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UNC low on cash to keep top talent

BY JANE STANCILL - Staff Writer

In the past five years, the UNC system has nearly exhausted $10 million that was in a fund created to keep star faculty from leaving North Carolina.

Now, they want the state legislature to replenish it.

The fund is used to make counteroffers when top faculty, typically scientists, are lured elsewhere by fatter salaries, better benefits and high-end lab equipment. UNC leaders say the fund has kept some of the best professors from leaving the state.

"It's been very effective in targeting our best and brightest," UNC President Tom Ross told the system's Board of Governors on Friday.

The war chest, first established in 2006, has received state appropriations totaling $10 million. It is down to between $35,000 and $58,000, UNC leaders said this week.

Retaining top faculty is becoming more difficult now that the fund is depleted and the state has seen several years of flat salaries, UNC leaders say.

The system is gathering more statistics on the problem, but preliminary data show campuses are now successful with counteroffers roughly one-third of the time.

At UNC-Chapel Hill, 87 faculty members had written job offers from other universities in 2009-2010. The university made 61 counteroffers and retained 29 of the professors, according to data gathered by the UNC system.

Other campuses have been less successful. At East Carolina University in Greenville, 55 faculty had other offers, and the university managed to keep only 15 of them.

ECU Chancellor Steve Ballard said one professor was hired by the University of Arizona at a salary that was $35,000 to $40,000 higher. "There was no way we could compete," said Ballard, adding that the raid happened at a time when Arizona's budget cuts were more severe than North Carolina's.
The evaporation of the retention fund means campuses aren't able to act quickly in a bidding war.

"This is a state that is now more ripe for the picking than it ever has been," said Suzanne Ortega, senior vice president for academic affairs for the UNC system.

Also, to be able to make counteroffers, campuses have to ask their professors for a written offer letter from the competing university, according to UNC policy. "It's insulting," N.C. State University Chancellor Randy Woodson said.

A better approach, Woodson argues, is to reward top faculty before they go looking elsewhere.

"If you wait for them to get a job offer, number one, it's going to cost you more, and more often than not, they're going to take it," Woodson said. "There's nothing more infatuating than to be dated, right? You know, if you're out there and another institution is showing you the love, we stand a real risk of losing our stars."

'A snowball effect'

The stakes are high. Professors that attract bidding contests often carry multimillion dollar grants and hordes of graduate students when they leave.

Arizona State University offered an NCSU scientist a package of lab investments and salary worth $2.4 million, Woodson said, and NCSU kept the researcher with a counteroffer worth $1.7 million.

Investing in such a person is one thing, but paying for the replacement's lab could be even more expensive, UNC-CH Chancellor Holden Thorp said.

"There's a snowball effect that's profound," he said.

Turning the tables

The UNC board is considering dropping the letter requirement and asking the legislature for more money for the fund next year. But that could be a tough sell politically a year after significant budget cuts. This year, the system's state funding was reduced by 15.6 percent, forcing the elimination of more than 3,000 employees.

Hannah Gage, chairwoman of the board, said she thinks the system can make the case. Keeping the most sought-after faculty is important to the state's reputation, its research capacity and its economy, she said.

"I think that's been some of the wisest money we've spent," she said.
And some want to go further. New board member Fred Eshelman, a drug-research company executive from Wilmington, wants the fund to be used to raid other universities that are suffering more severe budget trouble.

"It's actually an opportunity for us to go on the offense and steal from the other guys," Eshelman said.

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They had a life outside flight

BY JOSH SHAFFER - Staff Writer

Maybe the Outer Banks weather turned foul, or the airplane's engine wouldn't start, or learning to fly got too tedious. But whatever the reason, the Wright Brothers liked to relax with a .22-caliber rifle and a hand-drawn target.

The famous pair of Ohio aviators would draw concentric rings on a piece of paper or a chunk of cardboard and prop it up 50 yards away. They fired standing up and initialed each hit with a pencil mark - W for Wilbur, O for Orville.

A century later, a professor from East Carolina University has assembled these pieces of Wright Brothers paraphernalia for public display in the school's library. Seeing them, he hopes, will add dimension to the brothers' stiff reputation, showing the world that even relentless inventors need to relax.

"You think of the Wright Brothers as these quiet little guys doing nothing on Kitty Hawk but learning to fly," Larry Tise said. "But they got frustrated."
They had to blow off steam. My mission is to explain that the Wright Brothers were human beings.

The Wrights have ranked as North Carolina heroes for 100 years, and the state still features them on its license plate and quarter despite howls of protest from Ohio - the state where the Wrights lived as they developed their flying machine.

They chose the Outer Banks partly because it was so isolated, reachable only by small boats and inhabited by a few hundred people. Early on, nobody knew of the Wrights' experiments and breakthroughs on the barrier islands, including the historic 1903 first flight.

They were secretive tinkerers, Tise said. Though the Wrights craved fame and riches from their invention, they wanted it on their own terms and at their own chosen moment. They were happiest as solitary inventors in Dayton, Ohio. And in all of their trips to Kitty Hawk, they brought along a gun for distraction from both their work and the prying eyes of the press.

"They obviously liked guns," Tise said. "If they were around today, they would be members of the NRA, clearly."

**Flying things fell**

The Wrights shot at birds they wanted to study. They shot at wild pigs. Once, Orville shot at a persistent mouse that had crawled up on his chest while he was sleeping. He missed, and the bullet went through the wall.

Orville later wrote to his sister, Katherine, aping the famous Robert Burns poem:

"You wee blankety blank blank mousie,
"What are you doing in our housie? etc."

When they fired at targets, they competed for best shot along with their mechanic, Charlie Furnas. Whoever came closest to the bull's-eye - a tough shot at 150 feet - signed the target at the bottom.

Tise knew that the Wrights were shooters from a photograph taken of Orville in 1911, which he first saw in a collection housed at Wright State University in Dayton. In it, Orville cleans a rifle in the brothers' Outer Banks camp.

Tise also knew that locals had raided much of the Wrights' property while they were away, taking everything, including parts of planes. The targets
would have been looted, too, if local Margaret Hollowell hadn't salvaged and sent them, along with other items, to the Wrights.

**Tracking the targets**

Still, Tise had never seen the targets until his research took him to Douglas Twiddy, a real estate agent in Corolla who has collected many artifacts from the Wrights' trips.

Twiddy had four targets framed inside of a case, along with a letter from Orville written to Hollowell in 1937, confirming that he, his brother and Furnas had fired at the targets in 1908. He sent the targets back to Hollowell, who kept them until she died.

"I don't show them to people; I just have them in our office," Twiddy said. "Believe it or not, I don't get much comment. Nobody seems to care much about history. They're on vacation, and I guess they're thinking about other things."

With Twiddy's permission to borrow the targets, Tise showed them for a while as part of a 2009 exhibit at the N.C. Transportation Museum in Spencer.

"Anything on the Wright Brothers is popular," said Larry Neal, chief of museum operations and education. "It was interesting to see what they did in their off time."

Two agents from the State Bureau of Investigation inspected the targets on their own time, confirming from the size and shape of the holes that the Wrights had used a .22-caliber rifle. Also, the agents could tell that the aviators weren't shooting for points, but rather for closest hit to the center. At 50 yards, with the targets mostly free of holes, they must have scored far more misses than hits.

But let history show that of the four targets, two had O's marked nearest the bull's-eye. Orville Wright, who outlived his brother by 36 years, was also the best shot.

