ECU launching a gallery quest

By Ginger Livingston
Sunday, August 12, 2012

A distinguished alumna of East Carolina University is being honored by Joyner Library.

Plans are under way to renovate the library’s second-floor gallery and name it in honor of Janice Hardison Faulkner, a long-time member of the university’s faculty and administration and public servant.

The Joyner Library Advancement Council is conducting a fundraising campaign to collect $150,000 for the $275,000 renovation project. The remaining $125,000 will be funded through the library’s Langford Endowment.

“Janice Hardison Faulkner represents a lot of the history of eastern North Carolina, that includes teaching people to come together and share and collaborate and communicate,” said former Pitt County Schools superintendent Michael Priddy, chairman of the council’s fundraising committee. “The idea of having a place where others can do that in the future seemed like a very good possibility.”

The advancement council was seeking a signature project and Priddy was the first to propose recognizing Faulkner, who received her graduate and undergraduate degrees from the university.

Faulkner taught literature and loved sharing her passion for classic literature, Priddy said, so the library seemed an ideal place to recognize her contributions.
Cynthia Adams is a development officer with Joyner Library who was with Priddy when the idea of naming the gallery for Faulkner was first broached. “He said, ‘I really like this. It speaks to me of Janice,’” Adams said.

Faulkner said she is honored by the comparison. “A lot of people use the library that never go anywhere else on campus,” Faulkner said. “It is a community place. Libraries are community connections. You need facilities that support a high level of interaction and connectivity in the community.”

The campaign has been under way for eight weeks. The response has been favorable and it is anticipated the goal will be met by year’s end, Adams said.

The renovation will involve removing columns to open up the space. A translucent wall will list donor names. Another translucent wall will display artwork. There will be a digital screen for presentations and an upgraded sound system.

Two study rooms will be relocated, but the others will remain unchanged, Adams said. Soft seating will be available when there are no exhibits.

“People think people don’t go the library but that’s not true,” Adams said. “Students get together to study together, for group learning, for group projects, so we didn’t want to do away with anything that accommodated student learning.”

To donate to the campaign, send a check made out to East Carolina University to Joyner Library, Office of Library Development, 2400 Joyner Library, Mail Stop 516, East Carolina University, Greenville, NC 27858-4353. Write “Joyner Library Faulkner Gallery” in the memo line.

An online donation can be made at https://onestop.ecu.edu/onlinegiving.

Contact Ginger Livingston at glivingston@reflector.com or 252-329-9570.
Faulkner humbled by accolades
By Ginger Livingston
Sunday, August 12, 2012

Reforming state government is easy once you’ve walked under a mule.
Both require fearlessness, focusing on the task at hand and ignoring the naysayers.
Both have been done by Janice Hardison Faulkner.
A retired faculty member and administrator at East Carolina University, the first woman to serve as executive director of the N.C. Democratic Party and the appointed head of the Department of Revenue, Secretary of State’s Office and Division of Motor Vehicles, Faulkner has been honored numerous times for championing education, job growth and women’s rights.
Now, Faulkner’s name is being permanently linked to her alma mater.
A campaign is under way to raise $150,000 for a $275,000 renovation of the second floor gallery at Joyner Library.
It will be named in honor of Faulkner.
“I don’t know what it is about my life experience that attracts people to celebration of it, but I sure am glad,” Faulkner said.
It isn’t surprising people want to celebrate Faulkner’s life, said Jim Hunt, North Carolina’s longest serving governor and the man who appointed her to lead the reforms of the Department of Revenue, Secretary of State’s office and Division of Motor Vehicles.
“I had a lot of great people work for me and go on to do great things,” Hunt said. “Janice was one of the best I ever had work with me. Best in that she had the best values. She cared about people.”

Faulkner had a determination to bring opportunity to eastern North Carolina, where few were often available, Hunt said.

“I found her to be someone especially committed to building the economy and creating jobs, especially in eastern North Carolina,” Hunt said.

**About that mule**

Faulkner’s drive stems from growing up on an eastern North Carolina farm in the 1940s, said Hunt, himself a product of Wilson County farm life.

“I worked hard but I was not allowed to not work hard,” said Faulkner, a Martin County native. “I grew up with a set of values that was rural and no nonsense.”

She said there were no gender-specific jobs on her parents’ farm; she performed the same chores as her brother.

When she was 6 or 7 her father convinced her to walk under the belly of a mule to reach a collar for him.

“Once you get over your fear of walking under a mule you can take on anything after that,” Faulkner said. “That was the hardest thing I had to do in my life, as a child, because I was afraid of that mule.”

Soon her parents had her convinced she could do anything.

That included afternoons playing baseball with future pitching legends Jim and Gaylord Perry and driving around with her father and the late U.S. Rep. Herbert Bonner as they campaigned among the farm laborers in surrounding counties.

“I observed how people treated him with such deference and respect and decided there must be something really important about being a congressman because everyone would stop work,” she said.

**Education**

Faulkner enrolled at what was then East Carolina College. She’ll laugh when asked what was her life plan.

“Who had a life plan on the farm?” she said. “I had no goals. The only models for careers I had seen women work were some nurses at the hospital, some store clerks and service jobs of one kind or another. You sort of embraced what was available to you.”
She started her college two weeks after graduating from high school because she didn’t want to work on the farm that summer. She tooked unlimited summer classes and earned her bachelor’s degree in 10 quarters.

She went to work in the public school system but knew she wanted a master’s degree. Her maternal grandfather was so proud of her college career he made arrangements in his will to pay for her graduate school.

She joined ECU’s faculty after completing her master’s degree. She did additional post graduate work at Breadloaf School of English in Vermont after a professor she respected urged her to spend time outside the South. She stayed one semester and returned home.

**Political capital**

Faulkner’s plans to study at Duke University were sidetracked when she became involved in Terry Sanford’s 1960 gubernatorial campaign and the Kennedy presidential election.

Kennedy and Southern progressives like Sanford motivated young people. “It became acceptable for people to become political activists,” she said.

Faulkner’s political capital continued to rise. When George McGovern was the Democratic Party 1972 presidential candidate, his state campaign organizers wanted to quickly arrange an event in Greenville.

“I’m not modest sometimes and I said I’ll make a call,” Faulkner said. She called then ECU Chancellor Leo Jenkins and in 15 minutes an event was planned. The campaign committee was impressed.

She continued at ECU, leading alumni affairs, the regional development institute and becoming associate vice chancellor for regional development.

