and behavioral health services and educational programs for community members and health professionals in Greenville.

“What excites me about Care Share’s work is our focus on helping communities to coordinate care so that we can help the maximum number of those in need,” Irons said.

“There are many dedicated people and organizations across North Carolina working to help the uninsured and underinsured. What Care Share does is help these folks unite their efforts and maximize community resources.”

Care Share is a statewide nonprofit that helps communities coordinate care for the low-income uninsured and underserved individuals. Care Share helps communities by bringing people together to create a shared plan for serving those in need; sharing knowledge and resources within communities; and sharing best practices and guidance among communities across the state.

Care Share is funded by the Blue Cross and Blue Shield of North Carolina Foundation, The Duke Endowment, the Kate B. Reynolds Charitable Trust, the North Carolina Health and Wellness Trust Fund, and the North Carolina Office of Rural Health and Community Care.

CALENDAR

- FEB. 16: The N.C. Coastal Society for Human Resources Management will meet from 11:30 a.m. to 1 p.m. at Rep Express, 805 Red Banks Road. Lunch is $10 for members and $15 for others. The program will be “Inclusive, Intentional, Integrity: The 3 I’s in the Workplace,” presented by Virginia Hardy, vice provost for student affairs at East Carolina University. The presentation will cover issues needed for being integral while identifying and managing differences in the workplace and is open to all human resources professionals, business professionals, business students, and/or anyone with an interest in human resources. RSVP to imarks@eastern-

Feb. 15 at 12 noon to attend. The program pending HRCP approval for recertification credit. For chapter information, visit www.nccshrm.com.
Tar Heel of the Week:
Clinic teaches about baseball and life

BY EDWARD G. ROBINSON III - Staff Writer
LA GRANGE–High school students from around the state attended George Whitfield's 39th Annual Baseball Clinic last month, spending their Saturday with some of the nation's top collegiate coaches.

The day has long been designed to offer student-athletes insights into what college coaches are looking for in terms of academics and baseball fundamentals. Forty coaches volunteered their time at Goldsboro High School for hands-on training sessions, offering tips on pitching, catching, hitting and base running.

In between, those coaches dispensed a few words of inspiration, starting with former U.S. Air Force Academy Football Coach Fisher DeBerry, who opened the program with a reminder of the importance of volunteering in one's community.

"The kids who attended came away with not only a better understanding of baseball, but a better understanding of life," Goldsboro High Athletic Director Eric Reid says.

That's the experience Whitfield envisioned in 1972, when, as a coach at Hamlet High, he started the clinic. The idea emerged from a typical coaching dilemma.

"These guys are probably getting tired of listening to us," Whitfield recalls saying to his assistants.
So the young Kinston-reared coach picked up the phone and started dialing, persuading professional players such as Clyde King and Duke Coach Tom Butters to give up Saturday afternoons to talk to his boys. It's been that way ever since.

Whitfield, 74, calls, and coaches respond. The annual clinic has turned into one of the most popular events in the state's high school baseball community, considering the top-level college and professional coaches who attend.

"These people come on just the strength of him calling," Reid says. "That really speaks volumes for the man."

**Staying in touch**
Whitfield is a retired high school teacher and coach, one who held successful baseball coaching stints at Hamlet, Goldsboro and Richmond County, where combined he won eight state championships and 15 conference titles.
Ninety-four of his players received college scholarships. He was inducted into the N.C. Sports Hall of Fame in 2005.

He served as athletic director of Mount Olive College and started the baseball program at Pitt Community College. He was also an assistant coach at East Carolina University, his alma mater.

In many ways, Whitfield fits the mold of a successful coach - tough as pine, demanding in every way, task-oriented and driven.

He was known to run players through wind sprints until they threw up lunch, but they loved him for it later.

"Bottom line: If he called me and said he was running out of gas in Mexico, I'd go there and give him the gas," says Paul Faulk, a former player who now is a scout for the Washington Nationals.

When a player graduated from Whitfield's team, it was as if the relationship had just started. He'd keep up with players through the next phase of their lives, solving problems, lending money, speaking at parents' funerals and serving in weddings.

He still keeps a list of player phone numbers, and his cell phone rings regularly.

Callers receive a hearty greeting from a man whose energy seems boundless despite his soft southern lilt. He's always ready to talk and, if you've got time, he's got plenty of stories.