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**See the targets**

The Wright Brothers targets will be on display in the Joyner Library at East Carolina University in Greenville from Sept. 14 to Oct. 14.
ECU's sports turf manager Joey Perry paints the Pirate logo on the 50-yard line as he gets Dowdy-Ficklen Stadium ready on Friday for the first home home football game of the season Saturday afternoon. (Rhett Butler/The Daily Reflector)

**ECU sports spur economy**

By K.j. Williams
The Daily Reflector
Saturday, September 10, 2011

The recent expansion of athletics facilities at East Carolina University doesn't just benefit sports; it brings in dollars from visiting sports fans, fueling the economy, officials said. Last year's addition of 7,000 seats to the east end zone at Dowdy-Ficklen Stadium increased the stadium's capacity to 50,000. Attendance already was on the upswing before the upgrade.

Terry Holland, ECU's director of athletics, said attendance increased by 15,000 tickets — or more than 40 percent — in 2009 when compared to 2005, bringing with it an estimated 40 percent increase in dollars spent.

“The attendance surge prior to stadium expansion in 2010 was driven mainly by the team's performance, as well as the growing enthusiasm for the improved facilities that were already on the drawing board as the team won C-USA (Conference USA) championships in 2008 and 2009,” he said.

With last year's added seating, average game attendance jumped to 49,665 from the previous year's 41,742.

“The new venues comprising the Olympic Sports Complex will also increase the number of events hosted by soccer, softball and track, as well as increasing the attendance at each event because of first-class seating, concessions and rest rooms,” Holland said. “The
combination of new events and increased attendance at each event should increase the
economic impact of those sports by well over 40 percent as well.”

His views of the economic benefits to the area were echoed by Debbie Vargas, chief
executive officer of the Greenville-Pitt County Convention & Visitors Bureau.
While it's too early for exact projections of the effect of these new venues, they're
expected to pour in additional dollars.

ECU's soccer team played its first game in its new stadium last month. New track and
field facilities also were completed this past summer. Last year, the new softball stadium
opened and in 2005, the baseball stadium opened.

Vargas said the economic benefit of home games like today's 3:30 p.m. game against
Virginia Tech is about $3.5 million, up from $2.5 million before more seating was added.
Each dollar spent by visitors from outside the area has a domino effect as businesses use
those dollars to buy services and products to support their businesses. The N.C. Division
of Tourism, Film and Sports Development estimates the money that's spent rolls over 2.5
times, she said.

“It is estimated that people that come into Greenville to attend events spend
approximately $65 a day, excluding lodging,” Vargas said.
Football games fill the area's 2,000 motel rooms, creating this area's version of the coast's
“beach season,” she said.

The new facilities could help those lodgers display the “no vacancy” sign more often.
“What will happen is those facilities will allow us to spread out the economic impact
throughout the year and not just focus on football season,” Vargas said.

**Facilities add to location**
There has already been more interest in the business corridor surrounding the facilities.
A new restaurant at Greenville Mall that's expected to open this month didn't just choose
that site based on the mall's foot traffic.

“The proximity to ECU and its expanded athletics facilities was a major factor in the
Carolina Ale House location decision,” spokesman Lucas Kinnin said. “Due to the
activity and excitement that surrounds that area of town when ECU sporting events are
going on, we knew it would be a great location.”

Also, just this week, a site plan was filed with the city of Greenville for construction of
another restaurant, Mellow Mushroom Pizza Bakers — to be built on a Greenville Mall
outparcel on Charles Street.
A restaurant already benefitting from game days is McAlister's Deli in the Pirate's Pointe
shopping center at the intersection of Greenville and Charles Boulevard, district manager
Corey Darden said.
“It brings in extra business for us,” he said. “We don't get much business after the game.
We get it before the game.”
Darden said the Greenville location out-performs the other 33 locations in the chain, which has restaurants elsewhere in the state, as well as in South Carolina, Colorado and Wyoming.

David Hill, who owns the shopping center, said there's some spillover to other businesses from the games.
“"The foot traffic from the games helps out the other tenants somewhat," Hill said.

Terry Boardman, who owns Neil's Soccer also in Pirate's Pointe, said most of his business is from ECU's intramural teams, but the soccer complex may have a small effect.
“I may pick up some ancillary business. Someone forgets their shin guard or something like that," he said.

On the other side of Greenville Boulevard, in the Greenville Square shopping center, the Upper Deck Sports Bar and Grill is gearing up for its first football season.
Brittany Bates, an assistant manager, said the bar and grill opened less than a year ago, so the effect of sporting events isn't known, but staff is expecting plenty of business.

“We're hoping that since we're so close to the stadium that students will walk here afterward," she said. “"We're fully stocked with beer and we're ready for everybody."
H.J. Brody said there are other places for people to eat at the Greenville Square shopping center like King Panda, a Chinese restaurant, and a Pizza Hut that offers carry-out and delivery but no seating.

Brody, who also owns other shopping centers in that vicinity, said they will all see more business.
“The sprawling growth of ECU coming out our way only increases the density" of foot traffic, Brody said.

Holland said there's more expansion to come.

“The final phase of the Olympic Sports Complex will be the 'team' building, which will house locker rooms, a training room and laundry facilities on the first floor with coaches' offices and a team meeting room on the second floor," he said. “The next project will be the practice facility for men's and women's basketball."

The facilities also will boost the recruitment of athletes and make ECU more attractive for conferences.
“The $60 million investment by ECU will therefore pay huge dividends for both ECU athletics and the local economy,” Holland said.

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Book Review:

**Saving the N.C. coastline by letting it wash away**

Authors share ever-shifting history of our beaches and propose replacing key Outer Banks road and bridge with fast ferries

BY PHILLIP MANNING - Correspondent

"The Battle for North Carolina's Coast" is really two short books masquerading as one. The first is a scholarly examination of the evolution and human history of the N.C. coast. The authors know the territory well. They appear to be familiar with every bay and bridge, every island and beach. This is not surprising. They are all geologists who live and work at East Carolina University.

Their language is the language of academic geologists, which is a bit dense for a lie-in-the-hammock, beach-reading book. Sentences such as, "Composition of the shallow coastal sediments and geometry of these paleo-drainage systems dictate the shape of the modern coastal system" do not exactly roll off the tongue. But the authors are not trying to entertain; their goal is to educate. And readers will walk away with a deep understanding of
the forces that created and continue to rework North Carolina's unsettled coast. "Change," they write, "is the only constant within this system."

The most important change these days is rising sea levels. This is nothing new. Sea levels have been rising along the state's coastline for the last 18,000 years. When the process began, the ocean was 410 feet lower than it is now, and the shoreline was 15 to 60 miles east of today's beaches. For most of those years, the encroaching ocean presented no problems for barrier islands or beaches. They simply migrated westward.

The trouble started when we began to build stationary structures - vacation homes, lighthouses, hotels and such - on those beaches. To keep our buildings safe and dry, we had to stop the natural migration of the coast. And this, the authors contend, has caused big problems. Man-made structures on or near our beaches, they point out, are "as fragile as a sand castle" in a rising tide. As a consequence, "Our coasts are eroding, roads and bridges are threatened, water quality is compromised, and the tourist economy is at risk."

This alarm has been sounded before, most notably and persistently by Duke University geologist Orrin Pilkey. But by confining themselves to the N.C. coast, the authors can include details that broader surveys often overlook. For example, one of more than 70 informative illustrations shows how sea-level rise has changed the shoreline at Cape Hatteras National Seashore. Since 1852, the beaches have moved well over a quarter of a mile landward, substantially narrowing the island. The original N.C. 12, the main artery connecting the Outer Banks, "went to sea" years ago and was relocated west. This illustration (and similar ones) will give any beachfront landowner the chills.