She became the first woman executive director of the state Democratic Party and the first woman to lead the North Carolina World Trade Association.

She down plays the achievements, saying in a time of affirmative action organizations were looking to place women in leadership positions.

“It had nothing to do with me, my skills, my knowledge,” she said. “Those guys knew I wouldn’t give them any hassle. I get along with menfolk. The reason I do is that I grew up with a brother. My daddy had three brothers and I had God knows how many cousins. I’m comfortable with (men) and I still am.”

**Leading reform**
When Hunt was elected governor in the early 1990s, a number of departments needed modernization and reform.

He appointed Faulkner to the Department of Revenue.

“I knew she had all the high aspirations and the skills of any man in the state. I knew she was fully capable of doing anything in state government,” Hunt said.

Faulkner reorganized the department and introduced management principles that involved employees. A new computer system was installed. She was elected to the board of trustees of the national Federation of Tax Administrators.

Hunt asked her in 1996 to become North Carolina’s secretary of state after an audit revealed reported abuse in the office. Faulkner became the first woman to sit on North Carolina’s Council of State with the appointment.

She was followed by Elaine Marshall, the first woman elected to a statewide office in North Carolina.

Faulkner herself never wanted to run for office.

“Some people just don’t have the disposition for it, and my liability in the elected arena is that I don’t put up with much mess,” she said.

Hunt sought her assistance one more time to reform the Division of Motor Vehicles, which was suffering from inefficiencies.

Again Faulkner turned to the rank and file for solutions. She declared war on rework, saying energy shouldn’t be wasted doing a job twice.

**Gold pencils**

Faulkner used golden pencils to encourage workers.

“If someone did something good, even in the course of a conversation, I would give them a gold pencil,” she said. “One woman at Revenue got such a collection of gold pencils she came and asked if it was all right if she could hand out some of them.

“I put more than 3,000 pencils in the hands of employees for doing a job right and well,” Faulkner said.

“It involved getting rid of fear. If people are afraid, they are so cautious and so careful they are not productive.”

When Faulkner joined DMV it took three months to issue a car title. When she left, the process took four days.
Faulkner retired in 2001, but she didn’t quit working. She served on ECU’s University Foundation and was a founding member and first chairwoman of ECU’s Board of Visitors. She funded the founding endowment that launched the university’s Women’s Roundtable and served on the university’s Centennial Task Force.

She also was a chairwoman of the Board of Trustees for then Pitt County Memorial Hospital, now Vidant Medical Center.

Faulkner has received the university’s highest honor, the Jarvis Medal and was presented an honorary doctorate.

“It’s a good thing I didn’t have any course or career plans because I would have kept changing them,” Faulkner said. “I was available to whatever was out there and I was absolutely fearless.”

In another section of Joyner Library is a photo exhibit of John Kennedy’s campaign visit to Greenville in 1960.

“There’s a picture of Janice with nine men and she’s the only skirt in the group,” said Cynthia Adams, development officer with Joyner Library. “I look at that and I think Janice has always stood out for her leadership, her interest and for making things happen. Just serving, serving in so many ways.”

Contact Ginger Livingston at glivingston@reflector.com or 252-329-9570.
The newest generation of physicians coming from the Brody School of Medicine at East Carolina University will be challenged to provide better quality medical care to more people than ever before, their teachers said Friday at a ceremony welcoming the class of 2016.

A group of 80 men and women began their medical studies ceremonially cloaked with the mantle of the medical profession: their white coats. The 41 men and 39 women comprise the largest class in the school’s 38-year history.

The original ceremony was sponsored in 1994 by the Arnold P. Gold Foundation to foster humanism in medicine.

It helps establish a psychological contract for the practice of medicine, emphasizing scientific efficiency and compassionate patient care, Dr. Paul Cunningham, dean of the medical school, told the students’ families and other guests.

It also symbolically bonds the students with the institution’s established medical professionals, he said.

“This is a historic occasion,” Cunningham said. “We now have multiple generations of students who have entered our school, having achieved what some once considered an impossible mission.”

“These students have the excellent academic credentials necessary to satisfy our admissions committee, but beyond that they have the right character to
represent our school and profession,” Cunningham said. “I am confident they will do as well or better than any other class we have welcomed to Brody.”

Dr. David Collier, class of 2001 graduate and president of the school’s alumni association, spoke about some of the privileges and responsibilities associated with the students’ education at Brody.

“You have been offered one of only 80 seats in the class of 2016. The lion’s share of the cost is borne by the people of North Carolina... so you will not have the kind of debt that will prevent you from pursuing a career that will allow you to service your debt. For this privilege, you have the responsibility to do your best and give back to the state and the institution,” Collier said.

While not required to eventually practice medicine in any particular place, Brody’s students know the school’s three-fold mission to increase the supply of primary care physicians to serve the state, to improve the health of citizens in eastern North Carolina and to enhance the access of minority and disadvantaged students to a medical education.

The school’s mission gives it an advantage in the period following this year’s passage of the Affordable Care Act because its students are already focused on the efficient delivery of primary health care, Collier said.

“That’s what this school is all about and very good at. It meets the needs of the new health care funding system,” Collier said. “There’s an old joke at the school that if you interview here, you need to say that you like people and hate money, and in every joke there’s an element of truth, but I’m absolutely glad I made the choice I did,” Collier said.

The entering students said they felt the same way.

“I feel fantastic here at the beginning and the end of a very long journey,” student Steven Nunns of Fayetteville said. “Of course, I’m a little nervous. I would be worried about someone who isn’t nervous about what we’re about to do.”

Holly Dieu of Charlotte said she and the other students would have to get used to changes related to the new ACA health care law, but viewed them in a positive light.

“I think it’s going to be amazing, and because ECU is focused on reaching out to the community, we all want to make health care more affordable for people. The Affordable Care Act will help us do that. It will be interesting to
see how the delivery of health care changes during the next three years,” Dieu said.

Assistant professor of internal medicine and keynote speaker Dr. Mark Bowling said Brody’s graduates always have met the challenges of their profession.

“Today’s ceremony is about making a commitment to the sacred principles that define who we are as physicians and medicine as a science. I know this class will go on to be a great reflection of the fine education they receive here,” Bowling said.

Cunningham said the Brody School of Medicine has aspirations to expand the school to accommodate future classes up to 120 students, but that will require development of partnerships throughout the region.

*Contact Michael Abramowitz at mabramowitz@reflector.com or 252-329-9571.*
ECU Notes: Employee tuition help
Sunday, August 12, 2012

The East Carolina University Staff Senate is supporting full-time employees with a scholarship to cover costs for undergraduate or graduate level courses at the university.