One story he tells goes to the heart of why he's worked to keep the clinic going and why no boy is ever turned away. Whitfield offers scholarships for any student who can't pay the $55 registration fee.
After all, he said, someone helped him when he needed it.

**A kind gesture**
Whitfield's mother died when he was 18 months old, and he and his sister were raised in Kinston by her friend, Ada Haines. She cared for them while his father, a dentist, worked at his practices in New York and Florida.

His father died when he was 12, and he was sent to live with two aunts. Whitfield says he was a "troubled" teen, shaken by the losses of both parents, and his aunts sent him to a boarding school in Virginia.

Before long, he ran away from the school, "bumming" a ride back to Kinston in 1948. The truck driver let him out on the steps of Grainger High, where he walked into the principal's office and explained his situation.

Although he'd never met Whitfield, Coach Amos Sexton volunteered to raise him along with his two sons. Whitfield lived with the Sextons while he completed school, never getting an explanation as to why the noted Kinston coach chose to open his heart and home.

"Every time I asked him, he'd change the subject and start laughing," Whitfield says.

Still, the gesture sticks with him.

"In a lot of ways," Whitfield says, "everything that I've ever done in my life in coaching has been inside with the thought that I'd like to help some other boy that may have had some tough going along the way."

Sitting in a lounge chair, his legs propped on a stool, Whitfield is recovering from hip replacement surgery.

"Too many years coaching third base," says Mary Lou Harris, Whitfield's former wife, who offered to take care of him at her home while he recovers.

They were together 32 years before divorcing.

Over the years, Harris witnessed Whitfield's love for baseball players - something matched only by his love for country music. (He has traveled to Nashville at least 20 times.) She helped make preparations for the clinic, something she described as a labor of love for Whitfield. He's constantly seeking sponsorships and engaging community members to secure donations for scholarships.

"As long as we can break even, we're happy," Whitfield says.

robinson@newsobserver.com or 919-829-0959
Army veteran Josh Cruce of Apex is learning how to kayak through the Team River Runner program. He says taking up the sport has helped him recover from depression more than any other treatment.

Hobbled vets regain sense of self through active living

BY MARTHA QUILLIN - Staff Writer
RALEIGH Ever since his truck got hit by a pair of bombs in Iraq a couple of years ago, Josh Cruce forgets a lot. But he still remembers the man he used to be.

It's one of the cruel tricks modern combat injuries play on soldiers. Healed from their visible wounds, they look like their strong, confident, active former selves. They just can't figure out how to be those people anymore.

Cruce thinks he has finally found the old Josh - the one before the brain injury, the crushed vertebrae and the paralyzing depression - in a swimming pool in East Raleigh, where he shows up most Thursday nights for kayaking class. It's one of dozens of civilian-run alternative therapies combat veterans are using to reclaim their physical and emotional strength after suffering brain injuries and post-traumatic stress disorder.

Most of the programs rely on volunteers, are free to veterans and their families, and combine what science knows about combat stress with intuitive notions about how to relieve it.

"It's liberating," says Cruce, 23, who got into the kayaking class soon after it started last May. He had tried physical therapy, antidepressants, epidural injections and counseling, with limited success.
"I never left my house, except to walk the dog. I felt threatened everywhere. I slept all the time. I was getting fat," Cruce says.

He believes kayaking gave him his life back. He's now a full-time arts student at Wake Technical Community College with plans to pursue business degrees at East Carolina University. He's rebuilding his 4-year-old marriage.

"I've never been in rehabilitation that's been this beneficial to me," Cruce says. "It eases my back pain. It releases my mind, and it challenges me in a way that's not frustrating.

"It's extremely uplifting. It's brought an enjoyment in my life that I haven't had since I got hurt."

**Regaining self-image**

There are sculpting, painting and writing classes, and programs that give wounded warriors a guitar and teach them to play. But most of the therapies acknowledge service members' inclination toward sports, and their need for physical activity they can do on their own. Different programs offer nearly every sport: surfing, biking, skiing, snowboarding, climbing, golf, fly-fishing and more.

"These men and women, they're very aggressive and very goal-oriented. They really like to push themselves. They're risk takers. That's why they're in the military," says Kirk Bauer, executive director of Disabled Sports USA, based in Rockville, Md. The organization helps fund programs for veterans around the country, including the Raleigh chapter of Team River Runner, which runs the kayaking class.

