A Partnership for the 21st Century  Energetic leadership is epitomized by (l. to r.) Chancellor Mark S. Wrighton; John F. McDonnell, Campaign chair, leadership phase; William H. Danforth, Board chair; and Sam Fox, Campaign chair, public phase. The photo was taken at the Campaign for Washington University gala, where Wrighton noted that improving the University means advancing the St. Louis region, the nation, and the world through education, research, and service.

Status at the Campaign kickoff

By the end of November 1998, the Campaign total had increased to $618.8 million.
Recognizing the Importance of Planned Gifts ❖ Washington University in St. Louis

☐ Washington University is already included in my estate plans—I would like to become a Robert S. Brookings “Partner.”

☐ I am age 60 or over. Please send me a personalized, confidential calculation using the following birthdate(s) to illustrate the very attractive benefits that I will receive from a Washington University Charitable Gift Annuity.

I would like a calculation based on a theoretical gift of:

$ __________________. ☐ Cash ☐ Securities ($ ________ )

Cost Basis

First Beneficiary
Birthdate ________________ Relationship __________________

Second Beneficiary
Birthdate ________________ Relationship __________________

☐ Please send me your booklet on Charitable Gift Annuities.

☐ Please send me your booklet on other Life Income Plans at Washington University.

☐ Please send me information on making a bequest to Washington University.

☐ Please send me information on endowment opportunities.

☐ Please have David C. Jones, Paul Schoon, Lynnette Sodha, or Mike Touhey from the Washington University Planned Giving Office call me.

Name __________________________________________
Address __________________________________________________________________
City/State/Zip __________________________ Daytime Phone ________________________

(Fold this form and seal edges with tape to mail.)
Frontrunners  
Short takes on WU's community of great minds and great ideas.

The Campaign for Washington University  
"To Launch Our Future"  
Three alumni describe their favorite teachers.

At the Nerve Center of Neuroscience  
Led by neurology professor Dennis W. Choi, researchers are uncovering unsuspected mechanisms of brain and spinal-cord injury—suggesting new treatments for a wide range of disorders.

Globally Speaking  
In an age of interconnectedness and demographic change, WU's foreign-language programs prepare students for dialogue that transcends human differences.

The Children Who Helped Change Their School  
—and other stories of how the Total Quality Schools Program empowers parents, teachers, and kids.

World-Class Citizen  
By his works and his service, Koichi Fujii is known.

Energizing People  
Hazel and Arnold Donald believe in making a difference in the world—and they do that by strengthening others.

Catching Ideas  
William Nye, fishing enthusiast, retired intellectual property lawyer, and entrepreneur, has landed some "beauts."

My Washington  
Ned Lemkemeier: "I'm the Luckiest Guy"

Alumni Activities  
Alumni Board of Governors Chair Robert J. Messey, B.S.B.A. '68; ABG Executive Committee; alumni honored; Alaska proposed.

The Washington Spirit: James W. Davis  
The sixth in a series about key faculty and staff members who help make our great University run.

ClassMates  

Viewpoint  
Why Undergrads Thrive at a Research University.

Lasting Lessons  
Three alumni describe their favorite teachers.
Engineer's Design Enhances Worship Environment

Richard L. Axelbaum, associate professor of mechanical engineering in the School of Engineering and Applied Science, has developed an optical design to accommodate worshippers in Orthodox Jewish synagogues, where men and women are required to worship apart, separated by a partition called a mechitza. Men may not view the women's side, but there are no restrictions on women looking over to the men's side. Axelbaum created a modification of a see-through mirror; he angled the standard design at 45 degrees and created an assembly that resembles horizontal window blinds; then he painted the panel above the mirror black and put a wallpaper design on the panel below the mirror. On the women's side, the image is practically unnoticeable and lets women see through. However, on the men's side, they see the wallpaper design. Axelbaum applied for a patent for his design in late 1997.

New Chair Honors Andrew Craig, III

A new generation of young business leaders at Washington University will benefit from a $1.5 million commitment from NationsBank to establish the NationsBank Professorship in Managerial Leadership in the John M. Olin School of Business. The new chair honors Andrew B. Craig, III, retired chairman of NationsBank.

Business school Dean Stuart I. Greenbaum said that the school will begin the search for an outstanding faculty member to fill the NationsBank chair. Craig has been a leader in the St. Louis community since 1985, when he moved here as president of Boatmen's Bancshares, Inc. He was named chief executive officer of the firm in 1988 and chairman of its board of directors the following year. Boatmen's Banchares merged with NationsBank in 1997.

Craig is active in many local organizations, chief among them Washington University. He has served on the University's Board of Trustees since 1988 and currently serves on the board's Development and Medical Finance committees. In addition, Craig is a member of the business school's National Council and the Campaign Steering Committee leadership chair for the medical school.

Maki Named VADC Design Architect

Fumihiko Maki, an internationally renowned architect and winner of the Hyatt Foundation's prestigious Pritzker Architecture Prize, has been selected design architect for Washington University's proposed Visual Arts and Design Center (VADC). Maki chose RMW Architects + Design of San Francisco to be project architect.

Maki, who once taught at the School of Architecture, and Harish Shah, M. Arch. '72, a principal of RMW Architects, will conceptualize the center so that project budgeting and fundraising can begin.

Three decades ago, Maki developed the early-stage designs of Steinberg Hall, which is home to the University's Gallery of Art, Department of Art History and Archaeology in Arts & Sciences, and the Art and Architecture Library.

"We are very pleased to be working with an architect of Maki's caliber," says Joe Deal, dean of the School of Architecture and director of the VADC executive committee.

Cynthia Weese, dean of the architecture school, says, "We selected Maki because, in addition to being one of the best architects in the world, he is an architect ideally suited for our students to emulate.

The proposed center will link programs in art, architecture, art history, art exhibition, and information systems.

Students Revive Hatchet Yearbook

A major player in WU history is back; the University's student yearbook, Hatchet, is set to reappear in spring 1999. Hatchet was a familiar fixture from 1903 until 1992, when a major computer disk failure brought an end to its tenure, and the yearbook remained dormant for six years.

Nearly 80 students have been working since September
New Plant Science Center Tackles Global Hunger

Capitalizing on the St. Louis region's growing leadership role in plant science and research, Washington University and four other Midwestern institutions have joined forces to develop an innovative plant science center whose mission is to find solutions to global hunger, disease, and environmental degradation.

The center envisions the Midwest's agricultural heartland as a "bio belt," the Silicon Valley of emerging agriculture technologies that will be needed to feed the world's growing population.

St. Louis' Danforth Foundation has pledged $60 million to the new Donald Danforth center in one of the largest gifts ever made to support scientific research on plants. Four other institutions are partners with Washington University: the Missouri Botanical Garden, Monsanto Company, the University of Missouri-Columbia, and the University of Illinois at Urbana-Champaign.

Roger N. Beachy, one of the world's foremost plant scientists, has been named center director, according to William H. Danforth, chairman of the center's board and of the University's Board of Trustees. Beachy, who is internationally known for his work on virus-resistant plants, was a member of Washington University's Department of Biology in Arts & Sciences from 1978 to 1991.