The funds are intended for staff members who have exhausted eligibility for tuition assistance by taking more than the two courses allowed under the employee tuition waiver program. The scholarship will cover expenses for one or more courses, including tuition, fees and books.

“The intent was to provide monetary assistance to that group that might not otherwise be eligible for a scholarship,” said Johnnie Eastwood, an administration and finance representative for the Staff Senate.

“It’s to help reward and assist those individuals who are actively seeking to improve their education and improve themselves, therefore improving the quality of work at East Carolina University,” Eastwood said.

The scholarship was established in memory of Gail Jordan, a long-serving university staff member and a 36-year state employee. Jordan died in 2008 at 57, following a battle with cancer.

Jordan joined ECU in 1973 as a secretary in the Office of the Vice Chancellor of Business Affairs, eventually rising to the job of assistant to the chancellor in 2004. Upon retiring in 2005, she received the Founders Day award for service to the university.

“Investing in talent is a core element of ECU’s mission and purpose,” said John Toller, associate vice chancellor for Human Resources. “The scholarship is one important way that the entire university community can do something tangible to build future talent and capacity.”
“If employees are viewed as the ‘heart’ of the University, this scholarship honors the ‘soul’ of who we are and what we do,” Toller said.

Toller said that Jordan’s talent, attitude and supportive spirit came to mind as the gold standard of performance.

“ECU’s work environment is focused on exceptional service provided by competent, confident and committed staff,” Toller said. “At its core, the work environment is built around service to and for others. It literally took only a few minutes to link Gail Jordan’s service impact on ECU as the standard around which to build this new scholarship opportunity.”

“Gail was one of the rare individuals that anybody could talk to,” Eastwood said. “She was the embodiment of everything that is good and noble in a person. It was hard to talk to her and not leave feeling good or better at the end of that conversation.”

“I knew Gail well enough to know that she would be embarrassed and offended if this scholarship was focused solely around her,” Toller said. “I believe the irony of having the scholarship bear her name is appropriate, and I hope Gail is forgiving.”

Two awards sponsored by the College and University Professional Association for Human Resources to ECU’s Department of Human Resources helped fund the scholarship. ECU’s career banding implementation team won the 2009 SunGard Higher Education Innovation Award for technology innovation, which included a $3,000 cash award. A $10,000 award for community service in 2011 took the scholarship fund beyond the endowment level of $25,000, enabling disbursement of funds in fiscal year 2014.

ECU’s Staff Senate continues to develop and oversee the fund, both financially and contractually.

ECU employees wishing to donate to the fund may give with payroll deduction or one-time donation at www.ecu.edu/fscampaign. External donations may be made at giving.ecu.edu. In both cases, indicate Gail Jordan Scholarship Fund as the recipient.

Voyages of Discovery lectures start Sept. 5

The first black female in space, a third generation paleontologist and the first woman to pilot a space shuttle are among the speakers in the 2012-13 Voyages of Discovery Lecture Series at ECU.
Dr. Mae C. Jemison will open the lecture series with “Exploring the Frontiers of Science and Human Potential” on Sept. 5 in Wright Auditorium. Jemison flew aboard the space shuttle Endeavor in 1992, becoming the first black woman to make that journey.

After earning her undergraduate degree from Stanford University and her medical degree from Cornell University, Jemison served as a Peace Corps Medical Officer for Sierra Leone and Liberia from 1983-85. She was selected for the astronaut program in June 1987.

Jemison served as the science mission specialist on the eight-day Endeavour mission in September 1992. She also was a co-investigator of a bone cell research experiment flown on the mission. Jemison left NASA in 1993.

Co-sponsors of the lecture include the ECU Space Grant Project; the Division of Health Sciences; Joyner Library; the Ledonia Wright Cultural Center; the Office of Diversity, Equity and Community Relations; and GoScience, an eastern North Carolina organization fostering science awareness and knowledge.

At the Oct. 2 premier lecture, Louise Leakey will present “Secrets in the Sands: Revelations into How We Became Human.” A member of the celebrated Leakey family of explorers, Leakey is a paleontologist, conservationist, an anthropology research professor at Stony Brook University and explorer-in-residence at National Geographic.

Col. Eileen Collins, the first woman to pilot and command a space shuttle, will present “Leadership Lessons from Apollo to Discovery” on Nov. 13.

The Jarvis Lecture on Christianity and Culture on March 5 will feature Dr. Amy-Jill Levine, E. Rhodes and Leona B. Carpenter Professor of New Testament Studies at Vanderbilt University Divinity School. Levine will discuss “Strange Bedfellows: The Bible, American Politics, and Homosexuality.”

Rounding out the series on March 21, Dr. Daniel K. Richter, the Roy F. and Jeannette P. Nichols Professor of American History at the University of Pennsylvania, will examine “Native Peoples and the Battle of Nooherooka.”

All lectures are open to the public and begin at 7 p.m. in Wright Auditorium, unless otherwise noted. Complimentary tickets are available to ECU students, faculty and staff, and are $10 for the general public, with the exception of the March 2013 Jarvis Lecture, which is free to all attendees. For tickets, call the ECU Central Ticket Office at 328-4788 or 800-ECU-ARTS.
For additional information about the series, contact Dr. John Tucker, director of the lecture series, at 328-1028 or tuckerjo@ecu.edu, or visit the series’ website at www.ecu.edu/voyages.
Hazelton joins Brody School of Medicine
Monday, August 13, 2012

Dr. Garrett Hazelton, a licensed psychologist, has joined the Brody School of Medicine at East Carolina University and its group medical practice, ECU Physicians.

Hazelton joined the Department of Psychiatric Medicine as an assistant professor. He has a doctorate in clinical health psychology from ECU and completed his post-doctoral fellowship at Duke University Medical Center.

Hazelton’s clinical interests are medical decision-making, integrative medicine, behavioral medicine, and the management of cardiac disease, weight, diabetes and pain.

Hazelton sees patients at the ECU Physicians Psychiatric Outpatient Clinic at 905 Johns Hopkins Drive.

Appointments are available by calling 252-744-1406.
UNC reluctant to dig deeper on scandal

By Dan Kane - dkane@newsobserver.com

Last month, just as a special UNC Board of Governors panel began its review of academic fraud at UNC-Chapel Hill, Chancellor Holden Thorp promised full cooperation with it and with others trying to learn what went wrong.