Disabled Sports USA was started in 1967 to help injured Vietnam vets get back into sports. Bauer, who lost his leg to a grenade in that war, was an early participant.

"In a way, becoming disabled is a much bigger blow to the soldier than to a person who has never been active. Suddenly they are missing being able to run a marathon, ski down a slope or bike 100 miles. That brings them a lot of depression. They lose their entire self-image and really go into a negative spiral.

"The main thing is to get them out of that as soon as possible. Telling them they can go back to school and get a degree means almost nothing. They have to do something, and it has to give them a concrete example of what's possible."

**A way to adapt**

Sports can do that, Bauer says, and quickly; the basics of most sports can be learned in a day.

In the early years of the wars in Afghanistan and Iraq, the military was criticized for being unprepared for the debilitating injuries that were sending service members home or emerging after they had returned.
Military and Veterans Affairs doctors were overwhelmed. Facilities were lacking. Veterans waited weeks for appointments and had to fight to have their symptoms recognized as deployment-related.

The government has spent heavily on improvements at facilities such as Walter Reed Army Medical Center in Washington and at wounded warrior battalions in each branch of service. Last year, the Army's battalion at Fort Bragg got a new fitness center and spent $6.9 million upgrading its barracks.

Many of the programs civilian volunteers now offer are modeled on those pioneered by the military's wounded warrior services and still used by active-duty soldiers recovering from injuries.

Neither the military nor the VA, both of which refer patients to civilian-run programs, contribute to their cost.

"A lot of injured vets have cognitive impairments or are at risk for depression or isolation," says Abena Jones-Boone, a recreational therapist at the Durham VA who came recently to watch the kayaking class.

"This is a way to reintroduce them to the community, with people who have been through the same thing. And they say it's fun."

Volunteers get to serve
While less costly than a lengthy hospital stay, getting an injured vet back into sports is not cheap; volunteers are constantly trying to raise money for gear - regular and handicap-adaptive - as well as travel and other expenses.

The one thing most programs seem to have plenty of is volunteers, who act as instructors, spotters and cheerleaders.

"Personally, for me, this is just giving back to veterans for all of the efforts they have made for us," says Dharma Richards, who went through Yoga Warriors training and is certified to teach combat veterans with post-traumatic stress disorder and other issues. She runs an Apex studio, Yoga Garden, with her husband, a former Marine.

Richards has also opened her class to police, firefighters and other emergency workers. The free class has drawn a handful of students every Sunday night since it was launched nine months ago.

A similar class will begin March 1 and continue each Tuesday night at the American Red Cross building in Raleigh.

Forming a community
Ann-Marie Kennedy, a fine arts instructor at Wake Tech, hosted a nationally touring workshop last fall called Combat Paper Project.
The workshop, also held in Charlotte, guided veterans through a four-day process of turning old military uniforms into paper, which they used to create works of art. About 20 people participated.

Kennedy, who was drawn to the project because of her interest in paper-making, found it created more than artwork.

"There was a sense of community that came out of it," she says.

"I have a lot of veterans in my classes. They're so young, and they have already been through multiple deployments. You might be surprised to learn that this person who is 22 has been in combat and has been through all sorts of stuff but doesn't really talk about it in class.

"A community college is not necessarily a great place to connect with other people. A lot of people commute in, they have busy schedules, they're managing family and jobs and full-time school.

"A lot of times people don't have a way of just connecting with other people who have similar experiences.

"The workshop allowed for that."

Kennedy hopes to arrange a follow-up event such as an exhibit of veterans' artwork, or a time when vets could use the school's studios.

'Doing this, I'm calm'
Dana Lapple didn't know much about veterans' issues when she decided to launch a local chapter of Team River Runner last year. The UNC-Chapel Hill grad student and lab tech is an avid kayaker. When she heard injured veterans elsewhere were getting into kayaking, she knew it could be done in North Carolina, which has deep military roots and plenty of fast water.

She has four or five students, who heard about the program through the Durham VA. They learn the fundamentals in the warm pool at Gypsy Divers, behind Tower Shopping Center in Raleigh, after the facility has closed at night. Lapple has about 20 volunteers who can coach novices on how to maneuver into and out of their kayaks, proper safety techniques and the nuances of paddling and rolling.