Which brings us to the second book within this book. What should North Carolina do about its moving beaches and shrinking islands?

The authors propose an ambitious, long-term plan that would dramatically change the lives of residents and the access of tourists to the southern Outer Banks. Two key elements are to abandon the Oregon Inlet bridge and quit maintaining parts of N.C. 12. The result would be eight Ocracoke-like villages served by fast, high-tech ferries. This approach, they claim, would "save billions of dollars of road and bridge construction and maintenance over the next few decades ..."

To implement such a plan would require big money and strong leadership from state government, which seems unlikely in the current political climate. That is unfortunate, the authors warn, because the "alternative is to ignore
the reality of change and allow our natural resource-based coastal economy to be destroyed by the inevitable sea-level rise and catastrophic storm impacts."

*Phillip Manning's most recent book is "Quantum Theory." His book reviews and essays on science are available at www.scibooks.org.*

**Nonfiction**

The Battle for North Carolina's Coast:

Past History, Present Crisis, & Future Vision

Stanley R. Riggs, Dorothea V. Ames, Stephen J. Culver and David J. Mallinson

University of North Carolina Press, 160 pages.
North Carolina's barrier islands need fewer permanent residents and more visitors like Hurricane Irene, according to East Carolina University geology professor Stanley Riggs.

In his new book, “The Battle for North Carolina's Coast,” Riggs and his team of marine geology experts argue that the barrier islands are not permanent, and modern efforts to preserve them are actually making them disappear sooner.

“I don't mean this in a bad way at all,” Riggs said after the book's release last week, “but it's going to take a disaster of some sort before we start this new paradigm of letting the ocean and barrier islands do what they need to do to survive. The future is in trying to accept that and not move a Raleigh-type development out onto a moving pile of sand.”

As far as the barrier islands are concerned, disasters like Irene — and Hurricane Isabel in 2003 — are not really disasters at all, according to Riggs, who has studied coastlines as a marine geologist since 1962. The cover shot for the book shows the inlet that Isabel cut through Hatteras Island eight years ago. The image is very similar to aerial photos of the same damage left by Irene last month.

“Those kinds of storms create an incredible wave of energy that just pounds the outside of the barrier islands,” Riggs said. Repairing natural inlets created by such storms actually impairs the island's ability to rebuild itself, according to Riggs, resulting in an ever-narrowing strip of sand.
“Storms are as critical to the barriers as food is to humans,” he said. “We can't put a permanent superstructure on top of that and expect it to survive, or even the barriers to survive. They're changing.”

Having spent millions upon millions of dollars rebuilding N.C. 12 over the years, North Carolina is facing the post-Irene prospect of doing it again during the worst economic period since the Great Depression. That has brought renewed attention to the ongoing issue of using tax dollars to rebuild and repair such inhospitable coastal areas.

The timing could not have been better for the message put forth in the book by Riggs, who has been widely quoted in state and national media coverage of the recent hurricane damage to Hatteras.

“I'd like to say we had it all planned,” Riggs said, “but it just worked out that way. Changes in the weather pattern have actually been fairly clear for most of this year. It's clear that we're going to have a major storm season this year. We're not done yet.”

Even storms that remain at sea will pound the seaward shorelines, changing and moving the islands, he said. The movement inevitably spells doom for permanent structures constructed on the islands.

Riggs has friends who own such structures on the Outer Banks, including Billy and Sandra Stinson of Greenville, whose iconic cottage in Nags Head was washed away by Irene.

Riggs had been scheduled to meet with Billy Stinson two days before the storm hit. “What I had prepared for him were historical pictures of his house sitting on land,” Riggs said. “In 1932, it was on the barrier island.”

What happened to the Stinson home will happen to all the structures on the eastern shorelines, he said. “Building on a shoreline with a high-energy water system is like building on a railroad or an interstate highway. … If you insist on sitting down on a railroad track, I don't know if I can feel too sorry for you.”

If the barrier islands are to remain a source for tourism and economic stability, society will have to learn to recognize them as ever-changing systems, Riggs said. That means doing things like expanding the state's ferry system instead of constantly rebuilding roads and investing in permanent infrastructure projects such as the Herbert C. Bonner Bridge, which allows N.C. 12 to span Oregon Inlet.

“The barrier islands are not fragile,” Riggs said. “It's the superstructures that we put on them that are fragile. If we insist on putting these permanent structures on there, we will kill the golden goose.”

Contact Mark Rutledge at mrutledge@reflector.com or 252-329-9575
At East Carolina University, where learning is a fact of daily life, the events of 9/11 delivered a lesson no one anticipated — a lesson many on campus that day said changed fates, attitudes and lives in the decade since.

“It made you step back and view how the world works from a different perspective,” said Mark Alexander, who was a 19-year-old sophomore on Sept. 11, 2001. “We learned that we don't live in a perfect society and there are people who want to do harm to us.”

Alexander, now director of development for the College of Nursing, remembers being taken by surprise. He was in his Fourth Street apartment, readying for a 10 a.m. class when the TV caught his attention. Announcers said a plane had hit the World Trade center. He thought it was strange since the buildings were so tall and so visible.

“It never dawned on me it was a terrorist attack,” he said. He went back to what he was doing but kept the news on. Soon there was no doubt what had happened. “I was watching when the second plane hit,” he said.

Not one to skip class, Alexander and his roommate stayed home, glued to the TV all day. Two out of three classes ended up canceled anyway.

Across campus, those who were here that day echo similar emotions: disbelief, alarm and a sobering realization this act of violence would affect their lives.

**Hitting close to home**

The Boeing 757 that crashed into the Pentagon hit close to home for Tanya Kern, now ECU director of Alumni programs. Her family lives in northern Virginia, about 20 miles from the site. Kern's father had just retired from his job at the Pentagon where he served as head of enlisted personnel for the U.S. Army.
On the morning of the attacks, Kern was a 20-year-old senior at ECU preparing for a class in communication. She heard something on the news about an airplane striking the Twin Towers, but went on to her class as scheduled. The professor dismissed the students, telling them to go home and get in touch with family members.

“I ran back to the dorm and tried for the next four hours to contact my Dad,” Kern said. “All the phone lines were tied up and I couldn't get through.”

She knew he wasn't at the Pentagon, but knew many of his fellow soldiers were. Kern remembers feeling confused and concerned. “The shock and the horror had not set in yet,” she said.

In a haze
Hank Bowen, a 19-year-old sophomore on 9/11, was heading into his statistics class when he heard about the planes crashing in New York and Pennsylvania.

“I remember everybody on campus being in this haze the first day,” said Bowen, now coordinator for first-year programs at ECU. “I remember people coming into classes telling everybody. It was just a shock for most people. “The professor hadn't heard and one of the students told him. He had that same look of disbelief and he just stood there for a moment.

“And then he went on with the lesson because you could tell he really didn't know what else to do or say,” said Bowen.

Bowen knew instantly the attacks would affect him personally. His father, Eddie Bowen, is in the Army reserves and has been deployed twice since 2001 — one year in Iraq and another year in Afghanistan.

“He's still active … with no plans to retire, so who knows what the future may hold for that,” Bowen said.

A somber campus
Memorials, moments of silence and candlelight vigils became part of campus routines following 9/11.

Bowen recalls a surge of patriotism. “After the first day, the next week or so, the East Carolinian printed big American flags that people were putting up in their office windows,” Bowen said. “It became a big patriotic environment, pulling together to overcome (this) and everybody sticking together.”

