Ross backs campus athletics

BY ANNE BLYTUE - ablythe@newsobserver.com

RALEIGH As the Atlantic Coast Conference works to add two schools to the league, and as NCAA and UNC-Chapel Hill officials consider football program sanctions, Tom Ross, president of the UNC system, maintains that decisions about athletics are best made at the campus level.

The head of the 17-campus University of North Carolina system sat down with editors and reporters at The News & Observer this week to talk about that and other challenges in higher education.

Ross said he talked with UNC-CH Chancellor Holden Thorp a number of times about the Tar Heel football program, but it was the chancellor's decision, not his, to fire Coach Butch Davis.

"I did not give any advice to him one way or another," Ross said.

Years ago, the UNC Board of Governors relinquished control of athletics to individual campuses, and Ross was not advocating change.

"We are not ignoring the blend between academics and athletics," he said. "They can coexist, and you can excel at both, and that's what we want all our institutions to do. That doesn't mean the right place to make decisions is at the system level. I think it's better to make choices closer to where the action is."

Ross, UNC system president for the past nine months, said athletics is an important part of college life.
"We have kids who attend our institutions because they want to be fans. They want to be part of an institution that has that experience," he said. "So I really value it. I think it's a really important part of what we do, but we've got to be careful."

The UNC system in January launched a study of its academic support programs. A report was issued this past summer with recommendations for making them stronger, strengthening controls while effectively delivering those services to student athletes.

He worries that basketball and football, the big-money sports, drive league expansions and decisions in the NCAA that can have unintended consequences on sports and teams that don't generate high revenue.

None of the decision-makers behind the recent expansion of the ACC to include Syracuse University and the University of Pittsburgh contacted Ross, although N.C. State University and UNC-CH are two ACC schools in the system he oversees.

Like many sports fans, he has heard the rumors about the possibility of the ACC becoming a super conference. But he said he had no inside knowledge of how many teams ultimately would be in the conference.

"Clearly there's a lot of disruption in the NCAA right now, and I don't think anybody knows where it's heading," Ross said. "Whoever the schools are in any conference, what I worry about is the effect on the student athlete in terms of how much time they're out of class and the travel distances and those sorts of things."

Although he was more concerned about the travel distance to Syracuse than Pittsburgh, Ross said that if the league were going to expand, the schools were the kinds that would mesh.

"You want schools that are comparable to you academically and athletically," Ross said.

Although Ross expressed concerns about big money driving college athletics, he said fixes need to pull in players beyond the academic communities.

"I'm not sure, given where we are, that we're going to solve it without involving the professional leagues," Ross said.

Blythe: 919-836-4948
ECU close to home for Heels

BY CAULTON TUDOR - Staff Writer

CHAPEL HILL A strange dynamic in the UNC-ECU football series surfaced shortly before the Tar Heels' practice session Wednesday afternoon.

When discussing the Tar Heels' trip to Greenville for Saturday night's game against the Pirates, North Carolina linebacker Kevin Reddick and wide receiver Erik Highsmith both referred to it as a "home game." Neither one has ever played a game in Dowdy-Ficklen Stadium.

But Reddick, a junior from New Bern, and Highsmith, a junior from Vanceboro, will never play a game closer to the high school friends and fans who helped launch their careers.

Reddick has rounded up about 30 tickets for his personal cheering section. Highsmith has 25 and is still trying to make swaps with teammates.

"Tickets are hard to find," Highsmith said. "There's a lot of eastern North Carolina guys on our team, a lot more than you think."

Among those UNC players are defensive ends Donte Paige-Moss (Jacksonville), Quinton Coples (Kinston) and Kareem Martin (Roanoke Rapids), defensive tackle Tydreke Powell (Ahoskie), kickers Trase Jones (Roanoke Rapids) and Casey Barth (Wilmington), offensive linemen Jonathan Cooper (Wilmington) and Travis Bond (Windsor).

And yet, North Carolina's players are reluctant to publicly place much emphasis on their games against the Pirates.