With discounts from national retailers, Team River Runner can fully outfit a paddler with a kayak, safety vest and other gear for about $700. The group needs more money to take on additional students and pay for river-running trips to the mountains of North Carolina and beyond.
Tony Gonzalez can't wait for warm weather, so he can try his new kayaking skills on a river.

Gonzalez is a former supply specialist for the 82nd Airborne who spent six months in Afghanistan in 2003 at a base that was under nearly constant rocket barrage. He wasn't physically injured, but three years after he got out of the Army, his family was still telling him he had changed.

"I was very explosive, when I used to be the peacemaker, and now it seems like I'm always looking for an excuse" to get in a fight, he said. It had gotten so he was afraid to leave the house.

"I don't want to get in trouble," he says. "I don't want to be out there screaming at people."

He started kayaking in September. "Doing this," he says, "I'm calm."

Gonzalez thinks kayaking helps because it combines solo and team elements, and because it provides an adrenaline rush in a relatively safe setting. The veterans talk with one another, and they learn to trust the volunteers, most of whom have never been in the military.

"I don't think I'll ever put it behind me," Gonzalez says of his combat experience. "But maybe I can turn it into a lesson."

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Doing Better at Doing Good:

**Initiative invests to help communities**

By Christopher Gergen and Stephen Martin

In his State of the Union address, President Barack Obama issued a rallying cry for innovation.

Given the challenging economic climate and significant budget deficits, the well-worn paths of spending or cutting our way to recovery don't seem viable. We'll need to respond instead with ingenuity and smart investment. This is true across every segment of our society.

But the need is most apparent in communities that have so few resources to begin with - and there are some inspiring examples of innovative development strategies emerging from these neighborhoods.

In the fight to stabilize and strengthen economically depressed communities across the state, the N.C. Community Development Initiative stands out for its leadership. The initiative is dedicated to getting housing, services and jobs for low-income populations through a network of community development partners from the coast to the mountains.

Since its founding in 1994, the initiative has invested more than $75 million in community development corporations, resulting in more than $566 million in housing and commercial development projects. This is a healthy return on investment, but it's the community stabilization strategies behind these numbers that capture the imagination.

Each year, the initiative awards a series of competitive grants to local nonprofits with track records of driving homeownership, business growth and employment in hard-to-serve communities. These grants are coupled with technical assistance to build the organizations' capacity - in turn positioning them to earn additional investment to accelerate their economic development activities, such as building new homes, creating job training, or investing in local businesses.

The initiative is investing in 40 nonprofits across North Carolina, including 31 community development corporations. This network is being leveraged as the initiative fosters shared best practices and collaboration, furthering opportunities for growth and impact.

The initiative also invests in targeted development projects. With its Community Development Financial Institution, Initiative Capital made 30 loans between 2006 and 2010 totaling $8.3 million. The loans, which went to 26 organizations, helped create and sustain 64 units of affordable housing and 422,000 square feet of commercial property.
Remember, these are in some of the poorest communities in our state, areas that traditional banks typically avoid. By the end of 2010, Initiative Capital's portfolio had grown in value to $9 million - and economically distressed neighborhoods now have new housing, new businesses and more jobs.

One of the initiative's successful investments is Passage Home.

Started as an all-volunteer effort in 1991 to create economic self-sufficiency for Raleigh's low-income and homeless communities, Passage Home was a unique partnership between St. Francis of Assisi Catholic Church in North Raleigh, a traditionally white congregation, and Lincoln Park Holiness True Vine Church in south Raleigh, an African-American-led congregation.

Today, Passage Home has an annual budget of $2.1 million and runs nationally recognized transitional housing and antipoverty programs. Most significantly, it has a proven track record of getting families into homes, people back to work, and dollars into savings accounts.

Passage Home owns more than 100 units of affordable housing and has rehabilitated an 8,000-square-foot community center. Building on its success of forging public-private partnerships, it is partnering with local residents, the city of Raleigh, and corporate backers such as Cargill and Bayer CropScience to work on comprehensive neighborhood development just south of Raleigh's downtown, focused on young people, housing revitalization and economic development.

Passage Home's results are startlingly positive.

The nonprofit offers a kindergarten-to-college pipeline of support for neighborhood youth.