"As we stand on the brink of a new millennium," former President Jimmy Carter (above) said at the July 31 ceremony announcing plans for the Donald Danforth Plant Science Center, "there is no greater challenge ahead than to feed the world's population and to ensure the health of our children, and to accomplish that without further degradation of the earth that sustains us."

Washington People

Three School of Medicine researchers recently were honored by the American Diabetes Association (ADA) for contributions to the field of diabetes. Mike M. Mueckler, the late Julio V. Santiago, and Neil H. White were recognized at the society's annual meeting held in Chicago in June.

Mueckler, a professor of cell biology and physiology, received the Outstanding Scientific Achievement Award. He also delivered the 1998 Lilly Lecture, sponsored by Eli Lilly and Company.

Santiago, a professor of medicine and of pediatrics until his death in 1997, was honored with the Outstanding Clinician in Diabetes Award. Santiago's family accepted the award, sponsored by Pfizer, Inc., in his name.

White, an associate professor of pediatrics, received the Outstanding Contribution to Camping and Diabetes Award. The award is sponsored by Becton Dickinson Consumer Products.

William J. Catalona, professor of surgery and director of the Division of Urologic Surgery at the School of Medicine, received the 1998 Eugene Fuller Triennial Prostate Award from the American Urological Association. Catalona was recognized for outstanding contributions to prostate gland research.

Ray E. Clouse, professor of medicine in the Division of Gastroenterology at the School of Medicine, received one of four Janssen Contributions to Gastroenterology Awards. The award was presented in May at the annual Digestive Diseases Week (DDW) scientific gathering.

Gabriel A. de Erausquin, senior neurology resident at the School of Medicine, received the S. Weir Mitchell Award from the Auxiliary to the American Academy of Neurology at the Academy's 50th Anniversary Annual Meeting in April.

De Erausquin was honored for his work on embryonic cells that can be transplant-ed into the brains of Parkinson's disease patients.

Barry Dress has been named associate vice chancellor for school alumni and development programs at Washington University. Dress served for the past six years as director of development for the Colonial Williamsburg Foundation, in Williamsburg, Virginia.

Jonathan D. Gitlin, professor of pediatrics and director of the Division of Pediatric Immunology and Rheumatology at the School of Medicine, has received the 1998 E. Mead Johnson Award for Pediatric Research from the Society of Pediatric Research. The award was presented May 3 during the combined annual meeting of the American Pediatric Society and the Society for Pediatric Research.

Paul Michael Lützeler, the Rosa May Distinguished University Professor in the Humanities and professor of Germanic languages and literatures in Arts & Sciences, received an Alexander von Humboldt Research Award for Researchers in the Field of Humanities from Alexander von Humboldt-Stiftung, in Germany. He was nominated for the award, which includes an extended research stay in Germany, by Professor Jürgen Schröder, of the Universität Tübingen.

Philip W. Majerus, professor of medicine and biochemistry and molecular biophysics at the School of Medicine, received the 1998 Bristol-Meyers Squibb Award for Distinguished Achievement in Cardiovascular/Metabolic Research. He was given the $50,000 award and silver medallion for his research in the 1970s on the use of low-dose aspirin to prevent blood clotting in kidney dialysis patients.
A Movable Feat
Amid the heat and heavy lifting of a bright August "move-in day," the unofficial beginning of fall semester 1998, students were casting an approving eye toward the newly completed William Greenleaf Eliot College, comprising Burton M. Wheeler, Ethan A.H. Shepley, and Elizabeth Gray Danforth residential houses. Eliot College was officially dedicated in a ceremony held October 10, but one might assume the real christening of the South 40's inaugural residential college came when some anonymous student became the first to quietly say, "This is home."

Women's Studies Honored with Stiritz Professorship
"Women's studies courses demonstrate that traditional understandings give way to new vistas when women's concerns and contributions move into the foreground of intellectual investigation," says Susan Stiritz, who is creating the first endowed professorship in women's studies in Arts & Sciences.

Susan Stiritz, a candidate for a Ph.D. in English literature and a graduate certificate in women's studies, says she proposed the gift to the University because a course in women's studies taught by Helen Power, senior lecturer and coordinator of the Women's Studies Program, had convinced her of the value of feminist thought and pedagogy. "I wanted to help Washington University offer this creative way of thinking to more students," Stiritz says.

Susan Stiritz's initial gift of $1 million to fund the Susan E. and William P. Stiritz Distinguished Professorship was followed by a $500,000 challenge grant by her husband, St. Louis business executive William P. Stiritz. The $500,000 that will be raised to meet the challenge will establish a Women's Studies Fund for general support of the program. The endowment also includes an additional $500,000 anonymous bequest designated for library holdings in women's studies.

Power and Associate Vice Chancellor Gerhild Williams are cochairsing the search to fill the professorship.
Summer Refresher

City biology teachers conduct experiments on campus during the July Hands-on Biology High School Scope and Sequence Workshop, designed to help update and upgrade high-school science programs.

Teachers from all 11 St. Louis public high schools came to campus to work with the Washington University outreach staff and faculty in the biology department in Arts & Sciences, learning novel methods to teach genetics and cell biology to ninth- and 10th-graders. Funds from the National Science Foundation's Urban Systemic Initiative Reform Program, a nationwide effort to improve science and math education in urban schools, make the arrangement between the University and the schools possible.

Nobuo Suga Elected to Academy of Sciences

Nobuo Suga, professor of biology in Arts & Sciences, was elected April 28 to membership in the National Academy of Sciences, one of the highest distinctions for a scientist or engineer.

A member of the Washington University faculty since 1969, Suga has concentrated his career in neuroscience and has become internationally known for his studies in the neurophysiology of hearing, most notably in bats but also in porpoises, Amazonian animals, and certain insects.

He has made groundbreaking discoveries in the complex mechanisms involved in bat echolocation; that is, the auditory process by which bats send out sound signals and then interpret the echoes from the signals to navigate, search for food, and communicate among themselves. Suga has spent decades analyzing the neural process in bats' central auditory system, including the cerebral cortex, to understand brain mechanisms for processing the biosonar signals on which nearly 1,000 bat species depend for survival.

His results might have implications for human neurology as well. One goal would be a better understanding of how the human brain processes speech sounds.

Burke Named First E. Desmond Lee Scholar-in-Residence

The interconnected worlds of academe and art in St. Louis will enjoy even stronger ties as a result of a new scholar-in-residence appointment at Washington University. Saint Louis Art Museum director James D. Burke has been named the E. Desmond Lee Scholar-in-Residence and Senior Lecturer in the Department of Art History and Archaeology in Arts & Sciences.

The appointment recognizes Burke's continuing commitment to the arts and honors E. Desmond Lee, B.S.B.A. '40, who has contributed generously to both the Saint Louis Art Museum and Washington U., strengthening their collaboration.