Reddick, like many older UNC folks, isn't so sure the series should even be played.

"It's all right every once in a while to play another team in the state of North Carolina, but it's not a rivalry," Reddick said. "We don't pay attention to how emotional the game will be, because right now, I don't know how emotional it'll be. It's just another game. Every game is a big game for us."

Highsmith, who burned the Pirates secondary as a freshman in 2009, is more in favor of the series. But he, too, is careful to watch his remarks.
"They're an in-state team, and I think we should play every D-I team in our state. We've been playing them for several years now, so I say, why not? I look forward to it every year," Highsmith said.

Saturday will mark only the 14th game in the series but the first in Greenville since the Pirates won 34-31 in 2007.

The Heels have dominated - 10 wins, two losses, one tie - but only a handful of the current players were involved in that '07 game. Even so, the nature of the rivalry is such that most of the team is entirely familiar with the festive Dowdy-Ficklen environment.

"We expect it be very, very rowdy in there - 8 o'clock game, everybody's going to be there, packed stadium, sold-out tickets," Highsmith said.

"But this isn't the loudest [place] we've played so far."

Reddick's take: "It's going to be fun - a lot of trash talking, but just another game."

The reality is that dating back to the first meeting in 1972, UNC's players quietly have placed huge emphasis on beating ECU. That's a big part of why they've only lost to the Pirates twice.

Tudor: 919-829-8946
Justin Hardy is either totally unflappable or truly unaware of just how intense an environment he’ll be stepping into Saturday night. Maybe it’s a little of both.

“I hear it’s a pretty big rivalry between the two, but we’ve just got to come out and play hard,” said Hardy, a redshirt freshman wide receiver for East Carolina, referring to his team’s sold-out home showdown against North Carolina in what promises to be a hostile setting both on and off the playing surface inside Dowdy-Ficklen Stadium.

For Hardy, it’s all still new, but with each passing Saturday he’s becoming less an inexperienced kid and more a necessity for 1-2 ECU. He’s pulling full-time duty as an inside receiver due to a preseason knee injury to projected starter Justin Jones, and the Vanceboro native has had an eye-opening first three games for the Pirates.

He’ll enter the showdown with the Tar Heels as ECU’s second leading receiver with 21 catches for 212 yards and two touchdowns. The only two receivers taking the field with better early-season numbers on Saturday will
be record-breaking ECU senior Lance Lewis (24 receptions, 194 yards, four TDs) and UNC senior star Dwight Jones (27-421-4).

As fast as things are happening, Hardy knows there is plenty left to learn.

“Running routes is something I really worked on after the South Carolina game, and then after the Virginia Tech game I worked even harder,” said Hardy, who fielded no Division I offers as a quarterback coming out of West Craven High School and opted to walk-on at ECU. “I’ve worked hard on my technique and on making routine plays.”

Hardy’s two touchdowns have been nearly identical, a 25-yard catch against South Carolina and a 21-yard grab against UAB. He looked like a veteran on both, catching the pass near the 5-yard line close to the sideline, spinning out of a tackle and leaping over the goal line with the ball outstretched in his left hand.

Jones is close to returning but is still listed as questionable for the 8 p.m. kickoff Saturday, so Hardy will most likely make his third career start in four games.

Like most involved in the rivalry over the years, Hardy will see some familiar faces standing on the opposing side, like former New Bern opponent and leading UNC tackler Kevin Reddick at linebacker and former Northside High standout Donte Paige-Moss at defensive end.

Hardy’s former West Craven teammate Erik Highsmith, meanwhile, is the Heels’ third leading receiver.

He knows all eyes will be on him like never before Saturday, but Hardy insists his nerves won’t get the best of him.

“I don’t really look into it like that. I don’t really think about it too much,” Hardy said. “I know what I can do and I know what our team can do.”

