THE DAILY CLIPS

January 19, 2012

News, commentary, and opinion
compiled by East Carolina University News Services:

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   USA Today
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Panel recommends cuts at ECU

By Jackie Drake, The Daily Reflector

Forty-eight programs have been selected for reduction or elimination at East Carolina University in a report released Wednesday.

The Program Prioritization Committee’s university self-study report contains final recommendations for academic consolidation in the face of state budget reductions. While most programs will be maintained, 67 programs are identified for additional investment out of a total 227 programs evaluated.

The ECU Board of Trustees, the Faculty Senate and the chancellor’s Executive Committee are expected to review the final recommendations and provide feedback before any changes are approved and enacted, according to committee chair and geography professor Ron Mitchelson.

No dollar amounts of savings or expenditures are listed with Wednesday’s recommendations.

“I’m proud of the systematic and comprehensive work done by the Program Prioritization Committee, which I believe to be among the very best campus prioritization assessments in the nation,” said Chancellor Steve Ballard after reviewing the report earlier this week. “All of this work to reduce expenditures and find more resources will be continuous, challenging and essential to our future.”

The committee will begin assessing the costs and benefits of the potential reorganization of academic units. By Feb. 16 members expect to provide five to seven scenarios with analysis of potential savings for each. Input from faculty and staff will also be sought at that time, Mitchelson said.

“This will take a few years to unfold,” Mitchelson said. “If there is a dramatic budget reduction that is unforeseen, this could be accelerated, but I anticipate this will happen at a methodical pace that doesn’t create immediate harm to students.”

An effective year has not been set for programs to be cut, but “we’ll make sure current students progress and complete their degrees,” Mitchelson said.

The committee examined nine colleges, including 70 departments and schools, and the Brody School of Medicine beginning last May. Faculty
input was gathered at multiple stages during that process. First and second drafts of the report were released in November and December.

Wednesday’s final recommendations and the December draft are “pretty similar in general, but with some specific changes,” according to Mitchelson.

For example, the Bachelor of Science in clinical lab studies was up for elimination in the draft, but its final recommendation was to be maintained. “We altered the recommendation based on a ton of feedback from the department and the region,” Mitchelson said. “Those grads are really important to this area. I’m quite proud of the committee for listening to the campus and the community constituents as well,” Mitchelson said.

The newly created Honors College and School of Dental Medicine were exempt from the study. Due to operational differences, the Brody School of Medicine will be evaluated more by findings of its accreditation site visit, taking place this month.

The recommendations are intended as “a road map for investment and reallocation over time,” over the next five to ten years.

“ECU, like nearly all public universities, faces a daunting fiscal environment,” Ballard said. “We will continue to focus on improved efficiency, reduced administrative expenditures, and more private giving to help alleviate base budget cuts.”

ECU took a 16.1 percent or $49 million cut in state funding for the 2011-2012 fiscal year following four consecutive years of state budget cuts. That has meant fewer sections of courses, larger classes and as many as 200 jobs have been eliminated on campus.

“There is no doubt about us working as hard as we could, taking in and listening to the campus as intently as we could,” Mitchelson said. “I’m hoping the document is stronger because of the quality and volume of the feedback we incorporated.”

For a complete list of programs to be eliminated, reduced, maintained or increased, see www.reflector.com.

A copy of the self-study and recommendations will remain available on the committee’s website until June 30 at www.ecu.edu/pcc.
ON THE LIST
Programs targeted for change by ECU's Program Prioritization Committee are listed below under their respective college. (excluding Brody SOM)

ELIMINATE

College of Allied Health Sciences
Bachelor of Science in Health Care Administration
Master of Science in Vocational Evaluation

College of Fine Arts and Communication
Bachelor of Fine Arts in Fabric Design
Master of Fine Arts in Fabric Design
Bachelor of Arts in Studio
Bachelor of Fine Arts in Weaving
Master of Fine Arts in Weaving
Bachelor of Arts in Communication
Bachelor of Science: Media Production Concentration
Certificate in Jazz Studies
Minor in Jazz Studies
Bachelor of Music in Performance: Musical Theatre
Bachelor of Music in Organ Performance
Master of Music in Organ Performance
Master of Music in Performance: Accompanying, Vocal Pedagogy
Bachelor of Music in Performance: Piano Pedagogy
Bachelor of Music in Performance: Sacred Music/Voice
Certificate in Suzuki Pedagogy (undergraduate)
Bachelor of Arts in Theatre Arts

College of Human Ecology
License in Pre-school

College of Health and Human Performance
Bachelor of Arts in Exercise and Sport Science
Master of Science in Athletic Training
Certificate in Driver Education

College of Business
Bachelor of Science in Business Administration in Electronic Commerce

College of Education
Master of Arts in Education in Business and Marketing Ed License
Bachelor of Science in Business Administration in Business Education
Educational Specialist Degree in Counselor Education
Certificate in Autism (G Cert)
Master of Arts in Education in History Education
Masters Degree in Children’s Rights: Research Program
Master of Arts in Social Studies
Bachelor of Science in Special Education, B-E
Bachelor of Science in Special Education, LD
Bachelor of Science in Special Education, MH
Certificate in Performance Improvement (G Cert)
Master of Arts in Science Education
Certificate in VR in Education and Training (G Cert)

