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UNCW tests emergency system after failure

By Jason Gonzales
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The sirens heard around the University of North Carolina Wilmington on Monday might have been a test, but the lessons learned are very real for those who use the school's emergency response system.

After a failure in the system following a shooting at Seahawk Square on July 29, the scheduled test was a good way for officials to brush up on how the system works.

"This was a good way to test all of our processes and procedures, as well as making sure all of our tools were working physically and mechanically," said Dana Fischetti, spokeswoman with the UNCW communications department. "It went according to plan."

But UNCW Police Chief David Donaldson said the day's test won't be part of the evaluation of what went wrong during the arrest of 18-year-old Reginald Gagnier Jr. Gagnier was arrested after allegedly shooting David Carol, 42, who drove himself to the hospital with a gunshot wound to the shoulder.

During the event, Donaldson said, he asked staff to send a campus-wide alert via phone, text message and email to warn the community about the armed man on the loose. The alert was never sent.

"I would rather keep the two events separate," he said in relating the test to the shooting.

"We are still reviewing various parts of our response to the shooter," he said of an inquiry into why the alert system failed to notify the campus. "We are going to roll everything into a comprehensive review."

But that doesn't mean Monday's event won't teach officials something, said Stan Harts, the school's director of environmental health and safety. His department plans and schedules the tests.

He said the real-world simulation helps find any gaps in communication. During an emergency, the campus police department handles the first warning messages, and then the communications department handles secondary notifications.
"It's hard to re-create the decision making that happens in simulation," he said. He noted all of the school's communications tools worked according to plan.

Jason Gonzales: 343-2075   On Twitter: @StarNews_Jason
Dr. David Ozag of Frederick, Md. died unexpectedly on Tuesday, August 2, 2011, while on vacation in Alaska with his family. David was born on April 16, 1962, in Connellsville, Pa. He was a son of the late Joseph Ozag Sr. and Barbara Lee Brady Ozag.

David's life reflected his commitment to his life-long interest in learning. David was a 1980 graduate of Governor Thomas Johnson High School. In 1984, he received a Bachelor of Science degree in Accounting from the University of Maryland. David was a Certified Public Accountant. In 1988, David received an MBA degree from Mt. St. Mary's College. In 2001, David received his doctorate degree in Human and Organizational Systems from The George Washington University. That same year, he completed a master's certificate in distance education from Thomas Edison State College. In 2004, David received a Master of Science degree in Management Information Systems from George Washington. In 2010, David received a Master of Science degree in Accounting from the University of Connecticut. At the time of his death, David was working on a certificate in financial planning from Florida State University and a second doctorate degree, in accounting, from the University of Florida.

Shortly after receiving his bachelor's degree, David started a teaching career at Frederick Community College (FCC) that lasted nearly 30 years. During that time, David taught over 260 college classes in 40 different topics at over 30 colleges and universities. In addition to teaching at FCC, David's full-time appointments were at Gettysburg College, East Carolina University, and Bucknell University. Additionally, David held appointments at Hood College, Mount Saint Mary's, University of Maryland-University College, the George Washington Medical School, Drexel University, and Kaplan University.

David supplemented his teaching experiences with many work experiences. In addition to several years in public accounting, David worked for ten years as a Vice President at Standard Federal Savings Bank, in Frederick, Md. David also served for several years as the Executive Director of Habitat for Humanity of Frederick County. He also worked as the Chief Operating Officer of Community Support Services, a Gaithersburg based non-profit that provides services to clients with developmental disabilities. He and his brother started and managed a family-operated liquor store, DJ Liquors.

David's volunteer efforts were also significant. He formerly served on the board of Rockville Striders, a youth track organization. David also served for 11 seasons as a volunteer head ninth grade and assistant boys' varsity basketball coach at Governor Thomas Johnson High School. David served as the regional director of Phi Kappa Tau fraternity. In that role, he conducted numerous chapter development exercises across the
country and served on several national fraternity committees. Additionally, he served as the faculty and chapter advisor at the East Carolina University chapter for many years. David was formerly a member of the George Washington University Alumni Association Board of Directors. David was also an Eagle Scout.

He was a member of St. John's Roman Catholic Church and Frederick Elks Lodge #684. He was also a Kentucky Colonial.

David published numerous academic articles, primarily on the topics of trust, hope and organizational commitment. In 2009, he published a book entitled "Winning Mergers."