Contact Nathan Summers at nsummers@reflector.com or 252-329-9595.
Grady L. Whitehurst

PACTOLUS - Grady Lee Whitehurst, 69, passed away Tuesday, Sept. 27, 2011. The funeral service will be conducted Friday at 4 p.m. in the Wilkerson Funeral Chapel. Burial will follow in Pinewood Memorial Park.

Mr. Whitehurst, a native of Pitt County, was a lifelong resident of the Pactolus community. He was employed as a plumbing supervisor with the Brody School of Medicine for a number of years. An avid musician who enjoyed sharing his talent with his friends and family, Mr. Whitehurst passed on his passion and talent for music to many of his grandchildren. He loved fishing, working in the yard, and working on his '58 Chevy. As a member of Temple Free Will Baptist Church, he was a devoted Christian and enjoyed reading the Bible daily. A loving husband, father, grandfather, and great-grandfather, he will be greatly missed by all who knew him.

He was preceded in death by his parents, Jesse M. and Sarah Bell Ingalls Whitehurst; brothers, Dewey, J.B., Curtis and Harvey Whitehurst; and a sister, Katherine Brown.
He is survived by his wife of 48 years, Gloria Cherry Whitehurst; son, Grady Whitehurst Jr. and wife, Tonya, of Black Jack; daughters, Shena Bullock and husband, Mitchell, of Bear Grass, Teresa Roebuck and husband, Darrell, of Simpson, and Shelia Davis, of Stokes; grandchildren, Bryan Coward, Lindsay Roebuck, Tyler Whitehurst, Burgandy Bullock, Faith Davis, Kaymberlynne Whitehurst, Maci Bullock, and Kelsey Whitehurst; great-grandchild, Gage Bullock; brother, Melvin Whitehurst; sister, Betty Scott and husband, Nathan, all of Greenville; and his musical family.

The family will receive friends tonight from 6 to 8 at Wilkerson Funeral Home.
Memorial contributions may be made to Temple Free Will Baptist Church, Building Fund, PO Box 7106, Greenville, NC 27835 or to the First Born Community Development Center, 912 Black Jack Grimesland Rd., Grimesland, NC 27837.

Published in The Daily Reflector on September 29, 2011
Debt's burden

Students who graduate from college with huge debts to pay off aren't just affected in the bank books. Having a large debt, with deadlines to meet, can affect future educational options and even change the course of careers. Graduate school? Better not until the debt is paid down. Studying law? Same problem.

And universities with limited financial aid resources, which are more numerous in view of the effects of the Great Recession, now are in some cases looking to shape some of their admissions based on the fact that some applicants can pay their full way, or their families can. That skews the entire notion of judging admissions based on academic qualifications.

At UNC-Chapel Hill, 31 percent of graduating students have debt, and it averages $16,000 per student. Consider the bite, the long-term bite, that will take out of a starting teacher's earnings, for example. And to boot, the grads are entering an anemic job market.

While some schools, notably UNC-CH, have financing plans for the most disadvantaged students that will leave them debt-free, the truth is that middle-class families find it increasingly difficult to pay the bills of a university education. Individual schools need to work on this problem, not taking on a financial burden they can't bear, of course, but figuring out ways through more work-study, etc., for students to lighten their post-graduation debt. One branch of the UNC system may have an idea that could apply to other schools.

And, legislators need to step up and recognize that heavier debt loads for students are not good for the state, possibly sending more top graduates elsewhere in search of better paying jobs and the chance to retire their debts more quickly.
White coats, and a white hat

BY JIM JENKINS - Staff Writer

Even before the ceremony began, we were all feeling good about humanity. Memorial Hall on the UNC-Chapel Hill campus was pretty full last Saturday at noon, with the families of 170 or so first-year medical students attending the "White Coat Ceremony," in which those students are given their lab coats by faculty members. It is a somber ritual.

Looking over the doctors-to-be (and this is where humanity comes in) one had to feel optimistic, as they were young, bright, eager, and so committed to a long journey. Dr. Bill Roper, the dean, and his top guns made it clear in their early remarks that personal character was a factor in admission.