ECU Dean of Students Lynn Roeder said a memorial service at Wright Auditorium was so crowded many students could not get inside. They were distraught they could not go in, so Roeder and a campus minister encouraged the crowd outside to join hands and pray or reflect.
“This gave them something they could do, their own thing outside the event,” Roeder said.
Alexander remembers a somber campus, despite the start of football season.
“You didn't realize the magnitude of what was going on,” he said. “You didn't realize how things would change. I remember the vigils on campus. Even if you didn't have a personal connection, you felt like a part of your family had died.”

New ways of thinking
Looking back 10 years later, Kern said the biggest personal impact of 9/11 has been the change in attitudes among civilian Americans toward military service. Raised as a “military brat,” she said that before 9/11, most civilians perceived military service as just another job.

“But now it is a source of pride,” she said. “The average American now has a much stronger appreciation for the sacrifices made by those who serve their country in the military.”

The attacks were difficult enough for faculty and staff to deal with, but especially hard on students, Roeder said.

“Innocence died that day,” she said.
Many students' perception of the world changed, she said. They questioned their safety, they questioned America and they reconsidered plans to study abroad.

“I think it made us all grow up a bit,” said Alexander. “At 19, you're still trying to figure out who you are. It made us have a greater appreciation for the country we live in.”
Roeder said the biggest impact of the 9/11 attacks on campus was having to find new ways of thinking.

There were worries about safety — whether there would be more bombings, whether international students would be targeted.

It changed the way students incorporated travel abroad into their education, she said. “Study abroad was a big concern. After 9/11, we advised students differently about travel. We even had to train faculty on how to advise students differently about traveling abroad.”
Teacher alters plans, offers lessons
By Jackie Drake
The Daily Reflector
Saturday, September 10, 2011

Editor's note: This is from Forever Changed, The Daily Reflector's special edition to commemorate the 10th anniversary of 9/11.

Farmville native Betsy Barrow had a plan when she graduated from UNC-Chapel Hill: She was going to travel the world as a flight attendant. She was hired by US Airways on Aug. 3, 2001. A bit more than a month later, her plan and the world were turned upside down.

Barrow was in the air on Sept. 11 but off duty. She was flying from Philadelphia, where she was based, to San Francisco for a vacation with some fellow flight attendants.

Her plane took off about the time the first tower was hit. She knew something was wrong because the working flight attendants were moving around more than usual. Barrow remembers the announcement almost verbatim: “We regret to inform you that we will not be landing in San Francisco today due to a matter of national security.”

In 20 minutes, the plane was landing in Indianapolis as all flights were grounded. It was only then that the pilot told passengers what happened.

Barrow and her friends got the last one-way rental car and drove back to Philadelphia. As they traveled down the Pennsylvania Turnpike, they could smell the jet fuel from the crash site of Flight 93.
US Airways was one of the first carriers back up in the air. Barrow was booked on a flight to Texas on Sept. 13 with two armed air marshals. As the crew walked to the gate, passengers stood and gave them a round of applause.

“We just did our job,” Barrow said. On autopilot and too busy to watch the news break, Barrow said she didn't feel the panic everyone else did.

“It wasn't until I heard the panicked voice mails from family that I had an inkling of what everyone else went through that day.”

Her love of airline travel unshaken, she stayed on until a post-attack downsizing took her job Sept. 28. “It was not my choice. I would have kept flying,” she said.

She moved home, for the first time without a plan. “I'm a plan person,” Barrow said. “And my plan got completely shattered.”

She went back to school in the fall of 2002, this time at East Carolina University, and completed a master's degree in history. Now a history teacher at Arendell Parrott Academy in Kinston, Barrow found her calling in education.

“I realized this is what I'm supposed to be doing,” she said. “History was always my favorite subject, so it's no surprise I ended up here.”

Barrow has taught advanced U.S. History at Parrott for six years. Early in her career students knew first-hand of the attacks. “We always talked about how this is their Kennedy assassination, their Pearl Harbor.”

Teaching 9/11 is more distant now, she said. “It's not as real, so the conversations have changed ... They know about it, but it's still for some of them something that they read in books or see on TV.”

Barrow doesn't focus so much on what happened but rather the lessons to take from it. “I try to teach tolerance, and what we can do to make sure something like this never happens again.”

America and its people can be viewed through pre-9/11 and post-9/11 lenses, she said. Before, Americans were in a bubble of isolation, she said, “and 9/11 burst that wide open. The blinders are off. We can't ever go back to a pre-9/11 mindset.”

The anniversaries have gotten easier as the years go by.

“You never want to forget and lose sight of what happened,” Barrow said, “But you also can't dwell in the misery of it all, you have to move forward.”

Contact Jackie Drake at jdrake@reflector.com and 252-329-9566.
Jalil Roshandel thought he'd spend years working in the political science department at a well-respected university in Southern California. Sept. 11 changed those plans.

Roshandel, 66, now the director of the security studies program at East Carolina University, had to drive to a job interview in downtown Los Angeles.

“The first thing I turned on my TV was the terrorist attacks live on CNN. Unbelievable,” he said. “Local media was recommending avoiding the downtown area of Los Angeles. That's where I had to go, to but still I had to go. I didn't want to miss the opportunity.”

He got the job, but the post-Sept. 11 economy forced the University of California at Los Angeles to lay off instructors less than two years later.

Roshandel landed at Duke University, but took a pay cut. As he re-established himself in North Carolina, the native Iranian found himself in a struggle to stay in the United States, despite living with two established residents: his wife and his son.

“My application for permanent residency was delayed as part of some 300,000 other applications waiting for approval,” he said. “In addition to the financial, my social
activities were very much limited. I didn't have a U.S. passport, so I couldn't travel and go into international conferences and activities.”

Roshandel joined the faculty at ECU as the university carved out the new specialty in security studies. A shift in curriculum — due to the attacks — included, among other things, a broader consideration of how regional tension is global, he said.

“U.S., Israel, Iran, Egypt are so intertwined that any changes in their foreign policy does not only affect their personal security, but also the entire world's security,” he said. Course offerings expanded as well.

“Talking about terrorism was, in fact, a one-session lecture; now we have more than one course dealing with terrorism,” he said.

“Global terrorism, weapons of mass destruction used as weapons of terrorism, shoe bombers and things like that never existed before. Dirty bomb? Nobody ever talked about it.”

Despite complications within his own life, the man of Middle-Eastern descent whose specialty centers on international security said he's only been stopped at the airport once. The random check several years ago at the Greenville airport didn't bother him at all, he said.

“It's OK,” he said. “It's for my security, it's for flight security. If the flight is secure, I feel secure.”
Coach cherishes life and family

By Lynsey Horn
The Daily Reflector
Saturday, September 10, 2011

Editor's note: This story is from Forever Changed, The Daily Reflector's special edition to commemorate the 10th anniversary of 9/11.

A pivotal visit to ground zero during his days at East Carolina changed Kyle Chase as a football player and a person.

In October 2003, Coach John Thompson took the Pirate football team to New York City to visit where the World Trade Center fell.

They were on their way to West Point, N.Y., to play Army in what would be the only win of the season. The serious tone of the trip probably helped the players focus during the game, Chase said.

“And it might have made for a more emotional game-day speech, as well,” he said. The effects of the trip went further than the football field. Chase said he learned, like many others, that tomorrow is not promised.

“It was very, I want to say, monumental in my life,” said Chase, now a coach and teacher in Greenville. “We witnessed a lot of tragedy, a lot of hurt. There was a lot of sorrow out there.”