“We welcome the involvement of the Board of Governors panel, our trustees, our faculty and others who care about the university,” Thorp said.

Yet the university has shown little interest in digging into two separate matters brought to its attention by The News & Observer that could show that the scandal involving no-show classes goes back several years beyond what the university has confirmed.

Nearly a year ago, as the problems were starting to emerge, The N&O asked questions about a fall 2005 class offered by Julius Nyang’oro, the longtime chairman of the African and Afro-American Studies Department, that may never have been held.

Two weeks ago, The N&O, seeking information about the class, gave the university the name of a former student in that class and offered emails from that person backing up his claim that the class did not meet.
Nancy Davis, a university spokeswoman, repeatedly said officials would not investigate unless the former student came to them. But late Friday afternoon, she revised the university’s position in an email that said: “The former student’s experience was consistent with the patterns we identified in our review.” She declined to provide further explanation.

Two months ago, a reporter showed university officials what is characterized on UNC-CH’s website as a “test transcript” developed to help students and advisers use a computer program that tells them what courses a student still needs to graduate. The test transcript, which dates back to 2001, has several characteristics that are consistent with the issues raised by the academic scandal.

UNC officials say it is a made-up transcript, but they have declined to look at records to be certain the transcript was not lifted in whole or in part from a real student’s academic record.

The lack of investigation into these and other matters raises questions about whether the university is seeking information beyond what it has already reported: 54 classes within the department in which there was little or no instruction, from 2007 to 2011, and dozens of independent studies during that period in which there’s little evidence of supervision of the work students were asked to perform.

Jay Smith, a UNC history professor and one of the leading voices for a deeper investigation, said the university should be digging into both matters because they may shed more light on how long the academic fraud took place and who was intended to benefit from it.

“My sense of it, and it’s only a sense,” he said, “is that they really want to keep this episode to the Butch Davis era, and conveniently also confined to the football team.”

Davis is the former football coach hired in 2006 to rebuild the program. He was fired after an NCAA investigation launched two years ago that found players had received improper benefits from agents and their go-betweens, and improper help from a tutor.

That investigation did not uncover the academic fraud within the African studies department. Davis, who was fired last year without cause and paid the remaining $2.7 million on his contract, has said through his attorney that he knew nothing about the no-show classes and did not know Nyang’oro.

‘Come see me’
The fall 2005 class shows such classes were being offered a year before Davis arrived and before the buildup of the football program that eventually got it in trouble with the NCAA.

The former student was not an athlete. He asked not to be identified in a news story because he did not want to make trouble for the university, but he provided emails that show he enrolled in the class because it was originally listed in registration records with a Friday afternoon time, which fit his schedule.

But he later discovered there was no class time or classroom listed, so he emailed Nyang’oro.

“You need to come see me,” Nyang’oro replied in an email. He gave the student his office location.

The former student said that at that meeting, Nyang’oro told him there would be no class and assigned him a research paper. The former student said he worked hard on a 20-page paper and received an A-minus. As of Friday afternoon, UNC-CH officials had not contacted him about the class.

A ‘test transcript’

The 2001 test transcript lists grades and an SAT score for what would presumably be a fictional student.

That student has an SAT score of 870, well below the 1230 average SAT score for UNC-CH students back then, and is entering his senior year with a grade-point-average just over 2.0.

The student is listed as an African and Afro-American studies major who has completed a dozen classes in that department. The student was carrying a 2.6 GPA in those classes. It also shows the student was exempt from taking a physical fitness class. Such an exemption is typically granted to athletes.

According to the transcript, the student pulls grades of B or better on courses shown to be no-show classes in the university’s review. The transcript shows an A, for example, in a course known as AFAM Seminar. That class pops up four times as a no-show class in UNC’s review.

The student took three independent studies, receiving B’s or better, and was registered for a fourth.

One of the reforms in the wake of the scandal is a stricter limit on independent studies and who can take them. Today, only juniors and seniors
majoring in degrees within that department can take them, and must have a
B average or better before they can enroll.

The transcript also shows that the student only took a full slate of five
courses in one fall semester. The remaining spring and fall semesters, the
student took four courses. To keep on track, the student took a class or two
in the summer semesters.

UNC-CH records show that athletes made up nearly two-thirds of the
enrollments in the 54 no-show classes. Football players made up the greatest
number of enrollments within that group, but basketball players had also
enrolled. In two of the classes, the sole enrollee was a basketball player.

‘Freudian slip’

Smith, the history professor, said even if the transcript is proven to be a
mock-up, it is surprising someone would draw up one that casts the African
studies department in such a poor light, and one that so uncannily reflects
the current academic scandal.

“It’s either a real transcript, or it is a startling Freudian slip that reveals the
reality of the system,” he said.

Neither current UNC Registrar Chris Derickson nor the registrar at the time
of the transcript’s making, David Lanier, thinks the transcript reflects an
actual student. Lanier questioned why a transcript representing an athlete
would be drawn up, since they have special academic counselors assigned to
them.

Derickson, who became registrar in 2010, said there were many test
transcripts pulled together over the years as the university developed the
computer program that tracks progress toward a college degree. He provided
a few more recent ones; they were far less coherent than the 2001 transcript,
with numerous degree changes, transferred credits from other universities
and academic histories that reflected degrees already obtained.

One official showing interest in the fall 2005 class and the 2001 transcript is
Peter Hans, recently elected chairman of the UNC Board of Governors.

“I would like to share this with the members of the review panel and ask
them to look at it,” he said. “Maybe there’s a good explanation, but we need
to ask those questions.”

Kane: 919-829-4861
Transcript in UNC probe may belong to Julius Peppers

By Dan Kane - dkane@newsobserver.com

A 2001 academic transcript published by The News & Observer two days ago that UNC-Chapel Hill officials insisted was fake may be the real thing, and it may belong to one of the most popular athletes in the university’s history — Julius Peppers.

If both transcripts are authentic, the university could be in far deeper trouble with regard to an ongoing academic scandal that is still coming into view. At issue is whether individuals in the university set up a series of bogus, no-show classes that were predominantly taken by athletes, possibly with the intent of helping them maintain their eligibility to play sports.

Should Peppers be entangled in the practice it would suggest that trumped-up classes for athletes may have been going on much longer than university officials have confirmed. It may also draw the basketball program deeper into a situation that initially centered on football players.
Peppers was a star football player at UNC from 1999 to 2001, and also saw significant playing time as a member of the basketball team for two seasons. He is now an All-Pro defensive standout for the Chicago Bears.