**College of Technology and Computer Science**
Master of Computer Management in Construction Management
Bachelor of Arts in Computer Science

**Harriot College of Arts and Sciences**
Bachelor of Arts in Economics
Bachelor of Arts in Geography
Bachelor of Science in Public History

**REDUCE**

**College of Fine Arts and Communication**
Bachelor of Fine Arts in Wood Design
Master of Fine Arts in Wood Design

**College of Human Ecology**
Master of Arts in Education in B-K Education
Master of Science in Child Development and Family Relations
Master of Arts in Education in Family and Consumer Sciences
Bachelor of Science in Merchandising
Master of Science in Criminal Justice

**College of Business**
Bachelor of Science in Business Administration in General Business
Certificate in Development and Planning
Certificate in Pro Investment Management Ops
Certificate in School Business Management
Certificate in Security Studies
Certificate in Sports Management

**College of Education**
Bachelor of Science in Business Education in Business and Marketing Education
Master of Science in Vocational Education
Doctor in Education Degree in Higher Education Administration
Education Specialist Degree in Education Admin and Supervision
Doctor in Education Degree in K-12 Ed Leadership
Master of Library Science in Lib Sci: Academic Library Track
Master of Library Science in Lib Sci: Public Libraries Track

**College of Technology and Computer Science**
Bachelor of Science in Industrial Engineering Technology

**Harriot of College of Arts and Sciences**
Master of Arts in English
Bachelor of Science in French Ed
Bachelor of Science in German Ed
Bachelor of Science in Physics
Bachelor of Arts in Sociology

**INVEST**
College of Allied Health Sciences
Master of Science in Health Informatics and Info Management

College of Fine Arts and Communication
Bachelor of Fine Arts in Studio
Bachelor of Science in Communication
Master of Arts in Communication with Health
Bachelor of Music in Music Education
Bachelor of Music in Music Education
Bachelor of Fine Arts in Dance Performance
Bachelor of Fine Arts in Theatre Arts

College of Human Ecology
PhD in Medical Family Therapy
Master of Science in Nutrition Science

College of Health and Human Performance
PhD in Bioenergetics
Bachelor of Science in Recreational Therapy

College of Business
Bachelor of Science in Business Administration in Leadership Requirement
Foundations in Financial Wellness
Master of Science in Administration in Accounting
Bachelor of Science in Business Administration in Finance with Risk Mgmt and Ins

College of Education
Master of Science in Counselor Education
Bachelor of Science in Elementary Education
Bachelor of Science in Middle Grades Ed
Bachelor of Science in Special Education, Adapted
Certificate in Elementary Mathematics Ed (G Cert)
Master of Arts in Education in Instructional Technology
Bachelor of Arts in Mathematics, Secondary
Bachelor of Science in Science Education

College of Nursing
Bachelor of Science in Nursing (RN to BSN Option)

College of Technology and Computer Science
Master of Science in Software Engineering
Master of Science in Biomedical
Bachelor of Science in Engineering

Harriot College of Arts and Sciences
Master of Science in Biology
PhD in Interdisciplinary Biological Sciences
Master of Science in Molecular Biology and Biotech
PhD in Health Psych

Contact Jackie Drake at jdrake@reflector.com or 252-329-9567 or on Twitter @jackiedrakegdr.
The large and complex state Department of Health and Human Services is getting a new leader in a few weeks, and as usual for that agency, big projects are under way and big problems are unresolved.

The state is in negotiations with the U.S. Department of Justice over its reliance on assisted living and adult care homes as housing for people with mental illness. The Perdue administration is in a fight with the state legislature on how to close a Medicaid budget hole. And DHHS is appealing a federal court decision on personal care services that is adding millions to Medicaid's obligations.

At the end of this month, Lanier Cansler will hand control of DHHS to Al Delia, Gov. Bev Perdue's senior adviser for policy. DHHS, with 17,000 employees, is one of the state's largest agencies. It oversees public health, mental health, inspects adult care homes, and manages Medicaid, the state and federal health insurance program for the poor and disabled.

Cansler said he is leaving without a job but plans to do some consulting. He started talking to Perdue in November about leaving DHHS, he said.

A state audit critical of his department's handling of a Medicaid claims computer contract, which is over budget and overdue, was formally released this month. In an interview Wednesday, Cansler again defended the department against the audit's findings but said the audit is not why he's going. The audit was under way but not finished when Cansler first talked to Perdue about leaving DHHS.

"I'm tired," he said. "After three years of pressure, I'm just ready to have a little more time with family and do other things."

Delia, who as acting secretary will keep his $160,000 salary, says he comes to the position with insights into DHHS gained through his work for Perdue. Cansler makes $120,363.

He called the job "a challenge" but said he wasn't worried about stepping into the role.

"I really don't have any concerns about my ability to do the job," he said. "I've been heavily involved in major issues" involving DHHS.
Before coming to Raleigh to work for Perdue, Delia spent about 20 years, off and on, in various jobs at East Carolina University in Greenville.

His last position there was as director of federal relations, with responsibility for organizing ECU's federal lobbying efforts.