Last year, 100 percent of involved youth graduated from high school, and 89 percent of those students went on to college. The others have stable employment.

Additionally, Bayer and Passage Home are partnering on an experiential after-school program called Making Science Make Sense - planting seeds of possibility for next-generation scientists. In parallel, the partnership is redeveloping blighted and vacant housing units to create safe, affordable and healthy living conditions.

The group is also exploring the idea of an "Urban Agricultural Center" that would tap into the growing popularity of community gardens and local food production to provide training and jobs in horticulture and landscaping for local residents, while beautifying the neighborhood and contributing local produce to the community.

Passage Home represents just one example of the innovative approaches that are lifting up our hardest-hit communities.
From the work of East Carolina University's community development corporations to Mountain Housing Opportunities in the west, there are important success stories to understand, scale, and replicate. We simply can't afford to ignore them.

Christopher Gergen is the founding executive director of Bull City Forward, on the faculty of the Hart Leadership Program at Duke University and co-author of "Life Entrepreneurs." Stephen Martin, a former business and education journalist, is a speechwriter at the nonprofit Center for Creative Leadership. They can be reached at authors@bullcityforward.org.
Hope floats at Duke pool

BY DAN KANE - Staff Writer
DURHAM—The first thing 8-year-old Aishwarya Halder said when she woke Sunday morning was "Swimming! Hooray!"

And that afternoon, she and her dad drove from their home in Holly Springs to Duke University's East Campus so she could spend an hour in an indoor pool, where an instructor taught her how to push off the wall into a backstroke like a competitive swimmer. Her dad, Pankaj, 40, snapped pictures with a digital camera as she glided across the water almost effortlessly.

Such opportunities are rare for Aishwarya, who was diagnosed with cancer 14 months ago. The third-grader is halfway through treatments for leukemia. The treatments have weakened her immune system and left her susceptible to wild mood swings, but are giving her a chance to beat the disease, which has also hit her younger brother, Abir, 4.

She is one of the first youngsters enjoying a new program started by a Duke University junior to provide children at Duke Hospital undergoing long-term medical treatments with a safe, fun and challenging activity. The Duke Pediatric Aquatic Life Skills program hopes to eventually enroll 50 kids to share the joys of swimming every Sunday.

"It means a lot," said Pankaj Halder, an engineer, smiling as he watched his daughter. "She has gone through so much."
The inspiration
Vinayak Nikam started the program after seeing the success of a similar one in Ann Arbor, Mich. It took two years to work out the details with Duke Hospital and Duke University's recreation department, but on Jan. 30, the program launched with 22 instructors - eight of them trained lifeguards.

Nikam said the swim program fills a void for many children undergoing major medical treatments. Swimming is good exercise, but it's also low impact and low contact with other swimmers. The program works with the hospital to identify and reach kids who are at a point in their treatments where swimming would not hinder their health, he said. Siblings are also welcome.

Nikam said five children so far have expressed an interest. Joshua Paryz, 7, of Cary showed up for the first time on Sunday, and he told instructors he was excited to work on his backstroke.

"When I try to do it I go under like a brick," he said.

Paryz, a first-grader also battling leukemia, worked with two instructors, Caroline Rodriguez and Corinne Merriman. They helped him with his backstroke, but they also showed him how to release air through his nose as he swam so water wouldn't enter his lungs. He learned, and teased, kicking his legs in the pool to splash them.

The instructors are all Duke University students volunteering their time. Many belong to the university's water polo club.

One of the instructors, Lucas Dietrich, 26, is in the physician's assistant master's degree program. He worked with Aishwarya on Sunday and said she isn't the only one enriched by the experience.

"It's not an easy road for them, so just being able to do something fun with them on Sundays is pretty cool," he said. "And they have much more energy than I do."

To learn more about the program, contact Nikam at dukepals@gmail.com.

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8,000 patients left in lurch

BY ALAN M. WOLF - Staff Writer

One of the Triangle's largest hospital systems will end its contract with a major health insurer today, disrupting care for thousands of patients.

Aetna and the UNC Health Care System are fighting over how much the insurer will pay for services. About 8,000 Aetna members are caught in the middle.

Unless there's a last-minute settlement, the dispute will force Aetna members to switch to a non-UNC doctor or facility, or pay much higher "out-of-network" costs.

UNC Health owns Rex Healthcare in Raleigh, its flagship campus in Chapel Hill, and clinics and practices across this region.