He was a type 1 diabetic for approximately 40 years and was an avid fan of the Orioles, Redskins, Terps' athletics and East Carolina University football.

Surviving are his brother, Joseph Ozag Jr. and sister-in-law, Janette, of Frederick, Md.; four nieces and nephews, who were his godchildren, Emily Martin, and husband, Dan, of Syracuse, N.Y. and Christopher, Kimberly and Kevin Ozag, all of Frederick, Md. Additional godchildren included Erin Dickman of Charleston, S.C. and Eli Crutchfield of Rockville, Md. David was loved by many and his family is too large to count.

He was preceded in death by his parents and sister, Mariann Ozag Metcalf, who died May 2, 1995.

Visitation with David's family will occur today from 2 to 4 p.m. and from 7 to 9 p.m. at the Keeney and Basford Funeral Home, 106 E. Church Street, Frederick, Md. A wake service will be held at 8:30 p.m. at the funeral home. A mass of Christian Burial will be celebrated at noon, on Wednesday, August 10, 2011, from St. John the Evangelist Roman Catholic Church, 118 E. Second St., Frederick, Md. Monsignor Richard Murphy will be the celebrant. Interment will be private.

In lieu of flowers, memorial contributions may be made to Community Support Services, 9075 Comprint Court, Gaithersburg, MD 20877 or the Phi Kappa Tau Foundation, 5221 Morning Sun Road Oxford, Ohio 45056.

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Robert Willett - rwillett@newsobserver.com / Former UNC coach Butch Davis led his depleted team to an 8-5 record and a bowl win last year.

**UNC supporters want more on Butch Davis' firing**

BY ROBBI PICKERAL - Staff Writer

A group of North Carolina football supporters who agreed to help fund Kenan Stadium's "Blue Zone" expansion project wants more information about why coach Butch Davis was fired.

Don Brown, one of five lawyers representing the group, had his Charlotte firm fax a public records request to North Carolina on Monday asking for all correspondence - including emails, text messages, letters and voice recordings - between the Chancellor Holden Thorp and various university officials.

The issue, according to Brown: Why was Davis terminated just nine days before fall practice, after repeated statements over the past year supporting him as coach? He said the group might explore legal action depending on the information it receives.

"I can tell you, everybody that we represent is furious about the timing of Butch Davis' firing," Brown said. "They feel like their investment was based on Butch Davis being the head coach ... and the public reassurances over the past year that he would remain the coach. ... They want answers."
Brown said he and the other lawyers - Mark A. Johnson of Marietta, Ga.; Matthew J. Dixon of Elizabethtown; Ray S. Smith of Atlanta and J. Scott Hampton of Greensboro - are North Carolina graduates and have taken the case pro bono. The group they represent wants to remain anonymous at this point, Brown added, but includes donors of differing financial contributions.

The request asks for correspondence dating to June 1, 2010, between Thorp and more than a dozen people including: Hanna Gage, chairwoman of the UNC Board of Governors; Wade Hargrove, chairman of the Board of Trustees; Art Chansky, a former employee at Tar Heel Sports Properties; William Friday, former President of the University of North Carolina System; Davis; and athletics director Dick Baddour.

The request also asks the school to produce:

- Thorp's cell phone records over the past 13 months, as well as any emails during that timeframe responsive to the request that he might have deleted.

- Notes, minutes and records in Thorp's possession from any discussions about Davis and the football program at the July 27 Board of Trustees meeting.

- Any documents concerning any proposed self-imposed sanctions that are to be presented to the NCAA in connection with the football program, if applicable.

- Correspondence between Thorp and the NCAA - or anyone else - concerning his self-reported violation of NCAA rules as a result of his public comments about a football scholarship offered to Davis' son Drew Davis.

The request asks for the information to be provided within one week of the date of receipt of the letter.

A North Carolina spokesman confirmed the university had received the records request but had no comment.

Brown stressed that a lawsuit has not been filed, and that the specifics of any potential legal action have not been discussed.

"At this point, we are seeking information. ... The law we are stressing now is the North Carolina Public records law," he said. "I can't speculate further than that ... what the law might be (in the case of donations) depends on ... what facts we find."

Half of the nearly completed $70 million "Blue Zone" project - which adds the Student Athlete Center for Excellence, and roughly 3,000 seats to the
stadium's east end zone - is being funded by private donations. The other half is being raised by the sale of club seats and luxury suites.