Chase was 16 years old and sitting in history class at Cedar Grove High School in Atlanta on Sept. 11, 2001. He said he remembers it like yesterday.
The school was on lockdown, and all the televisions were turned on to the unfolding tragedy. “Growing up, you don't believe stuff like that could happen until it happens,” Chase said.

He was born in Brooklyn, N.Y., and still has family there. The thought that his loved ones could have been hurt crystallized during his ground zero visit.

“I have family in New York. I have family across seas. I have family in Florida. I have family here with me in Greenville, N.C.,” he said. “You never know what could happen to them, wherever they are.”

Chase makes a lot more phone calls to family members than he used to. Prior to the team's trip, he had not been to New York since he was a toddler.

“I hate that it took such a tragedy to bring me back,” he said. The former defensive back now coaches defense at South Central High School and works with students with autism at J.H. Rose.

He said he enjoys working with kids but thinks many students do not know enough about what happened.

“I don't know how much of it is being taught in the history class,” Chase said. “I think that definitely deserves a place in the classroom.”

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ECU Assistant Athletic Director, JJ McLamb stands in Minges Coliseum, outside of his office, at the Ward Sports Medicine Building. McLamb was working on campus at the time of 9/11 and shares his stories from the day. Wednesday, Aug. 17, 2011 (Aileen Devlin/The Daily Reflector)

**Athletic director thinks security**
By Lynsey Horn
The Daily Reflector
Saturday, September 10, 2011

*Editor's note: This story is from Forever Changed, The Daily Reflector's special edition to commemorate the 10th anniversary of 9/11.*

After 2001, J.J. McLamb had to think about the unthinkable.

An assistant athletics director for East Carolina University, McLamb is in charge of ensuring the safety of athletes and fans at Dowdy-Ficklen Stadium and other university venues.

He had been on the job a short time when the terrorist attacks occurred. It was a sad and confusing time for him, as it was for everyone, he said.

“The biggest question was why,” McLamb said.
Still, the question had to be answered: How should ECU prepare for an attack during a game?
“You've got to take every threat seriously,” he said. “You've got to look at every detail.”

Event security had to make changes. Right away, there was an increase in manpower at events. Major changes came.

Plausible threats and vulnerable areas needed to be assessed by the athletics department, the campus police and Greenville police.

“We really rely on those guys a lot,” McLamb said.
Camera coverage increased at the stadium and sporting events. According to ECU police, in 2001 there were one or two cameras covering the stadium.

Now, there is coverage inside and outside of the entire athletics complex.

McLamb said the biggest change to his job is the attention to detail that is important in keeping security up to date.

Event security is constantly evolving to address new possible threats as every event could bring about new issues. Those involved with security endeavors attend seminars to keep ECU current on developments from the Department of Homeland Security.

“We've made a financial commitment to bringing in some of these resources that we feel can help us,” he said.

Saturday's football game against Virginia Tech on the eve of the 10th anniversary prompted more security in place and more officers on duty.

“We're always changing. We're always looking for different ways to improve on what we're doing,” McLamb said. “You have to stay on top of it. If not, you'll fall behind.”
Major Daniel Heape in his office on the campus of ECU. Major Heape has served in Iraq and Afghanistan and now works with ROTC students. (Rhett Butler/The Daily Reflector)

**Soldier remembers the fallen**

By K.j. Williams
The Daily Reflector
Saturday, September 10, 2011

*Editor's note: This story is from Forever Changed, The Daily Reflector's special edition to commemorate the 10th anniversary of 9/11.*

Army Maj. Dan Heape was in a meeting on a military base in Germany when he heard about the attacks.

He was allowed to take a call from his wife; she gave him the news. His first reaction was disbelief.

“Then, of course, immediately my emergency training kicked in,” he said. “We had to quickly secure the perimeter until we found out what was going on.”

He expected the terrorist attacks would lead him into combat. He was right. He served in one of the first units to enter Iraq and served two tours in Afghanistan.

“I knew right away that my life as an Army officer was going to change, and I knew I would find myself in a foreign place real soon,” said Heape, now a professor of military science at East Carolina University and commander of the ROTC program.

“This was, I guess, the moment in my career when things changed.”

His unit — the 506 Infantry Regiment — helped set the perimeters for the invasion of Baghdad. Within that regiment, 33 soldiers died.
While he was overseas, his wife and parents were at home worrying. His older brother, a lieutenant colonel in the Army, also was being deployed at alternating times. It was arranged that when one of them returned, the other would be deployed. His father, a retired Air Force officer, and his mother have two of their three sons in the military.

“One of their sons always continuously being in combat” was a strain for them, Heape said. “As soldiers, we know that we're safe or in harm's way,” he said. “But our family doesn't know. So to them, we're always in harm's way.”

Heape also missed his loved ones. “It's three years away from my family,” he said. “Three years of my children growing up that I'll never get back. “But, no regrets. If I was asked to do it again, I'd do it again,” he said.

Now 38, Heape said the last 10 years have made him mature faster than others his age, and it has strengthened his relationship with his wife. They have a daughter, 10, and a son, 6.

His outlook on the world also has changed. “It’s not a negative lens,” he said. “It’s just a different aspect of what evil is out there in the world and also what good there is in the world, and what my purpose is, not only as an Army officer but as a soldier in the U.S. military.”

Heape, who has been an active-duty soldier since 1995, has been promoted to lieutenant colonel. He lives with his family in Chocowinity. He said his military intelligence tells him something different than what the public glean from the media about the war on terrorism.

Heape's memories from 9/11 aren't faded. He's been living with the aftermath for the last decade.

On the 10-year anniversary, he has one request: “I've lost 33 soldiers in combat. So definitely remember their sacrifice.”

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Brittany Murphy, a recent graduate of AGHS, stands in front of Ayden Elementary, where she attended school on the day of the terrorist attacks on September 11, 2001. (Rhett Butler)

**Memory important for grad**

By Jackie Drake

The Daily Reflector

Saturday, September 10, 2011

*Editor's note: This story is from Forever Changed, The Daily Reflector's special edition to commemorate the 10th anniversary of 9/11.*

For Class of 2011 member Brittany L. Murphy, 9/11 is a memory that is distant but clear. Murphy, a graduate of Ayden-Grifton High School, grew up in the aftermath of the attacks. She was in third grade at Ayden Elementary at the time.

“I can remember my principal coming on the intercom and saying what happened,” Murphy said. “I was in shock. I was thinking of people who had family in New York and the families of the people killed. It was just a sad moment for me that day.”

Murphy said she understood what was going on at the time even though she was 9 years old.

“The scariest part was would they come to another state and do that again, or would they hit another big city,” she said. “When I got home, they kept showing it on TV, so I saw it a lot. When I got back to school the next day everybody was talking about it.”

Even after 10 years, it is important to remember, she said.

“I think we should talk about it on the anniversary, especially for those that lost loved ones, and it is a memorable moment in history,” she said. Teachers discussed the attacks occasionally as she continued in school.
“It was a part of a U.S. history class I took in my junior year during a segment on the war on terror,” Murphy said. “It was a brief section because it was at the end of the history book and the end of the semester, so we didn't spend as much time on it as on other topics.”

Murphy is attending East Carolina University this year majoring in biology and science education.

The changes in her life since Sept. 11 are subtle, she said.
“I tend to not take things for granted now and treat everybody nice,” she said.

Murphy was nearly a month away from graduating when the death of Osama bin Laden, the mastermind of the attacks, was announced at the beginning of May.
She was at home when her brother told her the news.