Aetna is approving temporary exemptions for some members who are receiving ongoing treatment. And at least one large employer in the Triangle, drug maker GlaxoSmithKline, is allowing its workers to switch to another insurer.

But for many, the situation has created the hassle of finding a new physician or clinic. This week UNC Health officials contacted about 350 patients who had appointments scheduled after today. President Gary Park wrote to UNC-affiliated physicians encouraging them to help patients make other arrangements.

But Jennifer Marks is 35 weeks' pregnant with her first child, and she's angry.

Find a new doctor?

The Willow Springs woman was in Rex this week for an ultrasound and learned about the contract fight. Her obstetrician's practice delivers only at Rex, so she's worried she will have to find a new doctor and give birth at another hospital next month.

Marks has filled out several forms with Aetna requesting an exemption to continue receiving care at Rex, but was told it could be about 10 days before she gets an answer.

Delivery at Rex could cost up to $13,000, plus nursery fees and other expenses. Under her Aetna plan, it was fully covered.

"It puts a damper on what's supposed to be a joyous time," Marks said.
"We shouldn't have to worry about the expense and potentially switching doctors and hospital with only five weeks left," she added. "It's just frustrating: Am I going to get stuck with a huge bill in six months?"

As a backup plan, Marks' physician is lining up a doctor at another practice that could deliver her baby at WakeMed, she said.

"Worst case, I have to have some doctor who knows nothing about my entire health history and my pregnancy," she said. "They'll have to do a crash course."

Aetna is working on a case-by-case basis with members who want to continue receiving care at a UNC facility, said Aetna spokesman Walt Cherniak. Some will be granted exemptions, but most will eventually need to transfer elsewhere in Aetna's network, he added.

State law does provide some protection for patients in HMO plans, especially pregnant women, but the rules aren't as tough for people enrolled in other types of health coverage. The N.C. Department of Insurance reviews insurers' provider networks to make sure there is "adequate" coverage, but doesn't have much authority to force a carrier to pay for out-of-network providers.

Patients' other choices
In this case, Aetna has contracts with other local hospitals run by WakeMed and the Duke University Health System, so patients have other choices. The insurance department can order an insurer to pay for a "medically necessary" procedure after an insurer denies coverage and a consumer appeals, said Insurance Commissioner Wayne Goodwin.

The state can't interfere in contract fights, he said, but "as we get calls from consumers, we will do anything we can within the law to help them."

Officials with UNC Health and Aetna say they regret that a financial feud is hurting patients. UNC Health wants more money from Aetna to keep up with rising costs, and says the insurer is paying other local hospitals higher fees.

"Aetna is not paying us market rates," said UNC Health spokeswoman Jennifer James. "We're happy to talk to them, but we feel very strongly we need to be paid reasonable rates."

Aetna contends that UNC Health's request is unreasonable, and that it's trying to control costs for members and employers who buy coverage. UNC Health's latest proposal called for a 16 percent increase at UNC Hospitals, a 22 percent increase at Rex and a 52 percent increase for Rex-affiliated physicians.

"This is very unfortunate and it's not the outcome we would have preferred," said Cherniak, the Aetna spokesman. "They have been unwilling to come back with a more realistic financial proposal."
Overhaul sows doubt
The truth probably lies somewhere in the middle. Both sides are financially healthy but are facing an uncertain future as the federal health overhaul reshapes the industry.

UNC Health's operating revenue rose nearly 7 percent last year to $995.9 million; its operating income increased 30 percent. On Friday, Aetna's stock jumped on Wall Street after the insurer announced it will pay shareholders a big dividend and forecast stronger-than-expected 2011 profit. Its fourth-quarter net income rose 30 percent to $215.6 million.

As in other corporate fights that go down to the wire, the two sides could forge a new agreement after the existing contract expires.

Last summer, after a three-month battle, Aetna agreed to a new deal with Novant Health, a Winston-Salem hospital chain with facilities across the state. And in 2007, UnitedHealthcare signed a new contract with WakeMed more than four months after dropping the Wake County hospital from its network.

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A police officer patrols near the location of an early-morning shooting at a fraternity house just north of the Youngstown State University campus that killed student Jamail E. Johnson, 25.