To date, the Rams Club has raised about $22 million for the project, executive director John Montgomery said. The foundation has received calls asking for refunds, and to stop pledging since Davis was fired, but "we've been working with donors one-on-one, and asking them to reconsider, to stay with us, to support us," Montgomery said. "... We are assessing the situation."

Since July 28, the day after Davis was fired, 10 Rams Club accounts have been inactivated, Montgomery said, although 15 new members have joined. It has not granted any refunds.

North Carolina faces an Oct. 28 date with the NCAA Infractions committee to discuss nine alleged major violations by the football program concerning academic misconduct and impermissible benefits. The NCAA investigation began more than a year ago; 14 players missed at least one game last season, and seven sat out the entire season.

Thorp pledged his support of Davis throughout the investigation, saying there was no evidence Davis knew about any misconduct. But he abruptly fired Davis on July 27 and said the fallout from the NCAA investigation was damaging the academic reputation of the university.

"The chancellor's explanation doesn't ... pass the smell test," Brown said. "... It doesn't make sense why you would do such an about face, and it raises more questions than answers. People want answers."

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A group made up of former North Carolina student-athletes, representatives of the Education Foundation, university trustees, faculty and administrators will recommend candidates to replace Dick Baddour as athletics director.

Chancellor Holden Thorp released the names of the 12-person search committee Monday, 11 days after Baddour announced his decision to step down to allow a new AD to hire a permanent football coach in the wake of an NCAA investigation that revealed academic misconduct and impermissible benefits in the program.

"This search committee represents the full range and balance of perspectives and backgrounds we need to identify the best candidates for the job," Thorp said in a prepared statement. "The committee's charge is to find an experienced leader committed to academic success and competitive excellence in men's and women's athletics."

The committee will be chaired by Lowry Caudill, a member of the Executive Board of Directors of the Educational Foundation - also known as the Rams Club - and a university trustee and adjunct faculty member in the chemistry department.

"I can't imagine anyone with a broader view of what we're looking for in an athletic director," Thorp said.

The other 11 committee members are:

- Martina Ballen, senior associate athletics director and chief financial officer of the department of athletics.

- Jan Boxill, chair of the faculty, senior lecturer in philosophy and director of the Parr Center for Ethics.

- Lissa Broome, the university's faculty athletics representative to the ACC and NCAA, and a member of the North Carolina Faculty Athletics Committee, Wachovia Professor of Banking Law and director of the Center for Banking and Finance in the School of Law.

- Alan Caldwell, a captain of the 1977 Tar Heels football team that won the ACC title was and an All-ACC selection. Also a former member of the Executive Board of Directors of the Educational Foundation (Rams Club).
- Winston Crisp, vice chancellor for student affairs.

- Don Curtis, a member of the Rams Club's executive board of directors, university trustee and chief executive officer of Curtis Media Group Inc.

- Eric Montross, an All-America starter on the Tar Heels' 1993 NCAA championship basketball team and current color analyst for the Tar Heel Sports Network's broadcasts of men's basketball games.

- Karen Shelton, head coach of the Tar Heels women's field hockey team.

- Dwight Stone, vice chair of the Rams Club Executive Board of Directors and president of D. Stone Builders Inc.

- John L. Townsend III, university trustee and managing partner and chief operating officer for Tiger Management, LLC.

- Richard "Stick" Williams, former chair of the university's Board of Trustees and senior vice president of environmental health and safety at Duke Energy Corp.
Northeastern University of Boston hopes to offer a doctorate in education and eight master's-level programs tied largely to the region's financial center if it is licensed to expand into uptown Charlotte early next year.

After an 18-month study, the school announced in May it had chosen uptown Charlotte to make its first physical expansion outside of Massachusetts.

It declined then to release information about the nine graduate programs, but disclosed details this week after a request by the Observer.

In addition to the doctorate program, the offerings would include an MBA degree and master of science degrees in finance, taxation, project management, sports leadership, leadership, education and health informatics.

The doctorate will be among the few in the country delivered online and in the classroom by a "nationally recognized, top-ranked university," said Cheryl Richards, Northeastern's dean and chief executive in Charlotte.

The school, Richards said, hopes to hear in October about the licensing from the UNC Board of Governors, the state's higher education licensing authority. If successful, it would start graduate programs in January.