A poster to the PackPride bulletin board for rival N.C. State University fans put up a link late Sunday night that shows what appears to be a partial transcript of Peppers’ on UNC-CH’s website. The web address for the transcript is very similar to that of the test transcript.

A review of the purported Peppers transcript and the test transcript is a match for 34 of 36 classes. The two classes that are not similar show the same class and semester, but differ on the grade. The Peppers transcript shows an incomplete for a Black Nationalism class, while the test transcript shows the student receiving a B-plus. The test transcript also shows an A for an African American Seminar class that the Peppers transcript only shows he was registered to take it.

If the information is true, the discovery could cause huge problems for UNC-Chapel Hill. For one, the N&O reported the test transcript because it shares several characteristics with a major academic fraud scandal at the university, one that university officials have been reluctant to determine just how far back it goes. The African-American Seminar class, known as AFAM 070 back then and as AFAM 398 today, appears four times as a no-show class in an internal review that found 54 such classes during the period of 2007 to 2011.

The classes were all in the Department of African and Afro-American Studies. University officials have said the only two people they believe to be culpable in the no-show classes are the department’s former chairman, Julius Nyang’oro, and former department manager Deborah Crowder. Evidence has suggested, however, that athletes were steered to the classes by academic counselors assigned to the athletic department.

UNC Chancellor Holden Thorp has described the courses as an embarrassment to the university that deprived students who enrolled in them of a proper educational experience.

The transcripts show grades of B or better on two other classes that popped up as suspect classes, and three independent studies in which grades of B or better were given. The independent studies are also suspect because university officials could not verify that anyone taught or supervised the students who took them.
Without those grades, Peppers might have not been eligible to play either sport.

Pack fans on the bulletin board also noticed another confirming detail: A 2003 ESPN feature story on Peppers in which his agent, Carl Carey, a former academic counselor to Peppers at UNC-CH, is described as saving Peppers from receiving a failing grade in his first semester. According to the article, Carey convinced the professor to give Peppers a re-test in an Elements of Drama class. The transcripts show a D for that class and for that semester.

The transcripts could also spell trouble for UNC-CH because federal law requires universities to keep academic records private. The 37-year-old Federal Educational Rights and Privacy Act can potentially force an academic institution that releases such records to lose federal funding.

University officials could not be reached early Monday morning. Over the previous several weeks, UNC officials had repeatedly said the test transcript was just that, a mock up put together to test a university computer program that helps a student learn what other courses are needed to obtain a degree. But they declined to check academic records to back up their claims.

Kane: 919-829-4520
UNC system plots new strategy for an uncertain future

By Jane Stancill - jstancill@newsobserver.com

CHAPEL HILL The UNC system will seek the help of business leaders to formulate a new strategy for educating a changing population in an uncertain economic climate.

Leaders hope to have a plan ready by January, when a new governor and legislature take office. In the next few months, a committee made up of business, education and political leaders will put together their ideas for how the UNC system should deal with the challenges ahead.

Peter Hans, who was elected chairman of the UNC Board of Governors in June, said the panel will tackle the major questions facing UNC and higher education in general, such as how resources are allocated and whether students are getting an adequate education for a globally competitive climate.

“Will our students be prepared for the workforce and for life?” Hans asked the board on Friday. “How can we best serve our state and her people in a rapidly changing world?”

The group has not been appointed yet, but board member Fred Eshelman, a Wilmington pharmaceutical executive, is expected to take a leading role in the effort.

On Thursday, the panel heard from John Wynne of the Virginia Business Higher Education Council, a coalition of business leaders who helped push a plan called “Grow By Degrees.” The strategy includes a focus on science, technology, engineering and health education, with the goal of graduating an additional 100,000 students from Virginia’s community colleges and universities in the next 15 years.

The council also succeeded in persuading the Virginia governor and legislature to increase funding for higher education in the next two years after a period of reductions. Wynne told UNC leaders that the group’s focus was not just on gaining more state money but on strategic investment, with an eye toward efficiency and innovation.
He said getting committed business leaders on board was key to the Virginia effort, as well as educating policymakers on the shifting economic landscape.

“Change is coming,” said Wynne, a retired media executive with Landmark Communications. “We better get ready for it.”

That message was echoed by Jim Johnson, a professor of entrepreneurship and strategy at UNC-Chapel Hill.

Johnson offered the board a sobering look at demographic trends that present new challenges for North Carolina, which has an aging population with a future labor force that won’t be able to support and replace retiring workers, especially in many poor counties. He presented statistics that showed the “browning” of North Carolina, where Hispanics made up 60 percent of the public school enrollment increases from 2000 to 2009, while black students represented 32 percent of the growth. “This is a profound change in our population, and what it means is the people who walk in our schools in the future will be dramatically different than those who walk in our schools today,” he said.

**Men fall behind**

At the same time, a gender gap has left men falling behind in educational attainment and ultimately in the labor force. In 2010 in the UNC system, 44 percent of students were male; in historically black universities, the percentage was 37 percent.

Education is necessary to compete in the job market, Johnson said, but it’s not enough anymore. Today’s worker needs to have analytical skills, entrepreneurial acumen, cultural understanding, contextual intelligence and flexibility, he said.

“You need something else in your toolkit today besides the basics if you’re going to thrive,” Johnson said.

His recommendations for North Carolina’s public universities were: becoming more involved in K-12 education; improving male outcomes; embracing immigrants; forging stronger ties with business; plugging students into the “freelance” entrepreneurial economy; and developing specific plans for UNC campuses.

**‘A strategic plan’**

UNC President Tom Ross said the demographic trends identify some directions for UNC to move forward.
“There’s a potential huge shortage of people for the workforce in the United States as the population ages and the birth rate slows,” Ross said. “What do we do? How can we plan for that as a university for North Carolina, so our economy does not stagnate because of the lack of a positive workforce?”

Hans said he wants a specific plan to come out of the process. “I’m hoping we can put together a strategic plan that is more than a collection of pleasantries – it’s meaningful and measurable,” Hans said.

Stancill: 919-829-4559

**UNC wants stronger bonds with China**

The UNC system wants to recruit more Chinese students, offer Chinese language courses to students at all UNC campuses and have stronger partnerships with universities in China.

The system has developed goals for increasing interest and instruction about China. A contingent of UNC leaders traveled to China and Taiwan in March for tours of Chinese universities.

If UNC students engage more with China and the Chinese language, they will graduate globally ready and better prepared for the job market, UNC officials say.