Burke will assume this new appointment following the conclusion of his term as director of the Saint Louis Art Museum. When the search for his successor is complete, Burke will become director emeritus of the museum and begin the collaborative appointment between the Saint Louis Art Museum and Washington University.

As the E. Desmond Lee Scholar in Residence, Burke will teach at the graduate and/or undergraduate levels and will assist the Department of Art History and Archaeology in crafting educational, scholarly, and exhibition programs. He also will work to encourage interdisciplinary collaborations among numerous and widening departments and make broad use of faculty resources in many disciplines, including Anthropology, East Asian Studies, American Culture Studies, and African and Afro-American Studies, all in Arts & Sciences.

Burke previously served as an adjunct professor in Washington University's Department of Art History and Archaeology.

First Gloria W. White Award to Myrl Funk

School of Architecture Registrar Myrl Funk received the Gloria W. White Award on Staff Day, May 18, for her dedication and zeal in her 40 years at the school. Throughout her career as secretary, administrative assistant, and now registrar, Funk has supported four deans for nearly half the school's existence and continues to contribute to the diverse work in Dean Cynthia Weese's office, including playing a crucial role in advising students.

The distinguished service award is named for Gloria W. White, who retired in 1997 as dean of the school of Architecture Registrar. Funk says she was surprised and pleased with the award. "Gloria White made exceptional contributions to the University during her decades of service. I am honored to have received this tremendous recognition that bears her name and am happy to have had the opportunity to serve the school...these past years."

Correction

An alert alumnus of the School of Architecture has assured us that Lawrence Hill, former professor emeritus of architectural history and department chair, was alive and well in 1948, which was incorrectly reported in "Lasting Lessons" as the year of his death. In fact, 1948 was the year Hill officially retired, although he continued to teach after that. According to a University source, Hill passed away in January 1969.
CAMPAIGN FOR WASHINGTON UNIVERSITY
To
LAUNCH Our
FUTURE

On the eve of the millennium, Washington University is asking its worldwide family for a billion dollars. The reason: to achieve some of humankind's most challenging and worthy goals. Far-reaching plans for accelerating the University's ascent among the world's great universities are already in place; so these may be realized, WU is counting on all its friends to reply, "How can I help?"

A Partnership for the 21st Century

A campaign that began three years ago with a quiet phase revealed wholehearted support for Washington University's long-range plans, and inspired generous responses, including gifts and pledges to establish some 50 endowed professorships. Now, Chancellor Mark S. Wrighton and the Board of Trustees have announced the Campaign for Washington University. Its $1 billion goal reflects the University's resolve to make evolutionary leaps in virtually every realm.

"Our aspirations are to have more impact and to do more for society," Chancellor Wrighton explains. "Washington University has a wonderful history upon which to build, and tremendous momentum from which to launch our future. We are recognized for excellence in many areas, and even greater accomplishments in teaching and research are within our reach."

"We exist in a world confronting economic, political, health, and social crises that will require the most imaginative and informed problem solvers and the wisest leaders of all time. As a great university, we can contribute significantly to the resolution of these vexing issues. We also have the potential to nurture discovery and creative expression to enhance our world. But to turn our promise into accomplishments, we need new resources."

As the Campaign for Washington University—a partnership for the 21st century—begins its public phase, the institution is well positioned to chart new territory:

- Highly qualified, highly motivated students are applying in record numbers: Applications for freshman admission have risen 110 percent over the last four years.
- Undergraduate and graduate students in 1997 came from 50 states and 85 other countries, and diverse faculty backgrounds provide cultural richness.
- Washington University is increasingly successful in the critical competition with other teaching and research universities for faculty who can make significant contributions to their fields.
- Creative interdisciplinary initiatives are burgeoning. In the Department of Biomedical Engineering, for example, the combined strengths of engineering and our world-class medical school promise a better under-
standing of cells' integrated functions and new approaches to cell and tissue engineering. Another emphasis is plant science. Research holds the potential to alleviate hunger and disease by developing high-yield, disease-resistant, weather-tolerant plants that could be used not only for food and pharmaceuticals but also, when eaten, for protection against human disease. In July 1998, Ralph S. Quatrano, an internationally recognized educator and researcher, assumed duties as chair of the renowned Department of Biology and became the University's second Spencer T. Olin Professor in Arts & Sciences.

And as an important indicator of research quality, the School of Medicine ranks fifth among research institutions in National Institutes of Health funding.

Undergirding the enterprise are physical facilities—buildings and all they contain—that must help inform, enable, support, and inspire. The School of Law's 175,000-square-foot Anheuser-Busch Hall (1997) has superbly outfitted courtrooms, cutting-edge technology future lawyers must master, and a 585,000-volume library with a beautiful reading room that embodies respect for the law.

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**ENOLA E. PROCTOR**
The Frank J. Bruno Professor of Social Work Research; director, Center for Mental Health Services Research, George Warren Brown School of Social Work.

To be honored with an endowed professorship means the University believes in your work and will support pioneering projects. A niche is carved out for an area of learning, certifying it for further inquiry, and ensuring the advancement of knowledge and teaching. The professorships, too, are a way for alumni and friends to help make Washington University and the world a better place."

—Enola Proctor

To attract and retain outstanding faculty

$275 million

Outstanding professors can inspire and challenge undergraduates and graduate students to fully realize their tremendous potential. To better compete with the nation's top schools for the best senior and junior faculty, more endowed professorships and faculty fellowships are essential. In Spring 1998 Harvard reported 591 named chairs; Stanford, 292, MIT, 283; and Yale, 260. Washington University has approximately 180.

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**PROFESSORSHIPS THAT INSPIRE**

Social-work research pioneer Enola Proctor says her father taught her to care. A compassionate, sensitive, and kind man, he raised his family to be aware of the needs of vulnerable people around them. But Proctor attributes her drive to be a teacher and a researcher to lessons learned on her very first job, more than 20 years ago, as a social worker in a Dallas, Texas, agency.

"We were an agency of last resort for children beyond others' help," she recalls. "I was constantly pushed beyond the limits of my knowledge. I scoured the literature for guidance, but there was never enough information. That's when I became excited about investigating new ways to make social services more effective."

Proctor's investigations have uncovered many of the barriers that separate people from mental-health and social services; as a result, she has become passionate about access. Through teaching and research she pioneered investigations of issues ranging from post-hospital home care for the elderly to the concerns hospital discharge planners themselves have when patients must be sent home "sicker but quicker." Her frequently cited research results include identifying ways to enhance the emotional well-being of older adults by empowering them in their own living and care-giving arrangements.

"A real joy is that teaching and research merge at Washington University," she says. "The blend enables me to feel passionate about the issues, try to do something to make the world a better place, and to have an impact on the next generation of clinicians and researchers."
Across campus, social work graduate students, faculty, and research centers previously scattered across two campuses have a new building, Alvin Goldfarb Hall (1998), where the top-ranked George Warren Brown School of Social Work is increasing its already impressive service to the larger community. On the South 40, freshmen and many upperclass students eventually will live in eight residential colleges—communities providing a great sense of kinship, expanded program choices, faculty and staff for enrichment, and common areas for study or gathering.