The school must be optimistic: It has hired Richards away from Central Piedmont Community College and renovations are underway for its new uptown campus.

Northeastern couldn't have picked a more central site in Charlotte: 14,000 square feet on two floors in the 20-story 101 Independence Center at Trade and Tryon streets.

It will have street-level presence, taking some of the first floor.

The school would depend heavily on drawing uptown working professionals.

"The campus in Boston is urban, right in the heart of the city where it can stay in touch with the growing needs of the business community," Richards said. "For us, it's really important to be at the center of Charlotte's growth."

In its expansion study, Northeastern found that Charlotte falls short when it comes to graduate degrees.

The study found that 22 percent of Charlotte's residents have bachelor's degrees, on par with Atlanta, Boston and Dallas. But it falls significantly short on graduate degrees, with 10 percent of Charlotte residents having master's or doctorate degrees, compared to 15 percent to 20 percent in the other cities.
The move by Northeastern would be the latest higher education offerings based uptown. Others include Johnson & Wales University in Gateway Village; UNC Charlotte's new Center City Building in First Ward; Johnson C. Smith University; Queens University of Charlotte; and Wake Forest University.

The business community is eager for more graduate degree programs in Charlotte. Leaders say a better-skilled workforce would give the region an edge in attracting new businesses.

In May, Northeastern said it wouldn't offer programs that competed with existing programs.

Its education doctorate would focus on curriculum leadership, higher education administration, educational leadership and organizational leadership and communication.

Its MBA program would focus on finance, healthcare management, high technology management, innovation entrepreneurship, international management, marketing and operations and supply chain.

UNCC offers a doctorate in educational leadership and it and other Charlotte-region schools offer MBAs, such as Queens, along with other business and finance related masters degrees.

Richards said some of Northeastern's offerings would be unique in content, but also in the way they are delivered. Several will be offered online, or, as in the case of the education doctorate, a combination of online and classroom instruction.

"It is fairly unique for a top-tier private nonprofit research university to offer this level of customized delivery that allows working professionals to obtain a graduate degree without putting a career on hold to return to school full time," Richards said.

"We want to be a good partner with all the universities in Charlotte. We want to be a complement. ... Together, we all raise the city's intellectual capital."
A group of New York City high school students recreated Leonardo da Vinci’s “Last Supper” in Florence. The group spent a month in Italy this summer studying the Renaissance.

For a Standout College Essay, Applicants Fill Their Summers

By JENNY ANDERSON

Josh Isackson, an 18-year-old graduate of Tenafly High School in New Jersey, spent the summer after his sophomore year studying Mandarin in Nanjing, China. The next year he was an intern at a market research firm in Shanghai. When it came time to write a personal statement for his college applications, those summers offered a lot of inspiration.

“When I was thinking about the essay, I realized that taking Chinese was a big part of me,” he said.

So Mr. Isackson wrote about exploring the ancient tombs of the Ming dynasty in the Purple Mountain region of Nanjing, “trading jokes with long-dead Ming Emperors, stringing my string hammock between two plum trees and calmly sipping fresh green tea while watching the sun set on the horizon.”

Jill Tipograph, who founded a consulting company called Everything Summer, helped Mr. Isackson plan the China trips. To Ms. Tipograph, his experience was the best possible outcome: he loved China, and the trips offered priceless fodder for the cutthroat college application process. (Mr. Isackson will attend Yale University this fall.)

“Students are planning their summer experiences to augment who they are and discover who they are, and that absolutely helps the college process,” she said.

Students preparing to apply to college are increasingly tailoring their summer plans with the goal of creating a standout personal statement — 250 words or more — for the Common Application in which to describe “a significant experience, achievement, risk you have taken or ethical dilemma you have faced
and its impact on you.” Specialized, exotic and sometimes costly activities, they hope, will polish a skill, cultivate an interest and put them in the spotlight in a crowded field of straight-A students with strong test scores, community service hours and plenty of extracurricular activities.

A dizzying array of summer programs have cropped up to feed the growing anxiety that summer must be used constructively. Students can study health care in Rwanda, veterinary medicine in the Caribbean or cell cloning at Brown University, or learn about Sikkim, India’s only Buddhist state.

For those who lack the means to pay for an essay-inspiring trip, at least one scholarship program exists to help. Ten 11th-grade New York City public school students won the Palazzo Strozzi Renaissance Award, which entailed traveling around Italy for a month this summer to study the culture, philosophy and arts of the Renaissance. The students were required to keep diaries and write a final essay, which the foundation said would be used with their college applications.