Seeing the families, many of whom doubtless are in quite a struggle to send the kids through, one couldn't help but admire them as much as these aspiring doctors in their lab jackets. What sacrifices Mom and Dad have made.

Then, as if to put before the students an example of what they meant by character, what it really means to be a good doctor, to present an example of that to which a UNC med school grad should aspire, the keynote speaker came forward. And over the next 20 minutes, Dr. Mike Barringer, a surgeon who works in Shelby, told these students exactly what they needed to hear, some profound lessons in how to be a doctor, how to treat people, how to serve communities. He emphasized compassion toward the patients and appreciation for them. A lot was on the minds of the attendees, no doubt. Families, friends, girlfriends and boyfriends. But take it from someone who's heard thousands of speeches, they will never, ever hear a better one.

Here is some of what Barringer said:

On not letting the white coat be a "force field": "The doctor-patient relationship, though professional, is also personal. Most patients would rather be cared for by a sincere, honest and acknowledging physician than a distant, all-knowing scientist."

On treating patients with personal as well as professional kindness: "One is to respect patients for allowing you to care for them and in fact be grateful
for the opportunity. Sitting instead of standing over a patient demonstrates your role as a caring professional versus a dictating provider. Avoiding interruptions such as cellular phone calls shows a respect for them and their time. And by all means, keep your hands free so you may touch your patients. Physical contact is not only necessary to do an exam but transmits reassurance and compassion."

On being, well, human: "There is something beyond the scientific, even mystical. Whatever your beliefs, please know that everyone is spiritually and emotionally connected. Your role and effectiveness as a physician will be incomplete without acknowledging and embracing this fact of life."

On remembering "those patients who gave you a chance to learn from their experience with disease": "An elderly Dominican lady who cried with joy when I removed a small fatty tumor from her leg using a local anesthetic reminded me that little things do matter, each word spoken and action taken has an effect on the patient and potentially their outcome." Then there was this: "And a 12-year-old Haitian boy who weakly asked me how my night had been and died one hour later from typhoid peritonitis humbled me and acknowledged the sanctity of a caring doctor-patient relationship."

Barringer goes the world over practicing his advice, doing so much of that kind of work that one wonders how he finds the time to pursue his own hobbies. And to follow his own advice to students to take time for themselves. (Not to mention having to deal with the bureaucracies of insurance companies.) He has practiced his brand of general surgery and a measure of reassurance and respect for his patients for nearly 30 years, since he sat in those audiences of UNC med school students. On the day he graduated, his mother gave him a couple of his childhood musings on what he wanted to grow up to be.

They remain on his desk, and one says, "I want to be a doctor, a doctor I want to be. I want to be a people doctor, not a doctor of a tree."

Boy, did he ever make the right choice.

Deputy editorial page editor Jim Jenkins can be reached at 919-829-4513 or at jjenkins@newsobserver.com
UNC AD interviews have begun

BY ROBBI PICKERAL - rpickeral@newsobserver.com

CHAPEL HILL The university search committee seeking North Carolina's new athletics director has begun interviewing candidates.

Committee chairman Lowry Caudill would not state how many people the committee has spoken with, and there remains no timeline for the hire.

"We are narrowing it down to serious candidates, and having the conversations we need with them," he said at the committee's meeting Wednesday morning.

Interviews have, and will, be conducted in person, he said - ideally by the entire, 13-person committee, although they could also occur in smaller groups.

The committee will recommend a successor for current UNC athletics director Dick Baddour, who announced he will retire as soon as his replacement is found. Caudill said relevant experience, fit and a history of understanding compliance issues are key factors in narrowing down serious candidates.

Considering that one of the new AD's first jobs will be hiring a football coach at the end of the season, experience hiring coaches is also "critical," Caudill said. Everett Withers is serving as the Tar Heels' interim head coach until the end of the season.
"This person needs to know how to assess and hire coaches that know how coach their sport, know how to develop student-athletes, because there's the development as an athlete, but there's the development as a student and the education here," he said. "And this person will have some significant hires for the university. Their first big one will be football, but that's one among many, as we have 28 sports at Carolina."