The University is also well positioned at the dawn of the Campaign because of its current financial strength. Its $3.5 billion endowment provides a stability the University would not otherwise have—but the available income from those resources does not meet every financial need in these times, nor does it allow the University to address society’s pressing problems or the objective of teaching our students to be the most capable and competitive participants in solutions. In fiscal year 1998, income from endowment spending was 9.4 percent of the University’s annual operating revenues of $941.8 million. (The

**Frank C-P Yin**

The Stephen F. and Camilla T. Brauer Professor of Biomedical Engineering and department chair, School of Engineering and Applied Science; director, Institute of Biological and Medical Engineering.

Top-notch programs are incubators for great ideas and innovative solutions. They ensure the growth of future leaders by helping to develop their special talents. When you put bright people together, remove the constraints, and stimulate them to think freely and to create, anything can happen.”

—Frank C-P Yin

**Learning at New Frontiers**

A researcher never knows when or where a “Eureka!” moment will occur. One breakthrough insight came to Frank Yin a few years ago as he and a colleague were walking along a street in Baltimore, Maryland, mulling over a project they had been working on for nearly a year. As the biomedical engineers studied the mechanics of the heart’s intraventricular septum, they had been struggling to find a way to protect that tissue as the heart was cooled down during surgery. “All of a sudden, talking together, we both saw a way to do it, and we could move ahead,” says Yin. “It was a breakthrough you just couldn’t plan.” Yin’s quest is tissue engineering—the creation of replacement organs, such as heart valves and bones, that have the biological and mechanical traits of natural tissues. “The potential benefits for mankind and our quality of life are phenomenal,” says Yin, who started his professional life as an aeronautical engineer, later earned an M.D. degree, and has since become a leader in the biomedical engineering field. “Ten years ago, these ideas were pipe dreams. Today, they’re not just feasible, they’re inevitable. It’s just a matter of time and money.”

For ongoing and endowed support of academic programs, student life, and libraries

$300 million

Because so many of society’s most pressing problems will require the combined effort of researchers in different fields, Washington University will enhance its core school, Arts & Sciences; pioneer interdisciplinary programs such as American culture studies and biomedical engineering; develop international initiatives; and advance medical research through eight centers of excellence, including a neurosciences institute, a cancer center, a heart disease institute, and a center for infectious diseases. Special services and programs will serve students; and new technologies will open the University libraries’ doors to everyone.
Endowment Spending as a Percentage of FY98 Operating Revenue

Total Revenue = $941.8 Million

Endowment Spending 9.4%

additional income from the endowment must be reinvested to protect the endowment's purchasing power for future generations.)

Why are expenses so great for a leading research institution? Tuition, always, has provided only a fraction of the actual cost of a first-class education, and costs are climbing on all fronts associated with higher education. Breakthrough scientific research demands increasingly sophisticated and expensive tools, technology systems, equipment, and facilities. Advanced technologies, which change constantly, are invaluable repositories of knowledge and essential vehicles for exchanging ideas, solutions, and information, and fostering creativity among scientists and scholars worldwide.

At the same time, providing scholarships is more important than ever. The funds allow students who could not otherwise afford the cost of a first-rank university education to attend; they help increase student diversity; and they allow Washington U. to compete effectively with schools like MIT and Princeton for promising students.

"We are a strong institution, but we cannot stand still," says William H. Danforth, chairman of the University’s Board of Trustees and past chancellor. "A university's role is both to provide continuity with the past—carrying on the tradition of learning and of fostering a love of learning—and to meet the new challenges of the day."

The Campaign for Washington University is not the first in the institution's 145 years. In the 1970s, for example, a five-year challenge grant for endowment from the Danforth Foundation raised $120 million. In fact, three times in recent history WU has set fundraising goals and surpassed them—through gifts large and small, annual

(continued on page 12)

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LOUIS G. HUTT, JR.
B.S.B.A. '76
Cofounder and president of Bennett, Hutt & Company, LLC, Columbia, Maryland, and Albuquerque, New Mexico; Washington University Trustee; member, Campaign Steering Committee.

Alumni who have benefited from scholarships at Washington University have made extraordinary contributions in medicine, academia, business, science, the arts. For many, that level of achievement was made possible by the start they got at Washington U. I know from experience that scholarships level the playing field and ultimately open doors. A scholarship is an investment in the future."

—Louis Hutt

D o scholarships have a ripple effect? Louis Hutt knows so—and so does his younger brother and business partner, Kevin. After completing his business degree at Washington University with a much-needed financial-aid package, Louis Hutt earned a law degree and founded his own accounting/consulting firm and law practice. In time, he made Kevin his first full-time employee.

"My education put me in a position to be able to turn around, extend him an opportunity, and nurture his career," says Hutt. "The ability to help my brother has been a very special blessing for me."

Hutt has made a point of fostering other budding careers, too—particularly those of young African-American professionals. Since graduation he has given countless hours to WU projects, and has become an enthusiastic spokesperson for the University among African-American high-school students near his Howard County, Maryland, home. He hosts informational Undergraduate Admissions gatherings and talks about the merits not only of Washington University but of higher learning in general. Hutt and alumni Lawrence E. Thomas, B.S.B.A. '77, and Wendell W. Jones II, M.B.A. '78, have established
The Campaign Goals at a Glance

"In the beginning of every enterprise we should know, as distinctly as possible, what we propose to do, and the means of doing it. . . . We desire to lay the foundation and to mature some parts of the plan. Those who come after us must finish the work."

—William Greenleaf Eliot, co-founder of Washington University

Already a strong presence among America’s great educational institutions, Washington University plans to accelerate its ascent among the world’s premier universities and to fulfill its exceptional promise, for the benefit of generations to come. To make that ambitious intention a reality, the University is concentrating on five critical areas. These priorities are the foundation of the Campaign for Washington University:

**TO ATTRACT AND RETAIN OUTSTANDING FACULTY**

$275,000,000

Washington University’s reputation is in large part based on a succession of distinguished faculty. The procession includes Arthur Holly Compton, who received the Nobel Prize in physics in 1927 for the “Compton effect” he discovered here; 1947 Nobel Prize winners Carl and Gerty Cori, whose lab was a mecca for young scientists (including six future laureates); Evarts A. Graham, often called the dean of American surgery; Pulitzer Prize-winning poets Howard Nemerov and Mona Van Duyn; and Douglass C. North, the Spencer T. Olin Professor in Arts & Sciences, who holds a Nobel Memorial Prize for Economic Science (1993). “We need to ensure that Washington University continues to be a magnet for high-impact faculty who will foster learning at its most challenging level,” says Chancellor Mark S. Wrighton.

**TO ATTRACT AND ENGAGE OUTSTANDING STUDENTS**

$175,000,000

“Many students begin their active intellectual lives here and begin to visualize a larger potential for themselves,” says William H. Danforth, chairman of the Washington University Board of Trustees. “Outstanding classmates are powerful and influential learning partners.” Scholarship support has been a University priority since 1871, when the Western Sanitary Commission, a forerunner of the American Red Cross, endowed a scholarship fund for Civil War veterans’ children. Without financial support, many of America’s top students could not study at Washington U.; and even so, others choose one of the many leading institutions that offer greater assistance.