Joel K. Butler, chief external affairs officer and president of the University Health Systems and Pitt County Memorial Hospital Foundations, said Delia is a leader who can get a group of people together to agree on ways to solve problems.

"He has a high degree of credibility and believability," Butler said.

Cansler, a Republican and former legislator, enjoyed a good relationship with legislators.

Delia does not have that history but said he is committed to working with the legislature.

"We don't need political fights," he said. "We need to find real solutions to real problems."

His wife works at DHHS. Delia said she is looking for another job.

Cansler said that while the projects he set in motion are still evolving, he's glad to have gotten a start on breaking down the walls between the different divisions. He's big on a computer project called NC FAST, which is going to allow local departments of social services look at the full breadth of needs of individual clients.

The object is to stop offering piecemeal assistance, but to see what aid government can offer that will best help each person, Cansler said.

"The case manager has to decide 'what does this person need to achieve their goals?' " he said. "They may not need all the services available to them. We need to focus on the services that are key to their success."

Bonner: 919-829-4821
Lane B. Mills and his family, wife Melissa and two daughters, Emerson, 6, and Grayson, 10, are greeted by the Craven County Board of Education Wednesday. Mills, of Wilson, an associate professor of educational leadership at East Carolina University, is the new Craven County Schools superintendent, replacing the retiring Larry Moser, background.

**Craven schools unveils new superintendent**

By Eddie Fitzgerald

Members of the Craven County Board of Education voted in a new superintendent of schools Wednesday morning.

Lane B. Mills of Wilson, who currently serves as an associate professor of educational leadership at East Carolina University, will be the new superintendent effective Feb. 20. He will oversee more than 2,000 employees and receive an annual salary of $166,000.

Mills, who holds a doctorate in school psychology from the University of South Carolina, said he looks forward to meeting his staff and teachers and working with them.

Larry Moser, who is currently Craven County Schools superintendent, is retiring Feb. 1 after three and half years in that position and 34 years in the school system. His last day is Jan. 31.

“Having spent all my time teaching and coaching, I have a high regard for this system and I want it to continue doing good things,” Moser said before Mills was announced as the school board’s choice. “I want to compliment
the school board for a very thorough and exhaustive search for my replacement. I think he has a wide array of experience.”

After the board unanimously voted for Mills as superintendent, Moser gave him some advice: to have his portrait as superintendent that will hang in the hall of the central administrative offices done quickly.

“I look at my portrait done (nearly) four years ago and I look at me now, and I look a little different,” Moser said, causing the board members and teachers to laugh.

Moser said he had mixed emotions about retiring, but when he does, he plans to continue to volunteer his time to the school system. He is also on the YMCA Board of Directors and plans to spend time with his wife and 85-pound lab, Marvin.

Linda Thomas, vice chairman of the Craven County Board of Education, said prior to Mills’ position at ECU, he was assistant superintendent of Wilson County Schools.

Under his leadership in technology, Wilson County Schools received the Governor’s Programs of Excellence Award for integrated technology and was a national award winning system for the Ohana Foundation Technology Leadership Award. Mills was also one of four national finalists and winners of the Technology and Learning Magazine’s Ed Tech Leaders of The Year, Thomas said.

“I think the superintendent of Craven County Schools will need to spend a great deal of time over the next several years reassuring students, staff and parents that our work in this time of uncertainty is making a difference, that everybody is valued and that we are doing all we can to take care of our family,” Mills said in a prepared statement read by Thomas.

Mills is a sought-after keynote speaker and a faculty lecture award winner, Thomas said. He has been published on topics ranging from “Using Emotional Intelligence in Formative Evaluation” to “Going Green with Technology” in professional publications, she said.

In 1989, Mills graduate cum laude from ECU with a BA in psychology/sociology. He received his master’s in school psychology in 1992 from the University of South Carolina. Along with a doctorate in school psychology, Mills holds a professional educator’s license from the N.C. Board of Education for superintendent, principal K-12, school psychologist and curriculum specialist.
Mills’ wife, Melissa, is serving as the media coordinator for an elementary school. She has also served as a public library director and library assistant at an academic law library.

The couple has two daughters, Grayson, 10; and Emerson, 6.

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Gathering at NCCU aims to lift boys of color

BY VIRGINIA BRIDGES - Correspondent

DURHAM—An annual gathering on closing the achievement gap and improving graduation rates for black, Latino and Asian boys is coming to the Triangle.

The Coalition of Schools Educating Boys of Color will hold its sixth annual "Gathering of Leaders" from April 26 to 28 at N.C. Central University in Durham.

Executive Director Ron Walker, who is based in Boston, said the association is the only national group devoted to the affirmative educational development of young men of color.

"We know the secret sauce of success, and what we plan to do is not make it a secret anymore," Walker said Wednesday at a press briefing in Durham.

The coalition seeks to transform schooling for a population that has historically struggled compared with its white counterparts. Telling statistics, primarily among black and Latino boys, include low graduation rates, over-representation in special education classes, and under-representation in gifted and talented programs, Walker said.

In 2007, about 8 percent and 24.7 percent of 16- to 24-year-old black and Hispanic male students, respectively, were classified as high-school dropouts, compared with 6 percent of white males, according to the National Center for Education Statistics.