Candidates don't necessarily have to have ever hired a football coach, he added.

The committee is scheduled to meet again Monday for a day-long session. Caudill would not say whether interviews would be conducted then.

Pickeral: 919-829-8944
A new report finds evidence of a new majority on college campuses: part-time students.

Three-quarters of today’s college students attend part time, juggling classes along with work and family responsibilities, according to a new report from the nonprofit Complete College America. Only one quarter attend residential colleges as full-time students supported by their parents, the customary vision of college embraced by the suburban middle class.

The federal government doesn’t track part-time students, the report says, which means official measurements of success or failure in higher education don’t take them into account. The new report “Time is the Enemy” works around this problem by gathering data direct from 33 states.

Outcomes for part-time students are starkly worse than for their full-time counterparts. The completion rate for part-time students seeking a bachelor’s degree is 24 percent in the states surveyed, even when students are given eight full years to finish. The corresponding completion rate for full-time students is 61 percent. Among two-year community college students, the completion rate is 19 percent for full-time students and just 8 percent for part-time students, and that’s allowing four years to finish.

To put those numbers in context, consider the consequences if a large public school district were to announce that its graduation rate was 24 percent. There’s growing talk in higher education of collegiate “dropout factories,” schools whose remarkably low completion rates are seldom brought to light.

Completion rates are lower still among under-represented minorities. The bachelor’s completion rate is 17 percent for Hispanics who attend part-time, 15 percent for African Americans, even after allowing eight years to finish.

Part of the problem is that students are wasting their time amassing more credits than they need to graduate. This is partly a matter of poor or nonexistent advising, and partly a consequence of students attending multiple schools and those schools refusing to transfer credits.
The average community college student who earns an associate degree completes 85.5 credits, while the degree requires only 60. Bachelor’s candidates average 136.5 credits for a degree that requires 120.

Part-time students take five years, on average, to complete a two-year associate degree. They take 5.6 years to finish a four-year B.A.

Complete College America is a new nonprofit founded solely to work toward higher completion rates and backed by a star-studded cast of educational foundations as well as the nation’s governors.

The report offers a long list of fairly specific fixes. A sampling:

• More flexible scheduling for students, with classes offered year-round and in shorter terms.

• Formal “completion plans” for every student, updated annually.

• A common core curriculum of general-education courses that are consistent and transferable from school to school.

• Cap credit hours at 120 for a bachelor and 60 for an associate degree.

The report includes data for Maryland and Virginia, which were both among the 33 participant states.

Maryland reports a graduation rate of 18 percent for full-time students seeking associate degrees, and a strikingly low 6 percent for part-time students, given four years to complete.

Virginia reports a graduation rate of 20 percent for full-time A.A. students and 9 percent for part-timers.

Maryland reports a graduation rate of 67 percent for full-time students and 18 percent for part-time students seeking bachelor degrees. Virginia’s corresponding rates are 73 percent and 29 percent.

By Daniel de Vise | 09:44 AM ET, 09/27/2011
Seton Hall University has more than 5,000 undergraduates, with 82 percent of them living on campus in South Orange, N.J.

College Offers Top Applicants Two-Thirds Off

By RICHARD PÉREZ-PEÑA

For students with their sights set on a private college, the anxiety comes as a one-two punch: first from competing with thousands of others for a precious few spots, then from trying to scrape together up to $50,000 a year to foot the bill.

Starting next year, Seton Hall University will try to ease that follow-up blow for early applicants with strong academic credentials, giving them two-thirds off the regular sticker price for tuition, a discount of some $21,000. For New Jersey residents, who constitute about 70 percent of Seton Hall’s undergraduates, that would make the cost equivalent to that of Rutgers University, the state’s flagship public institution; for those from out of state, the private school would be much cheaper than the public one.