**FOR ONGOING AND ENDOVED SUPPORT OF ACADEMIC PROGRAMS, STUDENT LIFE, AND LIBRARIES**

$300,000,000

The Campaign for Washington University builds on what countless alumni and friends of Washington University have done in the past—the Seventy by ‘Seventy Program, which raised $70 million for academic programs; the $120 million Danforth Challenge campaign; and the Alliance for Washington University, which raised $630.5 million, further strengthening academic programs. As information proliferates and new fields of study emerge, one Campaign emphasis will be enhancing Arts & Sciences, encouraging cutting-edge interdisciplinary programs and initiatives. Another focus is biomedical engineering and other pioneering programs, and medical centers of excellence such as the Cancer Center. “What we hope to accomplish through the Campaign is to improve the quality of life and learning, at Washington University, in our region, and in the world beyond our community,” says Sam Fox, Campaign chair, public phase.

**FOR NEW AND RENOVATED FACILITIES**

$150,000,000

“Where one learns has an impact on how one learns,” says John F. McDonnell, who chaired the Campaign’s leadership phase. More than just spaces in which to study and work, classrooms, laboratories, and gathering places create the ambience in which knowledge is shared and ideas generated. The University seeks ways to ensure that facilities, both renovated and new, continue to enrich and support the atmosphere of learning.

**FOR UNRESTRICTED ANNUAL SUPPORT**

$100,000,000

At an alumni gathering in 1867, William Greenleaf Eliot, cofounder and third chancellor of Washington University, addressed the importance of widespread support as the University grows strong and tall. “We believe that the University has an existence as vital as that of organic life,” he said. “Let it be fed and nourished by the gratitude and loyalty of a countless army of her children’s children.” The Annual Fund, especially, has been the key to the University’s ascent. Tens of thousands of individuals have given annual scholarship funds and unrestricted gifts, which are the cement that holds together the University’s other programs. Unrestricted Annual Fund gifts give the chancellor and deans invaluable flexibility in spending where the need is greatest or when special opportunities arise.

**TOTAL GOAL**

$1 Billion

WINTER 1998  WASHINGTON UNIVERSITY  11
and planned, restricted and unrestricted, from alumni and friends with confidence in our mission of teaching, research, and service to society.

The Campaign for Washington University comes at an exciting time in higher education—in an era of breathtaking possibilities. Sam Fox, BU 51, who is leading the public phase of the Campaign, says achieving the billion-dollar goal will help the University retain its strong faculty and attract the best new professors, as it draws the brightest, most creative students. In so doing, it will enable Washington University to have a powerful impact on society.

"We're not shy about this goal," says Fox, president of Harbour Group Ltd. "Good plans require a major commitment of money. But this is not about money. It's about what resources can do. With those resources, we will be ready to ascend to the front rank of institutions worldwide."

Of some 3,700 colleges and universities in the nation, fewer than 100 are truly research institutions, and only 40 of these—WU among them—account for more than half of all higher-education research and development expenditures. (That closely watched spending is evidence of intense research activity.) These few institutions educate a disproportionate share of the men and women who become society's leaders and offer the best chance of finding answers to the world's immensely complex problems. As we accelerate our ascent, imagine what will be accomplished.

"By leading the way in understanding ourselves and the world we live in, we can help immeasurably to improve the world," says John F. McDonnell, BU 66, retired chairman of the board of directors of McDonnell Douglas Corporation, and chairman of the leadership phase of the Campaign.

"We stand before a window of opportunity," Chancellor Wrighton adds. "We have not just the ability but the responsibility to now move forward together. Society's progress depends on those who believe in something larger than ourselves and longer than our lifetimes."

Additional information about the Campaign for Washington University may be found on the Web at wupa.wustl.edu/naicampaign/campaign.html.

Graham Chapel (1909)
A $2.7 million renovation will restore the magnificent exterior—having made the inside even more beautiful, comfortable, useful, and acoustically satisfying. Part of the Hilltop Campus Historic District, on the National Register of Historic Places, the chapel embraces campus events and family milestones.

Asked to locate the sentimental heart of the University, many students, alumni, faculty, and friends would probably name Graham Chapel. With its four octagonal spires and unforgettable stained glass windows, the chapel is a beloved and central structure on the Hilltop. Throughout the 20th century, it has been the quintessential Washington University meeting place and a venue for landmark occasions—including, always, weddings. Marriage ceremonies beneath the vaulted ceiling have run the gamut from the familiar to the exotic. Among the most unusual was the August 1995 wedding of Kristen McKee, A.B. (biology) '91, M.A. (psychology) '94 (who is now completing her doctoral dissertation in clinical psychology), and a young doctor, Ranjan Malhotra. The bridegroom arrived on horseback, surrounded by his family, marching and dancing to traditional Indian music. The bride received her betrothed in her "home"—Graham Chapel—where they were wed first according to Indian custom and then in an American civil ceremony.

On January 24, 1954, Mildred "Mickey" Snitzer, who attended WU from 1951 to 1954, married Bernard Izsak in Graham Chapel. The evening before the Izsaks' 40th wedding anniversary, their daughter, Corinne Izsak Gale, then living in Kansas City, was married in the chapel too.

"Washington U. is a place where our whole family comes together," says Izsak, whose family tree includes several branches with WU history. "When my daughter chose Graham Chapel for her wedding, it meant a great deal to all of us. All the memories came flooding back. The spirit of our family was definitely in attendance."
Construction and Renovation Priorities

- Biomedical engineering building, at the Hilltop Campus
- Cancer center, at the Medical Campus
- The Charles F. Knight Executive Education Center, at the Hilltop Campus
- McDonnell Pediatric Research Building, at the Medical Campus
- Residence halls on the South 40, Hilltop Campus
- Science teaching building, at the Hilltop Campus
- Goldfarb Hall, at the Hilltop Campus
- University Center, at the Hilltop Campus
- Visual Arts and Design Center for the Schools of Art and Architecture, the Department of Art History and Archaeology in Arts & Sciences, the Gallery of Art, and the Art and Architecture Library, at the Hilltop Campus.
- Graham Chapel renovation, at the Hilltop Campus
- Holmes Lounge renovation, at the Hilltop Campus

For new and renovated facilities

$150 million

Because of the generosity of so many, the Medical and Hilltop campuses have always kept pace with the times. But today, many buildings and spaces no longer meet the requirements of a top-flight education. Major renovations and new facilities on both campuses will ensure that the physical plant will meet the needs of a world-class university and help tomorrow's leaders grow intellectually, socially, and spiritually.

"It's a symbol of Washington University—a place where people join together to learn, celebrate, and share. It bridges past and present. It was an ideal place to bring together the two traditions of our families."