“I was like, ‘Oh my gosh,' this is the reason why we've been in a war, because of this man, and now that he's been captured, a lot of people are happy about it,” she said. “It was a great accomplishment for America. Now they can put that in the history books.”

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Hokies hold on versus ECU
By Nathan Summers
The Daily Reflector
Sunday, September 11, 2011

An unexpected role reversal doomed the East Carolina football team against No. 11 Virginia Tech on Saturday afternoon.

The usual high-flying ECU offense barely eked out 100 total yards, but the Pirates' retooled defense kept them in the game until the Hokies shattered a 10-10 tie with a touchdown late in the fourth quarter to solidify a tight 17-10 VT victory inside Dowdy-Ficklen Stadium. Click here for more photos from the game.

ECU (0-2), as always, was personified by senior quarterback Dominique Davis, and against the Hokies' defense that meant a dreary day that included a scant 127 yards passing, an interception and no touchdowns. Davis was sacked five times, helping to put an exclamation point on ECU's minus-15 rush yards in the game.

“In the last two weeks, we've faced not just two good football teams but two great football teams,” ECU head coach Ruffin McNeill said of the loss, which came on the heels of the Pirates' 56-37 setback against No. 12 South Carolina. “We faced two teams that will win their divisions, have a chance to win their conference and then have a chance to go to the national championship game. And I feel like we should really have won both football games.”
Like they did against the Gamecocks, ECU had the lead at halftime but couldn't preserve it. The Pirates took a 7-3 edge into the intermission but fell behind in the third quarter, 10-7, on the first of VT running back Josh Oglesby's two touchdowns in the game.

After the Pirates deadlocked the game again late in the third on Michael Barbour's 48-yard field goal, Oglesby scored the lone TD of the fourth when he trudged into the end zone from 10 yards out with 7:30 left in the game. For the Pirate offense, there was something missing all day, as evidenced by ECU's 112 total yards.

“It was just a bad day on my part as a leader, and it showed,” said Davis, who completed 20 of 38 passes. “I did a terrible job today of trying to lead the team to a victory, or even to a drive here and there.”

Senior star receiver Lance Lewis, draped in double coverage all day, was limited to three catches for 17 yards, and that tied him for the team lead in receptions with Michael Bowman, Justin Hardy and running back Reggie Bullock.

Out of the backfield, Bullock and Michael Dobson accounted for nine rushes for an anemic 21 yards, and a wide-open Dobson dropped a sure touchdown over the middle in the third quarter.

The ECU defense, however, was not to blame as it limited Virginia Tech (2-0) to 332 total yards and just 91 on the pass from sophomore quarterback Logan Thomas. The only gaudy number produced by either team was the 138 yards churned out by junior VT back David Wilson on 26 carries, and he never found the end zone.

As was the case last week against South Carolina in Charlotte, ECU inside linebackers Daniel Drake and Jeremy Grove led the Pirates with 13 and 12 tackles, respectively. Outside linebacker Chris Baker also continued to shine, making nine stops, 1.5 for lost yards, and he recovered a fumble.

ECU now must endure its lone bye week of the season at a time when the Pirates would love to play again. The team is off until it hosts UAB for its Conference USA opener on Sept. 24.

“I don't want off weeks this early in the season,” McNeill said. “I don't control that part, but I wish we had a game quicker than we do. I'd like to get back on the field and have another opponent to play.”

The Pirates weathered three long Tech drives that went into the red zone in the first half, but yielded only Cody Journell's field goal with 44 ticks left in the second quarter, which trimmed a slim Pirate edge to 7-3.

Before that, Virginia Tech was haunted by penalties and some big ECU stops for lost yards. In all, ECU was penalty-free compared with Tech's 12 infractions for 92 yards.
The Pirates got their usual fast start, finding the end zone on their second drive of the game, but from there until the halftime break, there was little production from either offense when it counted.

ECU jumped into the lead with 8:51 to play in the first quarter when Bullock rammed his way across the goal line from the 3-yard line, capping a six-play drive with his first ECU touchdown.

On its second drive, Virginia Tech drove all the way to the ECU 3 before consecutive false starts backed the Hokies up to the 13, where Journell steered a field goal attempt wide.

Tech's third drive was thwarted by ECU free safety Damon Magazu's brilliant interception. This time VT had driven to the Pirate 6. On first-and-goal Thomas floated a high pass to the back of the end zone, where Magazu snared the ball with one hand before tucking it in and keeping two feet in bounds.

The Hokies got pressure on Davis numerous times in the first two quarters, wrapped him up for three sacks in the half and Davis had two interceptions nullified by Virginia Tech penalties. The Pirates managed just 69 yards of total offense in the first half to Tech's 159. Barbour missed a 53-yard field goal attempt late in the second quarter.

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Think U.S. News rankings never change? Ask Randy Woodson. He’s chancellor of North Carolina State University, whose ranking has plummeted 27 places, from 84 to 111, in seven years on the signature list of top national universities.

The premier collegiate rankings, which publish Sept. 13, are known for how little they change. And that’s true, for the most part, at the top of the list. We know, for example, that this year’s list of top 10 liberal arts schools includes nine of the 10 schools that appeared on last year’s list. Davidson College is out, and Claremont McKenna is in, according to a sneak preview.

But track the rankings over five or 10 or 20 years, and a pattern emerges of distinct winners and losers. Most colleges bounce up and down without consequence. A few rise or fall in dramatic fashion. Here are some examples:
Drexel University has seen its ranking rise from 123 to 86 since 2004, the first year U.S. News extended its national university rankings to something approaching their current length.

Fordham has climbed, in those years, from 84 to 56, very nearly cracking the coveted Top 50 on the U.S. News list.

American University has ascended from 99 to 79.

College presidents and deans revel in the gains and wince at the losses. Alumni, current students and — especially — trustees worry deeply about a downward trend, even if other indicators (like admission rate, yield and SAT scores) are moving in the right direction.

“If you ask what impact it’s had on us, our applications are at an all-time high,” Woodson said. “But rankings do matter. Our students do pay attention to them.”

North Carolina State has declined in rank along with many other public universities. Ranker-in-chief Bob Morse says that trend reflects the steady decline in state subsidies to public institution, which, in turn, drives up class sizes and (arguably) erodes overall quality.

Public university leaders say the rankers effectively discriminate against public institutions by ranking them at least partly by wealth; no public institution can match the top private schools in endowment or per-student spending.

The very fact that no public institution ranks among the top 20 national universities proves “that the criteria they use to rank universities militates against public universities,” said Robert Birgeneau, chancellor of Berkeley. “That’s just an empirical fact.”

As previously reported here, Berkeley, UCLA, U-Va. and the other top publics have all declined in rank on the U.S. News list over the past 20 years. Berkeley, generally regarded as the nation’s finest public university, has declined in rank from 13 to 22.

Birgeneau notes that the U.S. News criteria don’t include such factors as share of graduates who go on to earn doctorates or Nobel prizes, nor an institution’s socioeconomic diversity, all strengths for public universities. Berkeley alone enrolls as many low-income students, as measured in Pell grants, as the entire Ivy League.

Berkeley’s current ranking, behind such private up-and-comers as Emory, Vanderbilt and Notre Dame, “defies conventional wisdom,” said Henry
Broaddus, dean of admission at the College of William and Mary (current ranking: 31).

And what about universities whose rankings go up?

AU’s fate on U.S. News presents a quandary. The institution has climbed 20 spots since 2004. Yet, AU still finds itself far down the list of top national universities, at 79. AU competes for the same top students as higher-ranked schools, such as neighboring George Washington and Georgetown. Those students — the ones with straight-A averages and near-perfect SATs — will not be particularly impressed to know that American is the 79th-best university in America.