"We believe that the dire statistics and the typical story when you think of boys and young men of color is usually a negative one," Walker said. "Our
organization is all about transforming that image, creating a new narrative, so that we are receptive in understanding that our boys are filled with promise."

The first "Gathering of Leaders" was held in 2007 at Wheelock College in Boston, Walker said. The program has since been held in Atlanta, Philadelphia and New Orleans.

Durham became the next destination after Kristy Moore, Durham Association of Educators' president, and others stood up at last year's conference at Howard University in Washington and called for the Bull City to host the next assembly, Walker said. That request was followed by an eloquent and timely application to the organization, he said.

This year's theme is "Great Schools ARE NOT an Accident: Successful Learning Communities for Boys and Young Men of Color."

The event will include for the first time a town hall discussion open to the public.

Durham Board of Education Chairwoman Minnie Forte-Brown described the symposium as an opportunity to learn how to cultivate the genius in youth of color.

"When we look at our data, boys of color are at the lowest on everything," Forte-Brown said. "It is not that they are not prepared. It is not that they don't have the talents. It is we don't know the strategies to get to it."

Bridges: 919-564-9330

**What's next**

N.C. Central University will host the Coalition of Schools Educating Boys of Color's "Gathering of Leaders" symposium April 26-28.

A related town hall forum will be held from 5:30 to 7 p.m. April 25 at the Hayti Center, 804 Old Fayetteville St. in Durham.

The forum is free. Registration and a fee are required for the symposium. For more information, call 855-267-3262 or go to http://coseboc.org/index.htm.
Apple expected to delve into textbooks

By Cecilia Kang

Thirty years ago, a young and floppy-haired Steve Jobs made a rare lobbying effort in Washington to get more Apple computers into classrooms.

The effort paid off: Apple got tax breaks for donating computers to schools, a charitable effort that won over educators and made the Apple II and the Mac the first computers used by millions of children.

Now, in the era of smartphones and tablets, the company is renewing its drive to capture the lucrative education market by revolutionizing the textbook industry and getting more iPads into classrooms — all at a hefty profit.

As the company prepares a major announcement with educators and publishers Thursday, Apple is aggressively pushing a strategy that would secure its dominance among a variety of schools, from New York City’s public system to Stanford University.

While outfoxing rivals such as Microsoft and Texas Instruments, the move has the potential to lock public money into Apple’s tightly knit universe of products, analysts say. Arlington County alone is committing hundreds of thousands of dollars to integrate the firm’s gadgets into its curriculum.

Since it launched the iPad in 2010, Apple has flown teachers to its Cupertino, Calif., campus to play around with the device and learn about a
A classroom in Escondito, Calif., that uses the iPod Touch to help students do their homework and uses the iPad for teachers to organize and deliver their lessons.

At an event on Thursday at the Guggenheim Museum in New York City, Apple is expected to announce new partnerships that will bring digital textbooks to students — a $10 billion industry that has been slow to embrace changes sweeping other media.

“Apple has a history of thinking that if you catch kids in school, they are more likely to be excited about your products later in life,” said Carl Howe, the director of consumer research at Yankee Group.

That didn’t escape lawmakers who, along with Apple, had proposed tax breaks to bring computers into schools in 1982.

“I think that it is an outstandingly good marketing tool,” Rep. Pete Stark (D-Calif.) said at the time during the hearing at which Jobs testified. “Every child will grow up seeing that logo in front of him. Steve was very upfront about that.”

Arlington County’s public school district has several “iPad pilot projects,” including one this year where fourth-grade students at Drew Model School are each given an iPad for their social studies class, funded by $20,000 from the state.

Apple, textbook publisher Five Ponds Press and the school created a social studies app about colonial Jamestown, Va., that included text from books usually taught in the class as well as video about the history of the area.

Arlington’s school district hasn’t studied whether the technology has led to higher achievement, but they say students have expressed more excitement about their course work.

The county is now committing $400,000 to more iPad projects that will transfer all assessment tests for its elementary and middle school students onto iPads this fall. The goal is to have one iPad for every 10 students, said Pat Teske, the supervisor for instructional and innovative technologies for the district.

“What these devices allow you to do is put technology in the classrooms instead of in some lab down the hall,” Teske said. “The students are very engaged in the content. They love Google Earth, for example, and everything is instantaneous and right there for them.”

Like Arlington, more than 2,300 elementary and secondary schools have launched experiments centered on the iPad over the past year. About 1,000
K-12 schools have adopted a program designed by Apple to put an iPad in the hands of every student in a school.

By the middle of last year, Apple had sold more iPads in K-12 schools than Macs.

“To do that after just five quarters is absolutely shocking. We would have never predicted this,” chief executive Tim Cook said last summer.

According to congressional records, Apple has also lobbied for education reforms that would include about $100 million in annual grants doled out by the Education Department for technology programs.

Schools can become locked into Apple because its closed software means content can only be moved easily between the company’s devices. Some publishers say educators need to be wary of relying on one firm.

“The iPad is a phenomenal device for consuming content,” said Bethlam Forsa, the global head of product development for textbook publisher Houghton Mifflin Harcourt. The publisher released an algebra app days after the iPad was first released and is banking on a future where most books will be consumed over e-readers and tablets. “But we have to be device-agnostic because our customers will use multiple devices.”