—Kristen (McKee) Malhotra, whose wedding in Graham Chapel combined the traditions of India with an American-style civil ceremony.

Among the goals of Washington University School of Medicine, says Dean William A. Peck (above, with a model of the Medical Campus), are outstanding new facilities such as the McDonnell Pediatric Research Building, in progress; a new Teaching and Learning Center; and an ambulatory care center, which is being developed in partnership with Barnes-Jewish Hospital and BJC.

Leading the Campaign for Washington University

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WINTER 1998 WASHINGTON UNIVERSITY 13
Led by Dennis W. Choi, neuroscientists are uncovering unsuspected mechanisms of brain and spinal-cord injury—suggesting new ways to treat everything from stroke and multiple sclerosis to learning disorders, schizophrenia, and spinal-cord damage.

by Linda Sage
As Dennis Choi points out, few families are spared the trauma of neurological disease. There's the father with Alzheimer's, the son with seizures, or in Choi's family, the grandmother who died from a massive stroke. Yet 10 years ago, there seemed no way to help people with such disorders. They became injured or diseased, cells in their brain or spinal cord died, and they became another statistic. Period.

"People had a very defeatist attitude," says Dennis W. Choi, the Andrew B. and Gretchen P. Jones Professor and head of neurology. "Neurodegeneration, whether acute or chronic, was considered beyond reach."

Tens of millions of Americans suffer from nervous-system disorders ranging from learning disabilities to stroke, epilepsy, schizophrenia, spinal-cord injury, and multiple sclerosis. Some of these conditions slowly rob patients of muscle control or cognitive abilities. Others kill or maim in a flash.

Name a neurological or psychiatric disease, and you'll find a research group focused on that condition. But when Choi moved to the School of Medicine from Stanford in 1991, he had a different approach in mind. "I wanted to establish a center that was focused on disease mechanisms rather than on a specific disorder," he explains. "The underlying thesis was that different neurodegenerative diseases might share common mechanisms of nerve cell death."

Choi thought the time was right because nervous-system diseases were becoming more tractable. Whereas researchers once viewed the demise of nerve cells as inevitable and even
uninteresting, they now were discovering how nerve cells die. School of Medicine researchers had uncovered a process called excitotoxicity, in which the death throes of nerve cells injure neighboring neurons, exacerbating the damage from conditions such as stroke. Other researchers here showed that cells in the adult brain die if programmed cell death—genetically controlled events that remove surplus cells during brain development—is accidentally switched on later in life. "So processes that accounted for pathological conditions could at last be defined and manipulated in the laboratory," Choi says.

Other advances in the field fueled this progress, including gene manipulation, microscopy of cellular structures, and physiological methods that monitor cell components in action. Mice that display symptoms of certain nervous system disorders also were developed.

"I became convinced that a center that studied general mechanisms could make a special contribution to the field," Choi says. "I also believed that Washington University was an ideal home for such a center, because of the university's commitment to excellence in both basic biology and clinical medicine."

**Center for rapid progress**

The Center for the Study of Nervous System Injury became a reality in 1992, thanks to strong support from the School of Medicine, and a five-year, $8 million collaborative agreement with Hoffman-LaRoche. The pharmaceutical company committed an additional $3 million in 1995. That year, the center also received a five-year, $5 million grant from the National Institute of Neurological Diseases and Stroke.

"It was wise to establish a Center for the Study of Nervous System Injury . . . because common principles might be overlooked if only one disease is studied at a time. Features that are common to several degenerative disorders might provide clues about mechanisms of degeneration and about novel therapeutic approaches," says Gerald D. Fischbach, director of the National Institute of Neurological Disorders and Stroke, National Institutes of Health, in Bethesda, Maryland.
Fifteen faculty and 55 other researchers now bounce ideas off the center's walls. "Having a group of enthusiastic young scientists in one place all working on neuronal injury and death is helpful for moving your work along rapidly," says William D. Snider, professor of neurology. In part because of the center's productivity, the Department of Neurology recently became the leading neurology department in the nation in terms of federal research support. In fiscal year 1997, it received 35 awards totaling $13.6 million.

From bench to bedside
The center focuses on the cellular and molecular changes in nerve cells exposed to adverse conditions such as an interruption in oxygen supply. Such conditions arise during stroke, spinal-cord injury, and epileptic seizures, for example. Paradoxically, the initial event, though harmful, may not wreak the most damage—nerve cells may be slaughtered by events that follow, just as people who survive earthquakes may be killed later by falling debris. Therefore, much of the center's work focuses on molecular aftershocks, especially those involving glutamate receptors—proteins on the cell surface that are activated by a chemical messenger called glutamate.

Glutamate normally carries messages from neuron to neuron, making intercellular communication possible. But when a cluster of neurons is damaged by, say, a stroke, cells in that region die, spilling out their stores of this chemical messenger. The sudden deluge overexcites the glutamate receptors of neighboring cells, causing them to admit lethal amounts of calcium. So in the hours that follow a brain injury, the damaged area enlarges, like a stain spreading through a rug, eating away at a person's ability to speak, move, or think.

By scrutinizing events that kill nerve cells, the center is building a bridge between symptoms and underlying causes. "Under Dennis Choi's visionary leadership, the faculty of this center is contributing substantially to our understanding of disorders affecting the nervous system and is a promoter of neuroscience programs institution-wide," says William A. Peck, executive vice chancellor for medical affairs and...

Breakthroughs for a Common Cause
In the six years since its inception, the Center for the Study of Nervous System Injury has made several groundbreaking discoveries. By uncovering unsuspected mechanisms of brain and spinal-cord injury, the research is suggesting new strategies for treating acute and chronic conditions.

Zinc released from injured neurons appears to be a major culprit in the selective brain damage that can follow cardiac arrest.

Soccer-ball shaped molecules called buckminsterfullerenes, or "bucky balls," shield nerve cells from many types of damage, including excitotoxic chemicals, amyloid peptide, and glucose/oxygen deprivation. These compounds also delay symptoms and death in a mouse model of amyotrophic lateral sclerosis.

A synthetic compound called BAF can protect neurons after acute brain injury even when given in a delayed fashion. BAF inhibits enzymes called caspases, which finalize a cell's decision to self-destruct.

ApoE4, the lipoprotein associated with lower age of onset and increased risk of Alzheimer's disease, is unable to promote the growth of extensions from nerve cells, unlike apoE3, a version of the lipoprotein that is not associated with Alzheimer's disease. These extensions are the nervous system's telephone wires, allowing neurons to communicate with each other.

Oligodendrocytes, which make the white myelin in the brain and spinal cord, can suffer excitotoxic damage. This finding contradicts the previous belief that excitotoxicity affects only neurons.

White matter in the spinal cord also decays after spinal-cord injury due to the programmed cell death of oligodendrocytes. These cells may die in response to endogenous substances such as tumor necrosis factor-alpha (TNF-a), which promotes inflammation. Center researchers discovered that TNF-a and its receptors are expressed after spinal-cord injury and that a drug called methylprednisolone suppresses TNF-a production. Methyiprednisolone is the only proven drug for reducing functional disability after spinal-cord injury.