Suddenly, the idea of working as a waitress or a lifeguard seems like a quaint relic of an idyllic, pre-Tiger Mom past.

“The reality is that the whole process of getting into school is extremely competitive, and it’s not only what you do during the school year — your grades and extracurriculars,” Mr. Isackson’s mother, Marla Isackson, said. “It’s your whole package, including what you do in the summer.”

Students do not have to spend a summer abroad for an essay-worthy experience. When Mary Lang Gill was a rising senior at the Atlanta Girls School, a private school, she hired Pam Proctor, an independent college counselor and the author of “The College Hook,” a college admissions guide. After learning that Ms. Gill loved to paint, Ms. Proctor connected her to the Florida Highwaymen, a band of renegade painters active during the 1950s and ’60s.

“I spent a whole day with them,” painting and observing, said Ms. Gill, who just graduated from Dickinson College. “It was one of the coolest things ever, and I love that and I got to put it on my application.” Ms. Proctor said she spent a great deal of time with students helping them find the right topic for the college essay. “Picking the essays is as important as writing them,” she said. After that, she said, the stories “write themselves.”

As colleges look for specialization, “mastery” and “passion” have become buzzwords at many New York City private schools. Along with the perception that perfectly developed essays are essential is the sense among some parents and teachers that colleges have shifted from valuing balanced students who excel in several areas, like history and ice hockey, to demanding students who perform well across all subjects and have an area of “mastery,” like squash or fencing, that showcases one’s depth.
“Colleges have moved people from thinking they should be exceptionally well rounded to using the vocabulary that ‘well rounded’ means ‘no edge,’ ” said Bruce Poch, the former dean of admissions at Pomona College.

Mr. Poch said members of his office staff sometimes joked that they were witnessing the “complete disappearance of summer jobs,” especially among upper-income applicants who opted for “decorative” internships at places like investment banks, where they could work with friends of their parents. He said further evidence of overspecialization was the disappearance of the multisport athlete. “It’s all but vanished,” he said.

Mr. Poch wonders if the specialization emphasis is going too far. “It can rob children of their childhoods,” he said.

Susan Warner, an independent college counselor, said she believed an application essay should be about the student, not about an activity.

“Parents always ask, ‘What should my child do this summer to assist in the college application?’ ” Ms. Warner said. “I tell them it’s as significant to scoop ice cream as it is to build houses in a foreign country.”

Some students make sure to cover several bases during the summer. Rebecca Weinberg, who will be a senior at the Dalton School in Manhattan, loves writing and theater. She built a summer around both. For two weeks, she worked as a camp counselor at Applause Theatrical Workshops, a performing arts program on the Upper East Side that she attended as a child. Then she attended a three-week creative writing program at Columbia University. For the last part of the summer, she is working as a camp counselor, preparing for the SATs and trying to squeeze in some beach time in the Hamptons.

“I’ve always been really interested in theater and creative writing, and I wanted to do things that included those things and helped my college application,” she said.

She said her friends were doing fellowships with surgeons, taking engineering classes at Columbia and working alongside interior designers.

“If you can find something in the summer that marries your interests, it’s a home run,” her mother, Pamela Weinberg, said. “Your child is happy, and it will help them stand up in a sea of very well-qualified kids.”
For-Profit College Group Sued as U.S. Lays Out Wide Fraud

By TAMAR LEWIN

The Department of Justice and four states on Monday filed a multibillion-dollar fraud suit against the Education Management Corporation, the nation’s second-largest for-profit college company, charging that it was not eligible for the $11 billion in state and federal financial aid it had received from July 2003 through June 2011.

While the civil lawsuit is one of many raising similar charges against the expanding for-profit college industry, the case is the first in which the government intervened to back whistle-blowers’ claims that a company consistently violated federal law by paying recruiters based on how many students it enrolled. The suit said that each year, Education Management falsely certified that it was complying with the law, making it eligible to receive student financial aid.

“The depth and breadth of the fraud laid out in the complaint are astonishing,” said Harry Litman, a lawyer in Pittsburgh and former federal prosecutor who is one of those representing the two whistle-blowers whose 2007 complaints spurred the suit. “It spans the entire company — from the ground level in over 100 separate institutions up to the most senior management — and accounts for nearly all the revenues the company has realized since 2003.”