National experts on admissions and financial aid said the policy was the first of its kind. Seton Hall officials said they hoped it would provide clarity and certainty up front to the most desirable applicants, easing the weeks and months of stress that admitted students face as they wait to hear how much financial aid they might get from different campuses.

“The primary motivation has been that as we go through what looks like a double-dip recession, we wanted to help our students,” Seton Hall’s
president, Gabriel Esteban, said of the new approach. But in addition, he said, “it probably will help us in attracting a certain quality of students.”

To qualify for the discount, which would equal about two-thirds of this year’s $31,440 tuition (room, board and other fees add about $13,000 to the total annual bill), students must graduate in the top 10 percent of their high school classes and have a combined score of at least 1,200 on their math and reading SATs — but no less than 550 on either — or an ACT score of 27 or above.

Though experts said they knew of no college providing such a blanket discount for top-flight students, other institutions have similarly tried to distinguish themselves in this ailing economy by appealing to students’ bottom lines.

Sewanee, a liberal arts college in Tennessee, this fall cut its total annual bill for students by 10 percent. Many Ivy League schools have lately made a “no loan” commitment to families earning as much as $100,000 per year, promising to cover students’ entire assessed financial need with grants. Albright College, in Reading, Pa., decided in 2009 to give out more in merit aid than in need-based aid, and to send details of financial aid awards out with admissions letters, not as follow-ups.

And the State of Georgia has for a decade been granting residents with A and B averages full scholarships to its public colleges, though that program was scaled back this spring for budgetary reasons.

Like many colleges, Seton Hall, a Catholic university in South Orange, N.J., has need-blind admissions: that is, it accepts or rejects students without regard to their ability to pay. But also like many of its peers, it offers more generous financial support to the students it most wants — a practice generally known as merit aid.

Studies by the National Association for College Admission Counseling showed that in the mid-1990s, a large majority of colleges provided financial aid based only on need; but that by 2007, nearly as many provided aid based on perceived merit, academic or otherwise.

“The most elite institutions in the United States have historically had policies that they would not give aid for any reason other than financial need,” said Jerome Sullivan, executive director of the American Association of Collegiate Registrars and Admissions Officers. “But there were always exceptions, and since the ’80s, you’ve seen more and more schools shift away from that. It’s all about competing for the best students.”
Rutgers, a public university with more than 40,000 undergraduates on three campuses, charges $10,104 in tuition to in-state undergraduates and $22,766 to out-of-state students, plus room, board and fees that, like Seton Hall’s, amount to about $13,000 a year.

Next fall, Seton Hall’s discounted tuition will match what Rutgers now charges New Jersey residents. Going forward, Seton Hall officials said, the price would be subject to annual increases and would not necessarily be pegged to its much larger public neighbor’s. To be eligible for the lower price, students must apply by the Dec. 15 “early action” deadline, thereby indicating a strong, but nonbinding, preference for Seton Hall over others.

Applicants to most colleges, including Seton Hall, fill out a financial aid form provided by the federal Education Department, which estimates what families should be expected to be able to pay and determines eligibility for federal grant and loan programs. But many colleges provide less financial aid than the federal government says a family needs.

Seton Hall, founded in 1859, has more than 5,000 undergraduate students, with 82 percent of them living on its suburban campus 14 miles west of Manhattan. It has nearly as many students in its graduate schools of law, business, health sciences and other fields; the new discount policy will not apply to the graduate students.

Eighty-five percent of Seton Hall undergraduates received some financial aid this year, at a cost to the university of about $60 million. For those who would have received aid under the existing system, the savings from the discounted tuition would be less than the full $21,000.

Seton Hall’s vice president for enrollment management, Alyssa McCloud, said that after students were admitted, “there’s a lot of confusion among families about the bottom-line cost” as they waited to hear from various schools about their aid packages, as well as about any independent scholarships they might be competing for. The discounted tuition for top students, she said, would let “families know right up front what the bottom line will be.”