A mass exodus of potassium may be as important as calcium for triggering neuronal cell death after insults. Therefore it might be possible to use drugs called potassium channel blockers to stem potassium loss and prevent nerve cells surrounding an injured area from dying after brain or spinal cord damage.

Neurons that escape programmed cell death through drug treatment or genetic manipulation do not return to their normal physiological states.

Continued on page 18
Nerve growth factors and programmed cell death make key contributions to the development of the somatosensory system, which mediates our sense of touch.

Sensations of active and passive touch travel through different brain pathways.

Cell death in a genetic disorder called the MELAS syndrome may result from abnormal calcium regulation in mitochondria, the cellular structures that derive energy from nutrients.

Overactivation of glutamate receptors on neurons in human brain slices leads to swelling when oxygen is in short supply. This is the first demonstration that glutamate receptor stimulation may play an early role in the pathophysiology of stroke in humans.

Receptors that respond to an inhibitory chemical messenger called GABA contain a previously unknown site where they can be activated by compounds called lactones. Using mammalian brain slices, center researchers are testing the potential anticonvulsant activity of these compounds.

Growth factors called neurotrophins and GDNF (glial cell line derived neurotrophic factors) have powerful effects on axon extension, and different members of these molecular families affect different populations of neurons. These findings suggest that neurotrophins and GDNF may be able to restore interrupted neural circuits in the spinal cord by promoting axon growth across injured areas. They also suggest that a carefully balanced cocktail of neurotrophic factors might be needed to repair all of the nerve cell types in an injured area needs for function.

Glutamate receptors called AMPA receptors, which mediate some types of excitotoxic damage, interact with drugs called thiazides at a previously unknown regulatory site. Studies with one of these drugs, cyclothiazide, have revealed fundamental properties of AMPA receptors and the mechanisms by which thiazides can increase AMPA receptor activation, leading to nerve and glial cell injury. Studies with cyclothiazide derivatives also have generated leads to drugs that might have the opposite effect of cyclothiazide. Such compounds could potentially protect nerve cells from excitotoxic damage.

Increased acidity promotes the death of neurons that carry AMPA receptors. Because AMPA receptors appear to play a critical role in the brain damage that can follow cardiac arrest, this finding suggests that acidosis, which accompanies brain or spinal cord ischemia, should be attacked more aggressively in such patients.

The neuroscience community has expressed its confidence in Choi by making him president-elect of the prestigious Society of Neuroscience.

**"The brain isn't just any organ"**

General curiosity about the brain is also a force that motivates Choi. The questions most children ask—Who am I? What am I doing here?—have stuck with him, urging him to dig deeper and deeper. With his curiosity still unslaked, he would like to work with other colleagues in the University's neuroscience community to establish a multidisciplinary Institute for Neuroscience.

The medical school is known for its pioneering studies of normal brain function, but Choi and other WU neuroscientists believe that the time is right to establish a broader scope of brain studies, involving collaborations among faculty working in medical biological engineering, mathematical, and humanistic disciplines. The last might include philosophers, linguists, and performing artists.

Such research would be fitting for a leading institution of higher learning, Choi points out. "The brain isn't just any organ," he says. "It's the part of us that acquires new knowledge and passes that knowledge on. Because acquisition and transmission of knowledge are the University's mission, it would be madness to pass up the chance to explore [how the brain accomplishes this goal]."

Linda Sage is associate director for research communications in the Office of Medical Public Affairs.

The Department of Neurology has a Web site, www.neuro.wustl.edu; specific topics may be searched from there.
When Washington University foreign-language students travel abroad, they quickly find out how well prepared they are for overseas study. At the University of Tübingen, they easily pass the entrance exam that allows them to sit alongside German students in regularly scheduled courses in German literature, European history, philosophy, religious studies, and psychology, among others.

“Every year, the program coordinator tells me our students are the best prepared from any exchange university,” says Robert K. Weninger, professor of German and Comparative Literature and chair, Department of Germanic Languages and Literatures in Arts & Sciences.
I cannot think of a better way to broaden one’s horizon than to study a foreign language, literature, and culture. The study of languages and cultures other than one’s own enables students to confront and transcend human differences and engage in a dialogue with people whose perspectives on life are shaped by diverse forces.

—Milica Banjanin, professor of Russian and department chair

In today’s interconnected world, understanding other cultures is absolutely essential. This is true with the cultures of Asia and the Middle East, which will play increasingly central roles on the world stage. This is also true within the United States, where immigrants from Asia and the Middle East are becoming a permanent and integral part of the American landscape.

—Beata Grant, associate professor of Chinese Language and Literature; chair, Department of Asian and Near Eastern Languages and Literatures

And WU students overseas may even receive grades that native speakers do not often achieve. “One of our students in Salamanca took a very challenging genetics course, with no special tutoring, and got a 10—the highest grade possible—when most Spaniards taking the class don’t get above a 7,” says Nina Davis, chair of Romance Languages and Literatures and associate professor of Spanish. Alumni also attest to the quality and usefulness of their language experience. Matthew Karch, A.B. ’93, a double major in Russian and history, went to law school at Penn. Today he and a friend have their own practice, Karch and Kiselev, in New York City, where they serve a clientele that is 99 percent Russian, and Karch speaks Russian all day long.

“I started this practice because I enjoyed Russian so much as an undergraduate,” says Karch. “Since there are 700,000 Russians in New York, this was also a prime [situation] in which the demand far exceeded the supply.”

Altogether, one of the University’s strengths is the teaching of modern foreign languages and literatures—Arabic, Chinese, French, German, classical Greek, Modern and Biblical Hebrew, Italian, Japanese, Korean, Latin, Persian, Russian, Spanish, and Swahili. The German department ranks a prestigious seventh among such programs across the nation, according to National Research Council ratings. And a large proportion of students, some 65 percent of those in the College of Arts & Sciences alone, elect to take a language even though there is no undergraduate language requirement. In fall 1997, a record 618 took a course in the fast-growing Spanish program, whose enrollment has increased with changing U.S. demographics. Many undergraduates major in a language or create a double major with another discipline—to gain an important edge in the job market.

Laura Tobben, A.B. (Germanic Languages and Literatures and psychology, in Arts & Sciences) ’98, traveled to Mainz, Germany, in September on a Fulbright scholarship to spend a year as an assistant English teacher. “I owe a lot to the [German] department,” she says. “My professors were very interested in maintaining a personal relationship with me, making sure that I was progressing in my language skills.”

The foreign-language faculty is large and top-notch. For example, with 23 full-time members, plus several part-time and adjunct staff members, the Asian and Near Eastern faculty—which includes experts in seven languages—is one of the biggest in the College of Arts & Sciences, tying with chemistry and psychology for sixth place in overall size.

“The strength of our programs is in their professionalism,” says Peter Heath, former chair, Asian/Near Eastern. “The instructors are professional language teachers, and intertwined with them are the scholarly teachers who also have the academic breadth to investigate with students the literary and cultural aspects of language study.”