Some experts doubt the effect of gadgets on student performance. Lawmakers have criticized federal programs that brought high-speed Internet connections and computers to technology labs in the 1990s but that were rarely used. Teachers complained that they weren’t getting technology training, and education experts questioned the need for classes in word processing and presentation skills.

To date, neither Apple nor its rivals have been able to have a transformative impact on education, a fact that frustrated Jobs, according to Walter Isaacson’s biography.

Other tech executives have also touted the importance of technology in learning. Microsoft co-founder Bill Gates, for instance, has warned that the nation risks falling behind countries such as Singapore and China, which have thrown their efforts behind education in computer science, math and engineering.

Jobs told Isaacson: “The process by which states certify textbooks is corrupt. . . . But if we can make the textbooks free, and they come with the iPad, then they don’t have to be certified. The crappy economy at the state level will last for a decade, and we can give them an opportunity to circumvent the whole process and save money.”
Should William and Mary students pay ‘market rates’?

By Daniel de Vise

The Washington Post’s editorial pages lit up this winter with a brief rhetorical dual over the wisdom of charging more money to Virginians who attend the state’s cherished Public Ivy, the College of William and Mary.

Taylor Reveley, president of William and Mary, seemed to be proposing that the university should charge “market rates” to Virginians. For in-state students and their parents, who are accustomed to a generous state subsidy, “market rates” is an ominous term.

It took some digging (and some help from college spokesman Brian Whitson), but I traced the debate back to a speech by Reveley at a meeting of a state higher-education agency back in summer 2010. His speech prompted a piece in a Virginia business journal more than a year later, and that, in turn, sparked a series of letters and comments in the Post and in the Flat Hat, William and Mary’s independent campus newspaper.
The president noted, in his 2010 speech to the State Council of Higher Education for Virginia, that state subsidies to William and Mary have essentially fallen off of a cliff.

“Thirty years ago,” he said, “William and Mary got 43 percent of its operating budget from the state taxpayers. We’re approaching 12 percent now and heading south.”

Not only is Virginia spending less money on public higher education in absolute terms: the state is also spending less relative to other states. Virginia now ranks 39th among states in local appropriations per student, according to the most recent national ranking.

The university has come to rely on tuition from out-of-state students, who make up only about one-third of total enrollment but pay well over half of all tuition revenue.

Non-resident students pay “market” rates to attend William and Mary: the university has raised out-of-state tuition steadily over the years, because non-residents are willing to pay a hefty premium for the privilege to attend a school with one of the nation’s highest graduation rates and its second-oldest college campus.

In-state students pay about $22,000 a year in tuition, fees and living expenses to attend William and Mary, while non-residents pay about $45,000. In a sense, non-residents subsidize the costs of attending residents. That subsidy has become “huge and indispensable,” Reveley said.

Assuming that state support will not return, William and Mary has two options, Reveley told the state panel. One is to continue raising the price for non-resident students.

But there is a problem with that plan: William and Mary already “has become more expensive” in its net price “than the private schools with which we compete for out-of-state students,” Reveley said. “(W)e are bumping up against a competitive ceiling for price increases.”

William and Mary is barred from raising its share of non-resident students, too, because of state regulations. Reveley suggests that the school could be given the flexibility to attract a “viable” percentage of out-of-state students, although he does not say what that percentage should be. Two-fifths? Half? It’s a dicey topic among Virginians, because every seat that goes to an Iowan or a Coloradan is one that will not go to a Virginian.

The other solution is to charge more money to Virginians.
“From a market standpoint, our realistic opportunity for growth is with in-state tuition,” Reveley said. “It now costs William and Mary far more to educate each student than he or she contributes in tuition and the state provides as a subsidy.”

Reveley continues, “William and Mary, with its powerful graduation rate, could charge more tuition to in-state students and still be a bargain,” compared to its peers.

I am not aware that Reveley ever actually used the words “market rates” in sequence. Nonetheless, the notion that William and Mary might charge market rates to Virginians raised eyebrows across the state. William and Mary could easily charge $40,000 to $50,000 a year and fill its freshman class.

But Reveley says his comments have been exaggerated.

What’s being contemplated, Reveley told the Flat Hat, is not “market tuition for in-state students [but] simply a step toward their contributing more of what it actually costs to educate them. At present there is a huge gap between what in-state and out-of-state students pay. We need to narrow it some.”

Whitson, the college spokesman, offered a further comment this afternoon: “Just to be clear, we are not talking about charging market rates for in-state students.”

Reveley suggests that any tuition hikes could be paired with aggressive financial aid, so that those who pay more would effectively subsidize those who pay less. This is called progressive tuition, and it has been discussed before on this page.

Peter Galuszka, a Virginia blogger, opined in the Post that Reveley’s model gives a school an incentive to enroll well-heeled students, creating “an uneven playing field” and perpetuating elitism. “Why should a kid from affluent Fairfax have a better chance of attending U-Va. or W&M than someone with the same grades and test scores from Big Stone Gap?” he wrote.