UNC campuses already have myriad partnerships and links to Chinese universities. Still, of the UNC students who study abroad, 49 percent go to western Europe, while just 3.6 percent go to China. Only 1 percent of UNC system students were enrolled in Chinese classes in 2011-12.

UNC leaders have talked about offering a course systemwide on Chinese history and culture – a beginner’s look at the emerging superpower.

They want to make Chinese language courses available to any student at a UNC system school, even though some campuses now offer no instruction. The goal could be accomplished with a combination of online instruction and face-to-face classes.

There is also talk about ways to recruit more Chinese students to UNC campuses to diversify classrooms and give North Carolina students more international exposure. Nearly 2,000 Chinese students enrolled at UNC in the 2011-12 year.

They disproportionately study science and technology disciplines, according to a UNC report, and are more likely than native-born students to start businesses if they stay in the United States upon graduation.
One idea on the table is to stop counting international students in the pool of out-of-state students in the UNC system, which limits out-of-staters to 18 percent on each campus. Loosening the cap has been a controversial idea in the past, because state taxpayers want to protect university seats for North Carolinians.

But allowing more international students in is an important goal, said Paul Fulton, a UNC board member and former UNC-Chapel Hill business school dean.

“The thing you've got to appreciate is the value they bring to the educational experience,” Fulton said.

Staff writer Jane Stancill
“It takes too long, and it’s a gravestone,” says Robert C. "Bobby" Allen, 61, of traditional book publishing. “Once it’s done, you can’t change it.” He's received a $1.4 million federal grant to implement a plan to transform the way humanities research is packaged and shared among 21st-century scholars and readers.

Tar Heel of the Week

Bobby Allen’s life of research turns digital

By Marti Maguire - Correspondent

CHAPEL HILL–Technology has transformed many facets of higher education over the past few decades. Students earn online degrees. Simulated surgeries are used to train doctors. Powerful computers allow researchers to examine ever-tinier organisms and faraway planets.

But Bobby Allen, longtime professor of history and American studies at UNC-Chapel Hill, is working to leverage new technologies in what might be higher education’s final frontier – the dusty archives where humanities researchers have long toiled.

Allen is co-founder of the Digital Innovation Lab within the College of Arts and Sciences, a 2-year-old effort to exploit digital technologies in the service of humanities scholars, their students and the public.
His award-winning multimedia project on movie-going in North Carolina pioneered digital methods that he and his colleagues hope will fundamentally change the way humanities are studied and taught at UNC-CH. And this summer, Allen helped land a $1.4 million federal grant to implement those plans.

Digital research sounds simple. Academics who used to spend hours in far-flung collections that rarely even allowed photocopies can now access many of these documents, in digital format, online. But the effort is about more than making it easier for professors to access documents. It allows them to ask entirely different questions, and to engage the public in answering them.

“This isn’t just about humanists using computers,” says Allen, who has been at the university for 33 years. “It’s creating opportunities for us to see connections that we’d never be able to make otherwise.”

English professor Bill Andrews, then the associate dean for fine arts and humanities, tapped Allen to explore ways to infuse the study of humanities with digital tools. “He is very plugged into what’s going on around the country, and his projects take a shape that appeal to a broad audience,” Andrews says. “He’s helped give us a way to disseminate the knowledge we create in the humanities to an ever-wider audience.”

**Studying burlesque**

Allen was born in Gastonia, where his family worked in the cotton mills for generations. His father died when Allen was only 9, and his mother, who did secretarial work, reared him and his two younger sisters.

Allen was the first member of his family to attend college, and when he got to Davidson College, he recalls buying books for a two-year program of humanities courses, a stack that ranged from Aristotle to modern scholars. “I realized that I now owned more books than my parents had owned in their entire lives,” he says. “And I had no clue what was in those books.”

He quickly fell in love with the academic life and chose a career as a college professor to ensure he’d never have to leave behind that constant exchange of ideas. A particularly engaging film class inspired him to go on to graduate studies in film.

He earned a Ph.D. in four years on a fellowship at the University of Iowa and taught at Virginia Polytechnic Institute for two years before coming to UNC in 1979. His research interests have been wide-ranging but largely focused on the history of popular entertainment in the United States,
including vaudeville theater and what he calls its “evil twin,” burlesque, as well as soap operas.

His journey into so-called digital humanities began in 2006, when he hatched a plan to research movie-going in North Carolina in the early 20th century. He wanted to put together a wide variety of sources to create a complete picture of the era’s segregated movie theaters, and consulted extensively with archivists, Web designers, and others to make that happen.

“It was not a specific question I wanted to answer as much as trying to create a new way of seeing a historical phenomenon,” he says.

The final product is a website with maps of every theater in the state, searchable by location, year, and racial policies, along with newspaper accounts, videos and photos, including one of a movie screen mounted in the surf at Wrightsville Beach.

The online format allowed such flexibility that Allen decided not to publish a book on the topic as planned, even though he had written 65,000 words. In fact, Allen says, he’s unlikely to publish any more books.

“Why would I?” he says. “It takes too long, and it’s a gravestone. Once it’s done, you can’t change it.”

A wide variety of people have used the site, from local residents looking for the theaters they attended as children to scholars studying segregation.

This outreach component is a key part of the innovation lab, which until recently was a virtual one; team members met across Franklin Street at a café. At its new home in Howell Hall last week, Allen displayed a map of downtown Charlotte in 1911 on a massive computer screen.

Created in his “Main Street, USA” class, one layer of the map had the current Google street view. A click added a layer of historic insurance maps showing every 1911 building. On top of that appears a series of black and white dots indicating the race of the people who lived there.

A scholar used the maps to trace how the changing racial makeup of the city contributed to its political turmoil during that time. His undergraduate classes researched particular families.

**Chronicling life in Hayti**

A similar map of Durham is helping the nonprofit Preservation Durham chronicle life in the historic African-American community of Hayti.
Another role of the lab, and its recent grant, is to help scholars use digital tools effectively. A researcher who spent decades working with 200 issues of a newspaper, for instance, might need help figuring out what to do with a million issues from multiple publications.

“It’s expanded the archive of what’s relative to the humanities by orders of magnitude,” he says. “It’s a transformational change from a landscape predicated upon data scarcity and inaccessibility to a situation of data ‘hyperabundance.’ ”

The new grant, along with money earmarked by UNC, will fund two new professors, postdoctoral researchers and teachers, and support for current faculty who are pursuing digital projects.

Andrews says Allen’s motivation to break new ground in digital research was exceptional. He wants to make it easier for others to follow the same path.