If the new policy had been in effect this year, Ms. McCloud said, 16 percent of the school’s freshmen would have had the high school academic credentials to qualify for the lower price. But that percentage could rise if the policy helps the school draw more top-notch applicants.

This article has been revised to reflect the following correction:
Correction: September 28, 2011
An earlier version of this article misspelled, in one instance, the surname of Alyssa McCloud, Seton Hall’s vice president for enrollment management.
The U.S. may be in an unemployment crisis, but the students at Harvard Business School aren't too worried about their job prospects, says the school's dean, Nitin Nohria.

About 95% of last year's graduating class had job offers by early September, according to the school. Still,

Mr. Nohria says keeping students at the nation's top business school humble can sometimes be a challenge, one he struggled with himself when he assumed his role last year.

When you take the reins as a leader, you "start suddenly believing that your words are more important than everybody else's," says the 50-year-old dean, who studied leadership for many years as a professor of business administration at Harvard Business School.

Mr. Nohria made ethics a centerpiece of Harvard's recent curriculum overhaul, which started last month. The new classes also emphasize hands-on training in entrepreneurship and leadership.
At lunch with a group of Wall Street Journal reporters and editors, Mr. Nohria discussed changes in business education and how to teach character-building. Edited excerpts:

**WSJ:** You've been dean for just over a year. What are some of the biggest surprises or challenges you've had?

**Mr. Nohria:** This is an important inflection point. We're moving from an American century in business to a global century in business. When I came to Harvard Business School in the 1980s, the vast majority of people were interested in studying America, because this is where they hoped to have job opportunities. As late as 1988, when I joined, less than 5% of our case [studies] were outside of the United States. Last year more than a third of our cases were global.

**WSJ:** Coming to school is kind of an optimistic moment in someone's life. [Yet the economic mood is depressed right now.] What is the day-to-day mood about your hallways?

**Mr. Nohria:** There's no doubt some anxiety about the state of growth in the global economy, but that aggregate picture masks terribly important differences. Even at a time in the United States when we worry about 20 million jobs being needed, there are three million jobs unfilled.

Last year, our students graduated and [nearly] everybody has a job. The labor market for them, which used to only be the United States, has now become global.

**WSJ:** Entrepreneurship and innovation are great buzzwords. How do you teach [them]?

**Mr. Nohria:** One of the most significant changes that we have made in our M.B.A. curriculum this year is a platform we're calling the FIELD [field immersion experiences for leadership development] method. Students will be required to develop a micro-business. We're going to give them $3,000, and they have to launch a product or service.

Helping our students go from just knowing about things to learning how to translate that knowing into doing, and through the doing of things learn what
it means to be an entrepreneur or be a leader, this is where we're trying to push management education.

**WSJ:** How did you absorb the lessons of the crash into your curriculum? Is there more you could have done before 2008?

**Mr. Nohria:** I don't think that we could be found wanting in terms of the class sessions that we devote to teaching people about ethics. After Enron, we were the first business school to introduce a required course that focused on corporate accountability. But there seems to be a big difference between people's understanding of their responsibilities as business leaders and their capacity to live up to those when faced with pressure or temptation.

Cultivating that moral humility where you say, "Yes, under some circumstances your moral compass might fail you," I think we need to understand better how to help students recognize those moments and know how to resist.

**WSJ:** The things people end up doing when they're tempted seem to be a failure of moral compass. But by the time you're in business school, [is it] a little late to be teaching those things?

**Mr. Nohria:** The general belief about moral and character development [is] this is something that we learn at home, as adolescents. I actually think the formation of character is a lifelong process.

Abraham Lincoln said that people think that the real test of a person's character is how they deal with adversity. A much better measure of a person's character is to give them power. I've been more often disappointed with how people's character is revealed when they've been given power. I have learned that in a very modest ways even as having become dean. How I inhabit this new sense of self and learn to stay grounded is going to be as important to the formation of my character as anything I've learned from my parents.

**Harvard Business School / By the numbers**

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Source: Harvard Business School

Write to Melissa Korn at melissa.korn@wsj.com