Jeffrey Trammell, rector of William and Mary, responded in the Post in defense of Reveley. The university should move to an “increasingly self-funded tuition model,” he wrote, meaning that more costs should be borne by students, whether they come from Fairfax or Fresno.
Penn State’s Trustees Recall Painful Decision to Fire Paterno

By PETE THAMEL and MARK VIERA

It was growing late on the night of Nov. 9, 2011. John P. Surma, the chief executive of U.S. Steel and the vice chairman of Penn State University’s board of trustees, sat at a rectangular table at the Penn Stater Hotel. Gov. Tom Corbett of Pennsylvania was on the speaker phone. Other trustees were present, many emotionally spent.

The board, scrambling to address the child sexual abuse scandal involving the university and its football program, had already decided to remove Graham B. Spanier as president. Then, many of those present recalled this week, the tension in the room mounted. Joe Paterno’s future was next up. Surma announced that an agreement appeared to have been reached to fire Paterno, too — the trustees having determined that he had failed to take adequate action when he was told that one of his longtime assistants had been seen molesting a 10-year-old boy in Paterno’s football facility.
Surma, those present recalled, surveyed the other trustees — there are 32 — for their opinions and emotions before asking one last question: “Does anyone have any objections? If you have an objection, we’re open to it.”

No one in the room spoke. There was silence from the phone speakers. Paterno’s 46-year tenure as head coach of one of the country’s storied college football programs was over, and the gravity of the action began to sink in.

“It was hard for us to want to get to the point where we were going to say that,” said Ira M. Lubert, a board member who works in private equity. “I was laying in bed that night shaking. And I couldn’t sleep — thinking: We just terminated Joe Paterno.”

The 100 or so hours beginning with the arrest of Jerry Sandusky, a former defensive coordinator for the football team, had built to a crescendo by that Wednesday night’s meeting of the trustees. By then, the campus was aflame with discontent. Penn State students and faculty, its alumni and its growing number of outside critics had been roiled by anger and confusion, embarrassment and sorrow. Reporters had inundated State College. It was, plainly put, the most trying time in Penn State’s 156-year history.

On Wednesday, in a conference room in New Jersey, a group of 13 trustees spoke to The New York Times in detail about that week — a somewhat frantic, certainly exhausting week that led to the firings of Paterno and Spanier and to the disturbances on campus that those dismissals set off.

The board decided to share its story because it grew weary of hearing criticism, which included calls from alumni who started a group known as Penn Staters for Responsible Stewardship in an effort to replace the current board members. The trustees, over three hours, described how they had felt blindsided by Spanier’s failure to keep them informed of the nature and scope of the Pennsylvania attorney general’s investigation of Sandusky, along with the investigation of university officials.

Spanier, two other senior university administrators and Paterno had all given testimony before a criminal grand jury by late spring of 2011. They had been questioned extensively about what they had done after learning of a report in 2002 that said Sandusky had molested a young boy in the showers of the football building. According to the trustees, Spanier never informed them of any of that before Sandusky’s arrest on Nov. 5.

The trustees also laid out what they said were three key reasons for firing Paterno: his failure to do more when told about the suspected sexual assault
in 2002; what they regarded as his questioning of the board’s authority in the days after Sandusky’s arrest; and what they determined to be his inability to effectively continue coaching in the face of continuing questions surrounding the program.

The trustees, who had not spoken publicly in any detail since the firings, also disclosed that, while having fired Paterno, they were still honoring the terms of his contract and are treating him financially as if he had retired at the end of the 2011 season.

To some trustees, Paterno failed in not reporting to the police what he had been told of Sandusky’s suspected assault. Some of the trustees were also upset that Paterno was seen leading “We are Penn State” cheers on his lawn with students and fans who had gathered after Sandusky’s arrest, which some board members viewed as insensitive.

That Paterno knew of the nature of the suspected 2002 assault, which he stated in his grand jury testimony, was enough for some to decide that he had not acted appropriately in simply informing the university’s athletic director, Tim Curley, and another top official, Gary Schultz. Both of them have been charged with failure to report to the authorities what they knew about the incident and for subsequently lying to a grand jury.

“To me, it wasn’t about guilt or innocence in a legal sense,” the trustee Kenneth C. Frazier, the chief executive at Merck, said of Paterno’s decision not to go to police. “It was about these norms of society that I’m talking about: that every adult has a responsibility for every other child in our community. And that we have a responsibility not to do the minimum, the legal requirement. We have a responsibility for ensuring that we can take every effort that’s within our power not only to prevent further harm to that child, but to every other child.”

**Saturday, Nov. 5**

At 5 p.m., the trustees met via telephone for an emergency session.

The trustees on the conference call who had read the details of the charges against Sandusky and the two senior university officials felt a distinct lack of urgency by the university. Many were irked that Spanier had released a statement in full support of Curley and Schultz, who were indicted for perjury. The trustees were floored, they said, that Spanier did not seem to recognize the severity of the situation.

“We deal with crisis every day at this university,” they recalled Spanier saying. “We won’t have a problem with this.”
The trustees, meanwhile, were shocked by the charges — and caught completely unaware. There had been reports in The Patriot News of Harrisburg that a grand jury was investigating a claim that Sandusky had molested a local high school boy. But Sandusky had been retired from Penn State for years.