**Frat house shooting kills 1, hurts 11**

BY THOMAS J. SHEERAN - Associated Press

YOUNGSTOWN, Ohio Two men have been arrested and charged in a shooting at an Ohio fraternity house that killed one student and injured 11 people at a party near Youngstown State University campus, police said Sunday.

Each man is charged with aggravated murder, shooting into a house and 11 counts of felonious assault, Youngstown police chief Jimmy Hughes said. The suspects are in their early 20s and from the Youngstown area, but he withheld their names pending further investigation. One suspect surrendered to police, and the other was arrested at his home, he said.

Hughes said he wasn't sure if either man has a criminal record.

The suspects were involved in a dispute at the party, left the event, then returned and began firing outside the house, which had been bustling with 50 or more people early Sunday, he said.
"These guys were in the location for a little while before the shooting occurred," he said. "Something happened that they became unhappy. They had some type of altercation."

The Mahoning County coroner's office identified the dead student as 25-year-old Jamail E. Johnson. He was shot once in the head and multiple times in his hips and legs, and an autopsy is planned today, said Dr. Joseph Ohr, a forensic pathologist with the coroner's office.

The 11 people who were hurt ranged in age from 17 to 31, and about half were shot in the foot, police said. Two were hit in the abdomen, and the most seriously hurt was a 17-year-old who had a critical wound near an ear.

They were taken to nearby St. Elizabeth Health Center, and eight had been treated and released by afternoon, hospital spokeswoman Tina Creighton said. She said she could not release the conditions of the other three. The university said six of the injured were students.

Members of the university-sanctioned Omega Psi Phi fraternity lived at the house, YSU spokesman Ron Cole said.

Omega Psi Phi doesn't own the house, said Christopher Cooper, a legal officer for the fraternity.

"This is one of those days that every university president across the country, as well as many other officials, always dread," university President Cynthia Anderson said at a news conference on campus.

Anderson said police had assured her that there was no threat to the northeast Ohio campus.

The shooting happened at a two-story brick house in a neighborhood of once-elegant homes, many of which are now boarded up. No one answered a knock at the door Sunday afternoon.

A neighbor, Rodger Brown, 54, said the house and an adjacent home with Greek lettering indicating a fraternity often have parties on Friday and Saturday nights but had caused no problems.
Duke Energy CEO gives big gift to Queens University
By Steve Lyttle, slyttle@charlotteobserver.com
Posted: Monday, Feb. 07, 2011

Duke Energy CEO and Chairman Jim Rogers and his wife Mary Anne have donated $4.1 million to Queens University of Charlotte, to help build a new science and health building.

Their names will be given to the building, which will cover 56,000 square feet and has a $17.4 million price tag, school officials said.

"This gift will help us enhance learning experiences for our students in the sciences and health professions, and make Queens an even more competitive choice for prospective students," Queens President Pamela Davies said in a news release.

The building had been planned with a number of environmentally friendly features, but Davies said the Rogers' gift will allow Queens to expand that goal. In fact, she said, the gift will enable the building to earn Platinum LEED certification, a top ranking for "green" buildings.

School officials say the building will have a rooftop greenhouse, labs, classrooms and a "green wall," made of native North Carolina plants, that will run along part of the exterior.

The Rogers Science and Health Building will be home to the biology, chemistry, mathematics and environmental science programs at Queens, along with the administrative offices of the Blair College of Health. Construction is scheduled to begin in May, with opening planned for the fall semester of 2012.

"We also see Queens continuing to play an important role in the future of Charlotte," Jim Rogers said. "We want to be supportive of this role in our city and state."
Harvard Changes Course
School's Curriculum Overhaul Part of a Push to Alter Elite B-School Culture

By DIANA MIDDLETON And JOE LIGHT

Harvard Business School is changing its curriculum, but whether it can reform business-school culture remains to be seen.

The university caused a stir last week when it said it would significantly revamp its M.B.A. program, adding new required courses with an increased focus on ethics and teamwork. It's an unusual step away from the school's lauded case-study method of teaching and the start of a planned overhaul—made more urgent as the school seeks to restore a reputation tarnished by the financial crisis.

The changes are also part of an effort to diffuse what many see as a money-hungry culture that prevails at elite business schools—a culture that some say helped create the recent crisis on Wall Street. "The public lost trust in business, and some of our graduates seem to be responsible for that," says Nitin Nohria, who was appointed dean of the school in July 2010.