“Bobby sort of invented this on his own and had to figure out how to do it all,” Andrews said. “We don’t want to say everybody’s got to be Bobby Allen. That would be asking too much.”

Know someone who should be Tar Heel of the Week? Contact us at tarheel@newsobserver.com or find Tar Heel of the Week on Facebook.

Robert C. ‘Bobby’ Allen

Born: Aug. 13, 1950, in Gastonia

Residence: Durham

Career: James Logan Godfrey Professor of American Studies, UNC-Chapel Hill

Awards: Rosenzweig Prize for Innovation in Digital History, American Historical Association, 2011, for “Going to the Show,” completed in collaboration with UNC’s Wilson Library; Digital Humanities Fellowship, National Endowment for the Humanities, 2008; collaborator in the Main Street, USA project, which won the first Felix Harvey Award to Advance Institutional Priorities at UNC in 2009

Education: B.A., Davidson College; M.A. and Ph.D., University of Iowa

Family: Wife, Allison Adams; daughter, Madeline, 17

Fun fact: Allen’s scholarship in the area of burlesque has gained a popular audience among the mostly young women who are reviving the risqué performance. A few years ago, he was invited to judge a national burlesque competition in Las Vegas. He recalls meeting one performer, named Immodesty Blaze, who told him, “I know you. You wrote the book!”
Becton takes over as NCCU’s interim chancellor

From staff reports

DURHAM–Charles L. Becton, an attorney and former judge on the N.C. Court of Appeals, took office as interim chancellor of N.C. Central University on Monday.

His appointment was announced in July by UNC President Tom Ross soon after Charlie Nelms, NCCU chancellor since 2007, announced his retirement.

A Durham resident who grew up in the eastern North Carolina town of Ayden, Becton has had a long and distinguished career as a lawyer, judge and law professor. He is an internationally recognized expert in trial procedures. He earned his undergraduate degree at Howard University and holds law degrees from Duke University (J.D.) and the University of Virginia School of Law (LL.M.).

“I am honored to be named interim chancellor of this great university,” Becton said. “I will embrace the strategic directions of the university enthusiastically. In many ways, the things that are so good about this university – the things we proudly celebrate – are the things we can build upon.”

Becton began his legal career in 1969 with the NAACP Legal Defense and Educational Fund in New York. In 1970, he joined the Charlotte law firm of Chambers Stein Ferguson & Lanning, where he worked alongside Julius L.
Chambers, the noted civil rights lawyer who subsequently served as chancellor at NCCU from 1993 to 2001. Becton helped establish the firm’s Chapel Hill office, where he practiced until his appointment to the Court of Appeals in 1981. He served on the appellate bench until 1990, when he returned to private practice with the Raleigh law firm of Fuller, Becton, Slifkin & Bell.

The former judge recently served as the John Scott Cansler Lecturer at the UNC-Chapel Hill School of Law and a visiting professor at the Duke University School of Law. In 2010, he was the Charles Hamilton Houston Chaired Professor of Law at the NCCU School of Law. He has taught and lectured at trial advocacy skills institutes across the country, in Canada, and in South Africa.

“We have the utmost confidence that Interim Chancellor Becton, a talented and knowledgeable leader, will continue to advance the key priorities of NCCU in the coming months,” said Dwight Perry, chairman of the NCCU Board of Trustees.

Nelms’ departure

Nelms shocked NCCU July 26 with the news that he would step down almost immediately, weeks before the start of a new academic year. The abrupt announcement was unusual; typically, university leaders will announce their departure with several months’ notice.

But Ross said Nelms, 65, had always planned to serve five years. The president complimented Nelms, who raised academic standards during his time. “He added greatly to the university,” Ross said. “This institution is headed in the right direction and doing a lot of things right, and we owe Charlie Nelms a great deal for steering it for the last five years.”

Nelms agreed to help with the transition through the end of August, said Laura Fjeld, vice president and general counsel of the UNC system’s General Administration. He will receive any accrued leave balance plus two months’ and six days’ salary, covering the period from Sept. 1 to Nov. 6. That comes to $56,972.

When asked whether there was any kind of investigation or scandal looming on the campus, Ross said, simply, “I’m not in a position to talk about personnel issues.”

Perry said he hoped to have a search committee named in the next two or three weeks. The process of finding the next chancellor could take five to six months, he said.
Ross said it could take longer, perhaps the end of the academic year or next summer, before a new leader is place. He said he had great confidence in Becton, the interim chancellor, who he said had “great leadership skills.”

About Charles Becton

Charles Becton has been included in “The Best Lawyers of America” since 1993, and he is a fellow in the American College of Trial Lawyers, the American Board of Trial Attorneys, and the International Society of Barristers. He has served as president of the N.C. Bar Association (2008-09), president of the N.C. Academy of Trial Lawyers (1995) and president of the N.C. Association of Black Lawyers (1980). His many awards and honors include N.C. Appellate Judge of the Year; the Justice William J. Brennan Jr. Trial Advocacy Award; the Roscoe Pound Foundation’s Richard S. Jacobson Award; and the N.C. Academy of Trial Lawyers’ Trial Advocacy Award, which was named in his honor.
One of the things I'm doing in my new job here at the News & Record is kicking over a lot of the same rocks that had something interesting under them in Georgia, where I worked as a reporter for 10 years.

Some of that is because Georgia's Republican revolution in the state legislature started before North Carolina's, so many of the issues decided there in recent years are quite likely on tap now here. Others aren't so much political issues. Which brings us to the concept of "The Golden Hour."

Let's say you're in a bad car accident, and you're severely injured. If you can get to a Level I or II trauma center within an hour, you're more likely to survive. Some studies attach a percentage to this, but cases vary so widely that it's difficult to accept any exact figure as accurate, and some doctors think "The Golden Hour" is more like the golden 30 minutes. But clearly the closer you are, or the more helicopters available to speed victims on their way, the better for you.

North Carolina fares pretty well in The Golden Hour test as the Centers for Disease Control map attached to this post (to the side or below, click it to enlarge) shows. There are wide swaths Down East without the best coverage, a big area in the northwest mountains and another near the coast and the border with Virginia. But it's nothing like the vast area without coverage in Georgia, which is what led to several years of study and debate, some temporary state funding and a failed push to increase license plate fees to fund upgrades.

Level I trauma centers are considered the top facilities, and there are six of them in North Carolina (map), plus Johnson City Medical Center just over the border in Tennessee. Serious cases in the north N.C. mountains get a helicopter ride to Johnson City.