“There was a lack of information being provided to us,” said Mark H. Dambly, a trustee and the president of a real estate development company. “We found out about it when the rest of the world found out about it.”

Lubert, for his part, had just dropped off his son and daughter-in-law after brunch when he got a call from his son while driving home to Philadelphia. His son told him that Curley and Schultz had just been indicted on perjury charges.

“That’s impossible,” Lubert said. “If they were, I would know that.”

His son responded: “Do yourself a favor and when you get home turn on the television. It doesn’t matter what channel.”

Anne Riley, another trustee, said she would always remember being at the opera, sitting in seat 15, Row B, of the balcony, when she heard the news. The trustee Keith E. Masser was playing golf in Naples, Fla., and found out by peeking at his phone.

Frazier heard about the severity of the situation while sitting in his car outside a burger place.

The trustees quickly realized that Spanier had chosen not to keep them informed.

During a board meeting last May, after Spanier had testified before the grand jury, the board received a short briefing — the trustees estimated it was 5 to 10 minutes — on Sandusky’s being under investigation by a grand jury.

The briefing, which took place during a “seminar” session not open to the public, included an explanation of what a grand jury investigation was by the university counsel Cynthia Baldwin. (Baldwin had sat in on the grand jury testimony but was not legally allowed to speak to the trustees about the contents of the testimony, according to Lanny J. Davis, external counsel and crisis management adviser to the office of the Penn State president and to the board of trustees.)

The trustees this week said that they were disappointed that Spanier, who was legally allowed to speak about his grand jury testimony, did not brief the board on the nature of the questions by the grand jury about the 2002 episode.
“He should have told us a lot more,” Lubert said. “He should have let us know much more of the background. He was able to legally share his testimony and I think that he had an obligation to do that with the board so we could get more engaged with the problem.”

The mention of the grand jury investigation by Baldwin and Spanier was so brief that Surma barely remembered it. No one asked questions.

“Part of being a leader at that level is to be a risk manager and to think through what might happen,” the trustee Karen B. Peetz, an executive with Bank of New York Mellon, said of Spanier.

Spanier has not been charged in the perjury case. He told the grand jury he was never told that Sandusky’s encounter with the young boy in the showers in 2002 involved sexual assault.

Spanier declined to comment for this article when reached on his cellphone. He listened, but would not respond, when told how the trustees had described his actions.

Paul Suhey, a former football captain for Paterno and an orthopedic surgeon in the State College area, was the only trustee on campus for the 5 p.m. conference call as others dialed in from around the country.

“I was pretty upset,” Suhey said. “I knew we had a problem.”

Steve Garban, the board’s chairman, admitted to not reading the grand jury’s charges until late Sunday night, more than 24 hours after it went public. After he did, he felt that Paterno, his former coach, lifelong friend and occasional drinking buddy, needed to be let go.

But the trustees concluded their call with a deepening skepticism about how the university administrators would handle it.

Peetz, the bank executive, said she came to a simple conclusion: “We are up against the challenge of our lives.”

**Sunday, Nov. 6**

The trustees met again Sunday night, some of them now on the scene in State College, having arrived by private plane or car. When they met, they realized that Spanier and others had already arranged for lawyers from two firms to be present, as well as representatives from a public relations firm. They were meant to brief the trustees on how to handle the crisis.

“It was indicative of the culture,” Dambly said. “We showed up and it was already determined what law firm it was going to be.”
The Sunday meeting ended with the trustees eager to issue a news release, expressing a commitment to a full internal investigation and sympathy for any victims.

In the interviews this week, they accused Spanier of having altered the release. It was made to appear as a joint release from Spanier and the board, and diluted the language involving the promised investigation.

“I got up the next morning to read the press release online and it really didn’t reflect what we had come to the conclusion of as a board,” Lubert said. “I remember reading that, and I was sick. I then knew we had a serious problem.”

Surma added: “The big difference that I remember was that we had very explicit comments about the independent investigation and what it would investigate and its freedom of access. What came out was something much different than that.”

Garban said he soon informed Spanier that he could no longer speak for the university on the issue.

“I have to take some blame for this,” Garban said. “I still sort of thought Graham could get us through this or help get us through this. And he participated in writing the press release, and after it came out, I knew it wasn’t right.”

Garban read the grand jury report after the meeting and regretted not reading it sooner: “It was like, ‘Oh my God, Steve, where’ve you been?’ It floored me.”

Tuesday, Nov. 8

On Tuesday, Surma and Garban met to have breakfast at the Nittany Lion Inn around 7:30 a.m. Sandusky’s arrest had been headline news for four days. Paterno was supposed to meet with reporters for his weekly conversation about the team’s next game.

A 1959 Penn State graduate, Garban was a former captain of the football team, and he subsequently had a 33-year career at the university. But several members of the board were upset with his leadership during the days after Sandusky’s arrest. Garban had remained loyal to Spanier for too long, some felt; other trustees wanted Spanier gone.

The trustees, indeed, were clamoring for a change. Garban recognized the discontent among the board members. So Garban and Surma asked for time
alone. Sitting at the breakfast table, Garban broached the subject of changing the board’s leadership before Surma could even bring it up.