Harvard Business School Dean Nitin Nohria steered recent changes in required classes.

At the elite schools, there's a growing sense that students don't care about what goes on in the classroom, only about the connections they're developing between themselves, says Rakesh Khurana, a management professor at Harvard who has studied business-education practices. "It's not clear what the purpose of business education is," he says. "It's got to be more than high-paying jobs and more than a place to build elite social networks."
But critics are skeptical that curriculum changes alone can budge the M.B.A mindset. The culture is one of entitlement, says 2006 Harvard B-school graduate Philip Delves Broughton, author of "Ahead of the Curve: Two Years at Harvard Business School."

"If Harvard wants to produce the people who will run the future of the world, then that's the criteria you have to be held accountable for," Mr. Broughton says. "And these changes seem pretty feeble."

Class of 2012 student Michael Belkin says there's a joke among some Harvard students that there are three S's: study, sleep, and socializing, and that students really only have time for two of the three. "A lot of students are here to network for the rest of their career and will downplay a lot of the studying," he says.

Prof. Khurana says that he'd be happy if more Harvard students ended up in entrepreneurial ventures or in fields like health care, energy and environmental sustainability rather than the traditionally popular jobs, like management consulting and investment banking.

The changes are aimed to create "leaders of competence and character, rather that just connections and credentials," says Chief Marketing Officer Brian Kenny.

The school is still sketching out the specifics, but Mr. Kenny says three new required classes in the first year will take students outside the classroom. At least one class will cluster students in groups of six or seven and task them with creating a new product or business.

The new classes aren't a replacement for other first-year requirements. Harvard is tacking on a course to the beginning and end of the first year, as well as requiring students to work a three-week internship in January, normally a holiday when optional activities were offered.

The idea is to foster an atmosphere of connection among students clustered in groups—instead of operating as individuals dissecting case studies in classes of about 90 people. "This will heighten their sense of responsibility and empathy to six more people," Mr. Nohria says. "And it won't be just during a case study that lasts 80 minutes."

Harvard has built a thriving business around the case study. Invented at the school in the 1920s, case studies—the collection features more than 13,000—examine real-world management issues such as the battle between Coca-Cola Co. and PepsiCo. They're written up by professors and sold to other schools. In 2010, the school sold 9.6 million cases. Mr. Nohria says that the case-study method will remain a core part of the school's culture.

To the outsider, the changes seem minor. Yet they're such a departure for the school that officials informed already-accepted students of the news in case they wanted to back out before the fall, says Mr. Kenny.
Harvard isn't the only school overhauling its program with a stated effort to create more ethical leaders. Last fall, the University of California-Berkeley's Haas School of Business began asking new questions for recommendation letters and applicant interviews to screen for ethical candidates, says Richard Lyons, dean of the school. The University of Pennsylvania's Wharton School recently unveiled new coursework to instill a better understanding of financial risk, its first major change in 17 years, says dean Thomas Robertson.

Still, some point out that while the M.B.A.'s reputation in the public eye may have diminished, admissions offices are still getting flooded with applicants. "Have people stopped recruiting from top programs? No. Are admissions requests down? No," said Stanford Graduate School of Business management professor Jeffrey Pfeffer. "At the elite schools, salaries are still high. There's no sign of any diminished anything."

Research for the Harvard revamp was underway in early 2008 and was accelerated under Mr. Nohria, a professor at the business school for more than 20 years and an outspoken critic of management education and the leaders M.B.A. programs produce. At most business schools, a search committee scouts out potential candidates and recommends a finalist, but Harvard University President Drew Faust chose Mr. Nohria personally for the position. "In the course of the dean search, we did a great deal of introspection," she said. "It was very important for us to learn from what the alumni did and confronted [during the financial crisis]."

The school considered giving students more flexibility in choosing electives and letting them opt out of classes that they already had a background in. Also considered: more work on accounting and analytic basics. Ultimately, however, "We needed to focus on cultivating judgment not basic analytical tools," Mr. Nohria says.

It's unclear whether curriculum change will bring actual change, says Warren Bennis, professor at University of Southern California's Marshall School of Business and a former professor at Harvard University. "Nitin Nohria is finally putting some teeth into something that's been discussed for several years," he says. "But it's going to take a lot more to build a new culture."