Education Management, which is based in Pittsburgh and is 41 percent owned by Goldman Sachs, enrolls about 150,000 students in 105 schools operating under four names: Art Institute, Argosy University, Brown Mackie College and South University.

In a statement Monday, the company denied any wrongdoing.

“The pursuit of this legal action by the federal government and a handful of states is flat-out wrong,” said Bonnie Campbell, a spokeswoman for the company’s legal counsel. “EDMC’s 2003 compensation plan followed the law in both its design and implementation, as EDMC’s response to the governments’ complaint will show.”

“Federal regulations issued in 2002 permitted companies to consider enrollments in admission officer compensation, so long as enrollments were
not the sole factor considered,” the statement continued. “To ensure compliance with this regulation, EDMC worked closely with outside experts in both human resources and education law to develop a plan that required consideration of five quality factors along with enrollment numbers to determine salaries.”

The government’s incentive compensation ban was designed to stop companies from signing up unqualified students for their aid money. The False Claims Act, the basis for the government’s lawsuit, provides for triple damages, and since the complaint said all the government student aid came from such claims, the damages could be as much as $33 billion. As a practical matter, though, such huge cases are usually settled for far less than the maximum damages.

Since 1986, the government has recovered more than $25 billion in false-claim cases, many of them based on pharmaceutical company marketing, hospitals overbilling or defense contractor fraud. Given their explosive growth, for-profit colleges — which now serve more than 10 percent of the students enrolled in higher education, yet account for about half of all defaults on student loans — could become a new prime source for such cases.

According to the 122-page complaint, Education Management got $2.2 billion of federal financial aid in fiscal 2010, making up 89.3 percent of its net revenues.

The states joining in the suit are California, Florida, Illinois and Indiana.

The complaint said the company had a “boiler-room style sales culture” in which recruiters were instructed to use high-pressure sales techniques and inflated claims about career placement to increase student enrollment, regardless of applicants’ qualifications. Recruiters were encouraged to enroll even applicants who were unable to write coherently, who appeared to be under the influence of drugs or who sought to enroll in an online program but had no computer.

According to the suit, recruiters were also led to exploit applicants’ psychological vulnerabilities — for example, a parent’s hopes of moving a child out of a dangerous neighborhood.

Under the False Claims Act, individual whistle-blowers can file suits charging that the government has been defrauded, leaving the government the option to intervene. Either way, the government gets the majority of any money recovered; the whistle-blowers also get a share.
The Justice Department, which has declined to intervene in two dozen whistle-blower suits charging for-profit colleges with fraudulent recruiting practices, said in May that it would act against Education Management, four years after a complaint filed by two former employees: Lynntoya Washington, an assistant director of admissions at the Art Institute of Pittsburgh Online Division, and Michael T. Mahoney, the director of training for the Online Higher Education Division.

Publicly traded for-profit college companies have recently been a target both of government scrutiny and whistle-blower suits. In 2009, the Apollo Group, which owns the University of Phoenix, the largest for-profit college, settled a whistle-blower case for $78 million.

The complaint noted that Todd Nelson, the chief executive of Education Management, previously headed the University of Phoenix. At Phoenix, he signed a $9.8 million settlement with the Department of Education, which had found that Phoenix had “systematically and intentionally” violated federal rules against paying recruiters for students. Phoenix never admitted any wrongdoing in either that settlement or the larger whistle-blower settlement two years ago.

The Justice Department complaint said Education Management’s compensation system was similar to the one at Phoenix; company officials have said it was set up long before Mr. Nelson joined it in 2007.

In 2003, Education Management’s chief executive was Jock McKernan, a former governor of Maine who now serves as chairman of the board. Mr. McKernan is married to Senator Olympia J. Snowe, a Maine Republican whose 2010 financial disclosure form lists Education Management stock and options worth $2 million to $10 million.
Amid a hiring slowdown and bleak prospects for any turnaround, corporate recruiters have scaled back their visits to the nation's college campuses.

While other employment tools, like online forums and listings, are taking up part of the slack, the decline in on-campus recruiting efforts has cast a pall over many colleges. Career-services personnel at the schools are faced with a daunting situation as students scramble for jobs without the usual influx of corporate representatives.