“John, let’s not go there,” Garban recalled telling Surma. “You need to take this over. And let’s agree — take it over.”

Stepping into the power vacuum, Surma joined Garban at Old Main, the central administration building on campus, to meet with university personnel, including Spanier. Surma said that it became clear to him that Spanier was no longer in control of the university. Surma said Spanier seemed to realize as much himself.

“How do I have support of the board?” Spanier asked Garban.

“I can’t answer that question,” Garban recalled replying.

The trustees promptly canceled Paterno’s weekly news conference. It was evidence of how much the board’s confidence in Paterno had eroded.

Then Surma said he started making preparations for what might come next with Spanier. He handed out orders to the university’s counsel and the public relations firms working on its behalf.

Perhaps the most important moment came when Surma met with Rodney A. Erickson, the university’s executive vice president and provost. Erickson explained to Surma that he did not know anything about the allegations until shortly before Sandusky was arrested. Surma believed Erickson was sincere.

Then Surma hinted that Erickson, who had been looking to retire in the near future, might be asked to take over the presidency.

“If it comes to it, we may need you,” Surma told Erickson.

Erickson simply replied, “O.K.”

Spanier’s inquiry about the board’s support set the agenda for what would be a conference call among trustees at 7 p.m. The call lasted two to three hours. Surma chaired the discussion and told the trustees that Erickson could be an alternative to Spanier.

That Erickson, who was widely respected by the trustees for his broad understanding of the university, said he would be willing to replace Spanier gave the trustees confidence about firing Spanier. But the trustees still had to make a final decision on Paterno. The seriousness of the task was not lost on the board members, and it was decided that the board would meet in person the next night.
“I’d like everyone to come together tomorrow and look people in the eyes,” Lubert recalled saying during the call.

**Wednesday, Nov. 9**

The trustees glumly descended on State College for what they knew would be a long and painful day. Lubert said that he had trouble sleeping. Peetz recalled feeling as if she were an executioner going to the guillotine. Stephanie Nolan Deviney, a trustee and a partner at the law firm Fox Rothschild in Exton, Pa., remembered going to the bedroom of her 7-year-old to kiss him before she left for State College.

“I thought of the mothers of all those boys in the presentment,” Deviney recalled this week. “And I thought about what they must feel when they kiss their sons good night.”

The trustees gathered in a conference room at the Penn Stater at 7 p.m. In a rare occurrence, the governor joined the meeting by telephone for its duration. However, the soberness of the discussion was broken up by the clamor of tool-belted workers crawling around under the table trying to fix the telephone line. “Governor,” Surma asked every few minutes, “are you still with us?”

The trustees first discussed Spanier’s status. The trustees said that they sensed there was a consensus about Spanier’s future as the president. Earlier, Spanier had tried to submit his resignation, but Garban and Surma did not accept it. Garban told Spanier that the board felt it needed to deal with the matter itself. So, instead, the trustees paged through Spanier’s contract, and then decided to fire him. They named Erickson the interim president.

Then the trustees decided the fate of Paterno, who had come to Penn State as a young assistant coach in 1950 and who had helped build it into a national university, to which he donated more than $4 million. The 13 trustees interviewed Wednesday said that Paterno did not reach out to them before the Nov. 9 board meeting, and some said that it would not have mattered, because they did not believe that he could say anything to save his job.

Wick Sollers, Paterno’s lawyer, issued a statement Wednesday in response to the accounts offered by the trustees: “After learning of the alleged incident in 2002, Joe Paterno reported it immediately and fully to his superiors at the university. He believed these officials, who had the authority and responsibility to conduct investigations, would act appropriately. He did what he thought was right with the information he had at the time. Blaming
Joe Paterno for the failure of administration officials and the board to properly investigate Jerry Sandusky is unjustified.”

On that Wednesday night in November, though, the only thing left for the board to do was to figure out how to carry out the firing. Could representatives safely show up at Paterno’s home amid the media frenzy? Was it realistic to expect Paterno, then 84, to meet with the trustees? The trustees decided to fire him by telephone, a decision that many board members interviewed expressed as their biggest regret.

Shortly before 10 p.m., Fran Ganter, the associate athletic director for football, delivered an envelope to Paterno’s home, just off Penn State’s campus. Inside the envelope was a telephone number. Paterno called the number, and Garban answered. Then he passed the telephone to Surma, who was seated next to him. Surma asked if Paterno could hear him O.K. Paterno said that he could. Then Surma told Paterno of the trustees’ decision. “The board of trustees has determined effective immediately you are no longer the football coach,” Surma recalled saying.

Then he heard a click. Paterno hung up.

Surma and Garban sat at the table for a moment, numb. Then the telephone rang again. Surma answered. It was Paterno’s wife, Sue, who said, during a short conversation: “After 61 years, he deserved better.” Then she hung up on Surma.

Board members at the meeting lingered and eventually decided that they would join Surma at a news conference at a ballroom elsewhere in the Penn Stater. The ballroom quickly filled as hundreds of onlookers gathered. Trustees sat on a raised dais behind Surma, who sat stoically as Garban turned over the news conference to him.

Then Surma announced to a room full of reporters and television cameras, and to the country watching at home, that Penn State’s board of trustees had fired Joe Paterno.