“It’s not something that we use in our recruiting materials at all,” said Sharon Alston, director of admissions at AU. She allows, however, that the school’s upward trajectory “validates the work we have been doing, and it shows that it pays off.”

The higher a school’s rank, the more movement matters.

Cornell has descended in rank from 9 to 15 since 1991, falling out of the vaunted Top 10. Penn has climbed from 13 to 5, more or less displacing Cornell.

Harvard, Princeton and Yale rank about the same now as they did then. But Columbia has ascended from 10 to 4, and Northwestern has climbed from 23 to 12. Washington University in St. Louis has risen from 24 to 13.

Vanderbilt wasn’t even ranked in 1991 — it landed unceremoniously onto a list of 25 schools dubbed Quartile One. In 2011, it ranks 17.

Twenty years ago, Wake Forest didn’t even make the top 50; it fell into a cohort of schools called Quartile Two. Today, it ranks 25.

The University of Rochester, by contrast, has declined from 25 to 37.

There’s movement among top liberal arts schools, as well.

Amherst, Swarthmore and Williams have merely switched places at the top of the list over the past 20 years. But Wesleyan and Smith have both fallen out of the Top 10, Wesleyan declining from 7 to 12 and Smith from 9 to 14.

Haverford has climbed onto that list, ascending from 21 to 9. Middlebury has risen from 8 to 4. Oberlin has fallen from 14 to 23.
At the University of North Carolina, Kimmy Summers, wearing cap, is a “brand ambassador” for American Eagle. She helped freshmen on move-in day.

On Campus, It’s One Big Commercial

By NATASHA SINGER

CHAPEL HILL, N.C.

IT’S move-in day here at the University of North Carolina, and Leila Ismail, stuffed animals in tow, is feeling some freshman angst.

A few friendly upperclassmen spring into action.

But wait: there is something odd, or at least oddly corporate, about this welcome wagon. These U.N.C. students are all wearing identical T-shirts from American Eagle Outfitters.

Turns out three of them are working for that youth clothing chain on this late August morning, as what are known in the trade as “brand ambassadors” or “campus evangelists” — and they have recruited several dozen friends as a volunteer move-in crew. Even before Ms. Ismail can find her dorm or meet her roommate, they cheerily unload her family’s car. Then they lug her belongings to her dorm. Along the way, they dole out American Eagle coupons, American Eagle water canisters and American Eagle pens.
Ms. Ismail, 18, of Charlotte, welcomes the help. “I’ll probably always remember it,” she says.

American Eagle Outfitters certainly hopes so, as do a growing number of companies that are hiring college students to represent brands on campuses across the nation.

This fall, an estimated 10,000 American college students will be working on hundreds of campuses — for cash, swag, job experience or all three — marketing everything from Red Bull to Hewlett-Packard PCs. For the companies hiring them, the motivation is clear: college students spent about $36 billion on things like clothing, computers and cellphones during the 2010-11 school year alone, according to projections from Re:Fuel, a media and promotions firm specializing in the youth market. And who knows the students at, say, U.N.C., better than the students at U.N.C.?

Corporations have been pitching college students for decades on products from cars to credit cards. But what is happening on campuses today is without rival, in terms of commercializing everyday college life.

Companies from Microsoft on down are increasingly seeking out the big men and women on campus to influence their peers. The students most in demand are those who are popular — ones involved in athletics, music, fraternities or sororities. Thousands of Facebook friends help, too. What companies want are students with inside knowledge of school traditions and campus hotspots. In short, they want students with the cred to make brands seem cool, in ways that a TV or magazine ad never could.

“We are the people who understand what kinds of things the students will be open to,” says Alex Stegall, a Carolina junior who recruited about 20 members of her sorority for the American Eagle promotion. “It’s marketing for the students, by the students.”

It’s a good deal for the student marketers, who can earn several hundred to several thousand dollars a semester in salary, perks, products and services, depending on the company. But the trend poses challenges for university officials, especially at a time when many schools are themselves embracing corporate sponsorships to help stage events for students.

Just how far one big company — Target — has permeated this university was evident at freshmen welcome week in late August, at what students and administrators alike characterized as a touchstone party for the class of 2015.

As part of the official university program, Target sponsored a welcome dinner on a Friday. Then, on Saturday, for the first real social event for
freshmen, it hired buses to ferry students to a Target superstore in Durham for late-night shopping, says Winston B. Crisp, the university’s vice chancellor for student affairs.

From the school’s point of view, Mr. Crisp says, the excursion is both social and practical. It’s a convenient way for freshmen to pick up last-minute items. Equally important, he says, is that shopping at midnight keeps freshmen away from alcohol-fueled parties on their first weekend.

University administrators supervise the event, he says, and control the marketing messages.

But Mr. Crisp says he was unaware of the American Eagle effort on his campus. He worried aloud that students and parents might mistake such promotions as having the university’s imprimatur.

“They are not supposed to be using the opportunity to help people move in as a way of forwarding commercial ventures,” he said, standing near the cash registers at Target that evening, as upperclassmen handed out free VitaminWater, Combos and packages of macaroni and cheese. He added: “So it’s a bit of a dilemma.”

In an e-mail message on Friday, Jani Strand, a spokeswoman for American Eagle, wrote: “We all were under the impression that U.N.C. officials had been contacted and were aware of the event. We apologize for any confusion.” She said the company views its on-campus activities as beneficial for students as well as the brand.

MANY college students are the heads of a household of one. But if a company can hook them early, it often has customers for life. And the choices students make — about shampoo, clothing, computers, smartphones and so on — can become the lifetime habits of future families or business executives, says Lisa Baker, director of education marketing at Hewlett-Packard, which has long promoted its laptops to universities.

What’s more, she says, college students tend to maintain deep connections to their parents, siblings and high school friends, so their likes and dislikes can influence purchases back home.

“We think of them as a bridge,” Ms. Baker says of undergraduates. “They will have influence back in the home and influence going forward.”

Traditional marketing techniques — like national advertising campaigns on MTV or in Rolling Stone — don’t resonate with college students the way they used to, says Matt Britton, chief executive of Mr. Youth, a marketing agency in Manhattan. Nowadays, companies need student ambassadors to
create marketing events, like mural painting or video contests, that are relevant to their particular schools, he says. Students who participate tend to promulgate brand messages.

“They are engaging in real activities to move the needle on major brands,” he says.

His company has developed Internet and on-campus campaigns for dozens of brands, including Nike, Microsoft, H.P. and Ford. It charges corporate clients $10,000 to $48,000 a campus per semester for brand-ambassador programs, he says. (American Eagle works with a different firm, Youth Marketing Connection, on its ambassador activities.)

This fall, Mr. Youth plans to hire more than 5,000 college students among the 150,000 who submitted profiles to its student recruitment network. The company uses behavioral profiling to match the personalities of brands and students.

Consider Alyssa Nation, 21, a junior at the University of Central Florida in Orlando and a brand ambassador for H.P. laptops with Intel processors. Even when she is not officially on duty, she puts on her H.P. logo shirt, takes her company-issue laptop and positions herself at a campus Wi-Fi hotspot.

“I love technology, and I love interacting with people, so it’s perfect,” says Ms. Nation, a communications major.

Among her duties: setting up a laptop display table in the student union. First, she says, she tells freshmen who ask for advice that she is paid to promote H.P. products. Then she makes recommendations, depending on the student.

“I can tell they believe me,” she says. “There’s a completely different trust level when it’s peer-to-peer marketing.”