Many high-tech companies—typically hungry for recent graduates, have slashed their work forces and no longer are on the prowl. Before the recession, large tech companies would take advantage of Santa Clara University's Silicon Valley location to recruit prospective employees. But now, many of those companies—Google, Oracle, Cisco—are around less or not at all.

"They are coming back, but the numbers are not as strong as before the recession," said Elspeth Rossetti, director of career services at Santa Clara.

The decrease in on-campus recruiting at Santa Clara is part of a national trend. According to a survey put out this year by the National Association of Colleges and Employers, nearly 78% of employers associated with the group reported conducting on-campus interviews, down from about 89% in 2007.
The drop has come at a rough time for students. According to a May 2011 report by Rutgers University's Edward J. Bloustein School of Planning and Public Policy, just 56% of spring 2010 college graduates held at least one job by the spring of 2011, a significant drop from the 90% of 2006 and 2007 graduates who held at least one job.

Of the 2010 graduates who did find work, only a slim majority (52%) said their first jobs required a college degree. The study noted many students could not find work, while others chose to wait out the storm in graduate school.

On-campus recruiting isn't necessarily disappearing altogether. Mimi Collins, director of communications for NACE, said employers are more likely than before to hire students through meetings with them on campus. "During a tighter job market, employers feel that recruiting through a college campus will be a safer bet, given company ties with colleges," Ms. Collins said.

The recruiters, however, often aren't interested in full-time employees when they come to campus, but seek interns instead. Andrea Abegglen, head of college marketing for Monster.com, said employers are making use of other recruitment tools, including social media and interviewing through video-streaming. "Traditional on-campus recruiting is dying out a little bit," she said.

But Ms. Abegglen said on-campus efforts have been the "bread and butter" of recruiting for large, multinational corporations—something she doesn't expect to change in the near future. Rick Stephens, senior vice president for human resources and administration at Boeing Co., said although the number of interns decreased during the recession, Boeing's recruiters kept visiting campuses at the same pace. "The process just became more competitive," he said.

Mr. Stephens said Boeing now has 1,100 paid interns across the company, up from 900 last year and 600 in the heart of the recession. Most of the interns are undergraduate students, and approximately 80% of them should receive offers at the end of the summer internship, Mr. Stephens said.

At the University of Texas, major companies traditionally had recruited at the liberal arts school in addition to the professional schools, said Robert Vega, the senior program director for the college's career services.

But Mr. Vega said Goldman Sachs & Co. now targets the business school exclusively. Although liberal-arts students can still interview over at the business school, they must take a more proactive approach to secure the interview.

Employers outside of the corporate sector are still hiring on campus. At Colorado College, a school of about 2,000 students located in Colorado Springs, Colo., the most visible employers on campus have been organizations such as Teach for America and the Peace Corps, said Geoff Falen, the director of the college's career center. He noted that the presence of these organizations didn't diminish once the recession hit.
Mr. Falen said Colorado College often reaches out to parents and alumni to get students connected with large companies. Furthermore, students can apply to larger companies through the Selective Liberal Arts Consortium—an organization of smaller, liberal-arts schools—which gives employers a larger candidate pool.

Meanwhile, career-services offices are embracing online resources to assist their students. Ms. Rossetti of Santa Clara said her office has been working with students on their LinkedIn profiles. The office recently made a LinkedIn profile for the campus mascot, Bucky the Bronco, in order to provide a strong example. But to Ms. Rossetti's amusement, two employers actually emailed Bucky, offering him an interview. "The employers obviously didn't look at Bucky's picture," she said.

Schools like Santa Clara have tried to lure more than just large companies to their campus. Last year, the school hosted a job fair exclusively for start-ups, which Ms. Rossetti said was well attended.

One such company was Inflection, an e-commerce company of approximately 100 employees in Redwood Shores, Calif. Matthew Monahan, Inflection's CEO and co-founder, said his company has recruited students through job fairs, social media, and—what Mr. Monahan said has been most effective—referrals from other employees.

Although hiring remains tepid, employers seem more willing to hire recent college graduates than in the past several years. Out of the 173 employers responding to the National Association of Colleges and Employers survey, nearly 70% said they plan to hire either more or the same number of recent graduates this fall, while only 6% plan to hire fewer.