Altogether "the system is considered extremely strong," said Dr. Michael Rotondo, chair of East Carolina University's surgery department, Vidant Medical Center's chief of surgery and the current chairman of the Committee
on Trauma of the American College of Surgeons. The American College of Surgeons reviewed it a few years ago and gave it high marks, Rotondo said.

System costs are "borne pretty much by the hospitals themselves" as opposed to the government, Rotondo said, though the state is "very involved" through its Office of EMS.

So there you go, North Carolina. No news story for me, but something to feel a little more comfortable about as you drive North Carolina's rural roads.
Parents pushing practicality in college choices

By Bonnie Miller Rubin - Chicago Tribune

CHICAGO At 24, Ally Lincoln is a rarity in her circle of friends. She has a college diploma along with a robust paycheck, benefits and a well-marked path for career advancement.

“I wouldn’t have any of this if my mom hadn’t made me go into nursing,” said Lincoln, replacing an empty IV bag at Northwestern Memorial Hospital. “It was one of the smartest things I ever did.”

During the last five years, the hiring outlook has curdled for all Americans – including those with four-year college degrees, the demographic most likely to land a good job. With tuition costs skyrocketing, the weak employment growth weighs heavily on cash-strapped families.

And while the frenzied scramble to get into an elite school still dominates senior year for many strivers, those footing the bill are taking an increasingly hard-nosed, consumer-oriented approach to their child’s higher education, education experts said.

Parents are pushing their student into certain majors, vetoing others and advocating for in-state schools over more expensive status brands. They’re grilling administrators on job-placement rates and alumni networks. In short, they are demanding a better return on their hefty investment than ever before, and administrators say they are getting the message.

“As the price of college goes up, parents are more concerned with results, so they’re asking tough questions,” said Terry Hartle, senior vice president of the American Council on Education in Washington, D.C., “and good for them.”

A college degree is no longer a guaranteed cushion from financial hardship. Only 56 percent of the class of 2010 had a job – any job – one year after graduation, compared with 90 percent in 2007, according to the Heldrich Center for Workforce Development at Rutgers University. As for law school, only about 65 percent of those in the class of 2011 are in jobs that require them to be members of the bar.

And yet, since the 1980s, tuition has skyrocketed. The tab at private liberal-arts institutions can easily top $50,000 annually, while some in-state schools,
such as the University of Illinois, have hit the $30,000 mark. One in 10 Americans is paying off student loans.

When it comes to post-college employment potential, majors matter. Of the top 10 occupations for hiring, half are engineering-related, according to the U.S. Labor Department. For every art history, psychology and sociology major tending bar or painting houses, there’s another in astrophysics, pharmacology and actuarial science being hotly recruited.

Institutions are responding to the market by tweaking admissions materials, emphasizing not just new dorms and football Saturdays, but their internships, graduate-school partnerships, well-connected alumni and newly expanded curricula with an eye to the real world.
As the governing board at University of Virginia meets this week for the first time since the campus was plunged into crisis, some faculty and alumni are calling for a thorough examination of the events that led to the failed ouster of President Teresa Sullivan.

Others want to just move on.

The divide has become a backdrop to an annual retreat of the U-Va. Board of Visitors, scheduled for Wednesday and Thursday at a Richmond hotel. It will be led by Rector Helen E. Dragas, with the help of an outside facilitator. Sullivan also is slated to speak.

The event will bring together officials who last met June 26 in the Rotunda of Virginia’s historic flagship university for an epic end to 18 days of turmoil and protest over secretive efforts by board leaders to remove Sullivan from office.

At that meeting — live-streamed and followed nationally by U-Va. supporters — the board took the highly unusual step of rehiring the president who its leaders, including Dragas, had forced out.

Seven weeks later, the board is making its first public effort to recover. Four new members will be at the table. Dragas wants to forge ahead. Sullivan has spoken of reconciliation, and some of her allies expect her to take a larger role with the 17-member board in the future.

But it is also clear that the June crisis has not been put to rest.

A group of 14 graduates released an open letter last week asking the board to use corporate governance principles to undertake a “painstakingly fair and civil” analysis of what happened. The U-Va. crisis will not end, the letter argues, until “board members finally explain candidly, to satisfy common sense, what really motivated them to act so precipitously.”

A deep look is needed to restore operational efficiency, as well as the institution’s reputation and the confidence of students, alumni and faculty, the letter says. The events of June were “in intention and effect, a boardroom coup,” it contends.
“There are a lot of questions that remain unanswered — and they need to be answered,” said Richard D. Marks, a business executive and one of the letter’s authors. The group includes eight lawyers, an artist, a college professor and two media executives. Ten of the 14 have served on university-related boards.

Asked to respond, Dragas issued a statement that suggested her focus would not be on the past. She requested her comments be used in full or not at all.

“Following the unanimous vote to reinstate President Sullivan,” Dragas wrote, “the board and the president have turned their attention to the responsibilities of leadership. We all have learned meaningful lessons that can only help us perform more effectively in our appointed responsibilities. It is past time to look forward, not back, and to focus on the challenges and opportunities facing U.Va. and that is what we are doing. The board retreat [this] week is an important milestone and will set the tone for the academic year that will commence in just a few short weeks.”

Other U-Va. board members did not reply to a reporter’s inquiry or declined comment.

At least one expert said that moving on may be the better option.

Generally, board retreats include reflections on past performance and goals for the year ahead, said Richard Novak, senior vice president of the Association of Governing Boards of Universities and Colleges. Following a crisis such as the one at U-Va., he said, some boards would take a what-was-learned approach while others might simply look to the future.

In a major aftershock, the university’s chief operating officer, Michael Strine, abruptly stepped down Tuesday amid continuing questions about his role in the leadership crisis. At least one person with knowledge of the situation said Strine was forced to resign.

The Faculty Senate sent Dragas and other board members a letter that suggested “a self-assessment” of events that led to the crisis.

“It’s not a matter of recrimination,” said Faculty Senate Chairman George M. Cohen, who noted that after-reports are common following such events as corporate crises and airline crashes. “It’s a matter of understanding what happened so we can make sure it doesn’t happen again.”

Opening with lunch Wednesday at the Omni Richmond Hotel, the retreat is expected to address issues of governance and strategic planning and will be
led in part by Terrence MacTaggart, a consultant and senior fellow at the Association of Governing Boards of Universities and Colleges.

New board members will undergo an orientation that begins Tuesday at the hotel. Many sessions are open to the public.