She also posts to H.P.’s Facebook site for students and uses her own Facebook account, with more than 1,300 friends, and her Twitter account to promote H.P. student discounts and contests.

“I am constantly marketing on Facebook and Twitter,” she says, “to the point where my friends threaten to block me because I am constantly posting about H.P.”

Last semester, Ms. Nation painted the H.P. logo and Web site address on her car, using washable markers. She posted photos of the car on Facebook and recruited 15 friends to paint their cars, too.
The University of Central Florida is only one of several dozen colleges where H.P. has ambassadors.

“It would be difficult for a brand to be able to tap into all those unique activities at all of those schools,” says Ms. Baker of H.P.

JUST before 10 on a Saturday night in August, hundreds of U.N.C. freshmen line up outside the campus bookstore, waiting for a fleet of buses to take them to Target. At the front of the line is Dasia Robinson, a senior and, for the day, a Target brand ambassador. She has a soft spot for Target, she says. On her first weekend at U.N.C., she met four students during a similar Target event. They became her best friends.

“Target incorporated their brand into the fact that we are college students,” she says. “I really do appreciate that.”

She revs up the new Carolina Tar Heels. “Tar!” she yells.

“Heels!” the crowd yells back.

The Target student reps stand out: they are wearing red T-shirts that say “COLLEGE,” punctuated by Target’s bull’s-eye logo.

“This is our first big college experience,” says Viraj Patel, 18, standing in line next to freshman friends from high school.

When the first bus arrives, the students rush forward as if it were Black Friday. Twenty minutes later, the first bus arrives at the SuperTarget. Mr. Crisp, the U.N.C. vice chancellor, greets the students and alerts those following on Twitter.

“First bus load at Target!!! Let the fun begin!!” Mr. Crisp posts @vicecrispy. A little later, he posts: “Target is rocking!!! Come on out!”

By midnight, the store is crowded with freshmen pushing shopping carts full of lamps, pillows, cases of soda and free junk food. “Mac and cheese, everyone!” an upperclassmen yells, tossing packages at passing students. One student wins a refrigerator and a year’s supply of Coca-Cola.

This year, 66 universities and colleges are taking part in private shopping events at Target as part of welcome weeks for freshmen. At U.N.C., where the company has been sponsoring the event since 2007, the night is already a tradition. Upperclassmen drop by to party with the freshmen.

A D.J. spins tunes between clothing racks. Students dance the wobble. Target’s mascot, Bullseye the Dog, joins in with Carolina’s Rameses the Ram.
Over the course of the evening, about 2,200 Carolina students make their way through the aisles. Mr. Crisp describes the party as the school’s “signature event” for the start of the school year. “It’s late night. It’s fun,” he says, adding: “It’s an opportunity for us to gather them together on a Saturday night in a healthy, safe environment.”

STUDENTS at Chapel Hill — there are nearly 19,000 undergraduates this semester — do things the Carolina Way. Many often wear the school color, sky blue. Few ever wear Prussian blue, the color of Duke, Carolina’s archrival. They stand up throughout sports events and root — loudly — for the Tar Heels. They like to pitch in.

Companies that hire students co-opt such local knowledge. It’s easy for the three American Eagle student marketers here to enlist friends via Facebook and campus listservs for the move-in event. In return, the company outfits the volunteers with free T-shirts in navy blue, the corporate color of American Eagle, that read “A.E. Move-In Crew.”

“We are a welcoming community. We’re not going to let you move in and struggle,” says David Artin, 20, a senior and fraternity member who volunteered. “We are going to help you move in the Carolina way.”

For American Eagle, the strategy has the potential to increase sales not only among the freshmen but also among the volunteers. After all, people are most likely to act on suggestions from people they know and trust, says J. Andrew Petersen, an assistant professor of marketing at U.N.C.’s Kenan-Flagler Business School. In this case, the upperclassmen are already friends with the company’s student representatives, he says, and now they feel their own personal link to the brand.

“The 50 people who volunteered think American Eagle is being very nice,” Professor Petersen says.

Participating in the move-in event seems to have made an impression on Kiley Pontrelli, 20, who volunteered along with friends from her sorority.

“When you know that the company is not just there to get your money, they’re actually willing to, like, help you as an individual in whatever way possible, it makes you respect them a lot more,” Ms. Pontrelli says. “I’m definitely going to give American Eagle, like, a second thought when I go by next time.”

Not everyone is comfortable with all this student-to-student marketing.
Across campus, on a plaza somewhere between the free Pepsi truck and the free Ben & Jerry’s ice cream wagon, Rachel Holtzman and a few other students are painting a sign promoting their own group: the Center for Social Justice.

“Although you want to support your friends, you may not always be interested in supporting the company,” says Ms. Holtzman, 19, a sophomore majoring in health policy and management. “It’s hard when the two things have an unclear line.”

ON-CAMPUS marketing is intended to reach students where they eat, sleep, study and sweat.

Red Bull, which has student brand managers at 300 universities and colleges, sponsors everything from chariot races to music lectures. Student representatives for Microsoft Windows give interactive product demonstrations each week to peers on more than 300 campuses.

American Eagle plans to stage freshmen move-in events at 50 campuses and works with university recreation centers to outfit intramural sports teams and fitness instructors. It also holds an annual academic competition for marketing students and flies the finalists to its Pittsburgh headquarters to present their cases to top executives. The company has even introduced a vintage-looking U.N.C. T-shirt that comes in, natch, Carolina blue.

It’s a multipronged effort intended to make students feel they are personally involved in the brand, says Cathy McCarthy, American Eagle’s senior director of campus marketing. The events, she says, are intended to amplify campus culture, not alter it. She flew in to observe the move-in event at U.N.C.

For its efforts, American Eagle gains insight from students about how to market to them, she says. Brand ambassadors, she says, acquire skills that can lead to a job at the company.

“There’s a two-way dialogue with our core customer,” Ms. McCarthy says. “There’s opportunity for recruitment as well.”

Mr. Britton of Mr. Youth says the real change on campus is that companies are marketing through students, not to them. “The only difference now is that, as opposed to it being executed by, you know, field service reps who weren’t their age, who didn’t really speak their language,” he says, “it’s being executed by their peers.”
Some universities welcome such programs, and the career experience they may provide, but others prohibit such activities, he says.

The lines aren’t always clear. U.N.C. officials, for example, say they don’t currently have a clear handle on how many students work as brand ambassadors — but it could be several hundred or more. “I don’t think we have a good grip on it,” Mr. Crisp says. “We are going to need to get a good grip on it.”

He is blunt about the fact that student-to-student marketing has only recently come to the school’s attention. Asked how U.N.C. is handling it, he acknowledges, “Honestly, not very well.”

The challenge, he says, is to balance potential student employment opportunities against practices that could manipulate undergraduates or dilute the U.N.C. experience.

“Corporations have become very savvy about hiring students to be their representatives on campus, and a lot of the stuff that they’re doing we have no knowledge of — and so they are not things we are sponsoring or supporting,” Mr. Crisp says. “How we police that and how we deal with our students, who after all are our students, is probably something we need to spend some more time thinking about.”

BACK at Target, Nitin Goel, a wiry, gum-chewing 18-year-old in low-slung jeans, is loaded down with free mac and cheese. He’s carrying a friend’s new beanbag chair.

Earlier that night, waiting for the Target bus by the campus bookstore, Mr. Goel had pledged allegiance to Wal-Mart, where he had shopped all his life. Now he doesn’t seem quite so sure.

“This was definitely the highlight of my orientation,” he says.

It’s a great day to be a Tar Heel.