Although Mr. Stephens said Boeing will be using the social media as a recruitment tool in the future, along with other means, he doesn't see on-campus recruiting going away soon. "We look for people skills, and people who are able to apply their success in the classroom to create solutions," he said. "Face-to-face relationships are critically important."
Business Schools Plan Leap Into Data
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By MELISSA KORN And SHARA TIBKEN
Faced with an increasing stream of data from the Web and other electronic sources, many companies are seeking managers who can make sense of the numbers through the growing practice of data analytics, also known as business intelligence. Finding qualified candidates has proven difficult, but business schools hope to fill the talent gap.

This fall several schools, including Fordham University's Graduate School of Business and Indiana University's Kelley School of Business, are unveiling analytics electives, certificates and degree programs; other courses and programs were launched in the previous school year.

International Business Machines Corp., which has invested more than $14 billion buying analytics industry companies such as Coremetrics and Netezza Corp. since 2005, has teamed up with more than 200 schools, including Fordham, to develop analytics curriculum and training.

"The more students that graduate knowledgeable in areas we care about, the better it is not just for our company but the companies we work with," said Steve Mills, IBM senior vice president and group executive of software and systems. "It really comes down to what clients and customers need most."

Data analytics was once considered the purview of math, science and information-technology specialists. Now barraged with data from the Web and other sources, companies want employees who can both sift through the information and help solve business problems or strategize. For example, luxury fashion company Elie Tahari Ltd. uses analytics to examine historical buying patterns and predict future clothing purchases.
Northeastern pizza chain Papa Gino's Inc. uses analytics to examine the use of its loyalty program and has succeeded in boosting the average customer's online order size.

As the use of analytics grows quickly, companies will need employees who understand the data. A May study from McKinsey & Co. found that by 2018, the U.S. will face a shortage of 1.5 million managers who can use data to shape business decisions.

XO Communications, a business-to-business telecommunications-services company, has been looking to increase its analytics team but is coming up short. Trent Taylor, director of customer intelligence at XO, said it isn't easy to find someone who can pick up the business context while understanding statistics and how to structure a project. Cris Payne, senior manager of customer intelligence, said XO would "strongly consider" hiring M.B.A.s if they had such abilities.

Fordham this fall will introduce a required analytics course—Marketing Analytics—for M.B.A. students on its marketing track. "Historically, students go into marketing because, they 'don't do numbers,'" said Dawn Lerman, director of the business school's Center for Positive Marketing. But these days, with so much data available surrounding consumer behavior, "you can't hide from math and statistics and be a good marketer."

Ms. Lerman said the new class is intended to address marketing metrics related to in-store and online brand performance. Fordham also plans to introduce a master of science in Market Intelligence in 2012.

The University of Virginia's McIntire School of Commerce has been working with data-warehousing company Teradata Corp. for years to make analytics a bigger part of students' curriculum, said Barbara Wixom, associate professor and director of the M.S. in Management of IT program at McIntire.

The school this fall will introduce an elective track focused on analytics and also will start working with IBM. "What has changed is the type of students who want these tools," Ms. Wixom said. Nowadays analytics is being used in classes for marketing and finance; not just IT, she said.

"Analytics is certainly in the top five things [executives] are worried about and investing in actively," said Scott Gnaau, president of Teradata's Teradata Labs. "Industry is going to demand it. Students are going to demand it."

Consulting companies, especially those with clients in IT, marketing and sales, also have a need for employees with a background in analytics. Deloitte LLP paired up with Indiana University's Kelley School of Business last November to offer a certificate in business analytics to its midlevel employees. The certificate program included courses like Business Analytics Foundations and Data Mining and Visualization. The school tailored a similar certificate for employees of Booz Allen Hamilton Inc.
And beginning this September, Kelley M.B.A. students will be given the option to major or minor in business analytics.

Meanwhile, the Villanova School of Business is revamping undergraduate requirements to include more statistics. It began introducing new courses over the past few years.

Beginning with this fall's incoming freshman class, the school will replace some of its calculus material with statistics and add an Introduction to Business Analytics course. The Center for Customer Insights at the Yale School of Management offers students the chance to work on analytics projects for, and with, companies. One such project with an accounting software company used analytics to search customer feedback for signs of dissatisfaction and suggestions for improvement.

Ivan Dremov, a 2011 Yale M.B.A. graduate with a background in executive recruiting, who worked on this project, said it prepared him to do similar work at his new employer, a New York area strategy consulting firm. "When you tell them you can do an analytics project using sophisticated software, it's definitely something they pay attention to," he said.

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