This creative infusion of sociocultural elements greatly enriches the classroom experience. In a Hebrew class, as
just one example, the professor asks each student to track a different news story, such as the state of the Tel Aviv stock market or the immigration of Ethiopians to Israel.

Departments also offer enriching extras—foreign-film series, visiting lecturers, and special gatherings such as the German Department’s Wednesday-afternoon Kaffestunde, a coffee-and-cake session where faculty and graduate and undergraduate students mingle and speak German.

In addition to campus resources, including advanced technology (see sidebar), a vital part of a language student’s education is travel abroad—for a summer, a semester, or during junior year. Hebrew students attend Hebrew University of Jerusalem’s Rothberg School for Overseas Students, as part of the Washington University–Hebrew University Study Abroad Program, which marks its 25th anniversary in 1998. (Study abroad in more than 18 countries is available also to art, architecture, and business students and double majors of every combination.)

Rewards of studying a language may be tangible, too—such as a good job after graduation. One engineering graduate, who also studied Spanish, is now working for an international consulting firm setting up computer systems in Latin American countries. French students in the business internship in Paris program often land jobs in international marketing.

But other benefits are intangible. “You never know how you are going to use something from a foreign language,” says Nancy Berg, associate professor of Hebrew and comparative literature, “or how it will enrich your life.”

Candace O’Connor is a St. Louis–based free-lance writer.

Students overseas may even receive grades native speakers don’t often achieve, says Nina Davis, chair, Romance Languages and Literatures.

French families visited Summer Language Institute students in June 1998 at their Loire Valley chateau for “Le Grand Repas.” Posing before dinner are (l. to r.) Bernadette Chevessier, WU junior Jennifer Perry, Christele Thierry, and sophomore Rebecca Hordedge.
Dirty restrooms may not seem to be a dire problem, but to students and teachers at Flynn Park Elementary School, in University City, the persistent stench and littered floors were more than mere annoyances. They were demoralizing. So Flynn Park’s TQS Committee (that’s Total Quality Schools), with guidance from Washington University students, took on the problem—and soon everyone, custodians included, worked together on possible solutions.

As a first step, Flynn Park fifth-graders (the “seniors” in the school) put the situation before the student council. Well-versed in the TQS philosophy of democratic, informed decision making, the children proceeded to survey the student body about why the bathrooms were so dirty.

The consensus: Kids don’t flush. In response, the council
organized a school-wide poster contest to encourage toilet etiquette. Today, Principal Rita Gram reports almost total cooperation. As a result, the children are considerate, floors are cleaner, and the stench has subsided. But far more important, says Gram, is the fact that "the people involved with the problem were responsible for the solution. That's why it all worked out."

Working out problems—in an inclusive, respectful way—is what Total Quality Schools is all about. The brainchild of Stuart I. Greenbaum, dean of the John M. Olin School of Business, TQS uses the principles of Total Quality Management, the business philosophy that in the 1980s began to help U.S. corporations reboot by focusing on quality and encouraging continuous improvement in a constructive environment. Authoritarians are most unwelcome.

"TQS challenges students to be leaders, which means they have to motivate people and help them view change as an opportunity rather than a threat," says Dean H. Kropp, the Dan Broida Professor of Operations and Manufacturing Management. Kropp teaches the TQS course with Deborah Paulsrud, clinical instructor at the George Warren Brown School of Social Work (GWB), which co-sponsors the program with the Olin School.

WU students work with teams of teachers, students, staff, and parents from participating elementary, middle, and high schools throughout the spring semester, serving as on-site consultants and catalysts, and gathering data about the problems.

"We hope the shift in attitude empowers schools to change," says Greenbaum—whose ultimate dream is for TQS to help reform public education, "with St. Louis schools as the vanguard."

In public schools, of course, change can be a challenge. Bureaucracy can be stifling and the players diverse. Flynn Park Elementary, for example, serves constituents from different backgrounds—parents and children living in gracious homes on gated, tree-shaded streets and less-fortunate families scrambling to make do. Even the teachers bring disparate priorities to each issue.

What unites everyone, however, is a desire to improve the school and the academic experience, and TQS has created a new culture that will help, says Gram. "The first thing it did was change everyone's attitude. In the past, if there were problems, it was, 'Here, Rita, solve this.' Now people say, 'I saw this problem and here's the solution.' It's wonderful because one person can make a difference."

Dawn Hartmann, B.S.B.A. '97, who worked with a University City High School TQS committee, reports that her greatest challenge was teachers' initial resistance. Now account administrator for State Street Bank and Trust Company, in Boston, Hartmann says teachers had seen a lot of programs fail. "But by the end of the semester, they were coming up with issues they wanted to work on, such as tardiness."

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When the diverse TQS team collected the data at the school, the members were able to define the real problem before working on it, says Hartmann. As often happens, they found out that the true problem was a variant of what everyone had assumed. Tardiness was actually occurring in the very first classes and those after lunch—not in between.

TQS offers the ideal blend of community service and coursework for WU students. "I went to public schools when I was growing up, and it felt right to be helping out," says Carlos Sanchez, B.S.B.A. '97, now a consultant with Arthur Andersen LLP, in St. Louis. Sanchez worked with the TQS team at McNair Sixth Grade Center in University City, first holding focus groups with the school's constituencies. The team found a united voice of concern over the school's shrunken lunch hour—now down to 25 minutes. Students often weren't even getting through the line; those who did barely had enough time to eat. So Sanchez and his team examined the process and found several bottlenecks. Among them: Most students had to stop and inquire about costs and later dig through their book bags for money. Now the school is considering a price board, a schoolwide campaign about having coins ready, and a change machine in the lunchroom.

"We now see the importance of striving for quality in every aspect of our culture. I get letters from students suggesting how we can improve."

—Rita Gram, principal

TQS also allows participants from the school of social work to benefit from in-depth exposure to the management mindset, as Olin students learn about the ties between family and social structures. "Our students need to have different perspectives," explains Shanti K. Khinduka, dean of GWB. "An excellent education has to go beyond the orthodoxies of a particular discipline."

Just as important, the students' work has had an impact over the past three years, says Rita Gram. "TQS has really helped us. We now see the importance of striving for quality in every aspect of our culture. I get letters from students with suggestions on how we can improve both inside and outside the classroom."

Principal Wendell Allmon of Columbia Accelerated Community Education Center in the city of St. Louis, says TQS has made a difference after only one year because "everybody's a stakeholder now."

Allmon has also become a believer in data. "Now if a teacher says 'We've got a problem,' I say, 'OK, where's the data?' It's empowering to them because they collect the proof and then we deal with it." Columbia's TQS team found teachers were receiving too many telephone calls, burdening secretaries who had to find them and disrupting classes. The committee, which included teachers, came up with a solution that everyone understood: personal phone calls for emergencies only.

The challenges at Columbia are stiff: 98 percent of the students qualify for free and reduced-fee lunches, and only 26 percent of the adults in the attendance area have high school diplomas. The neighborhood also has one of the city's highest homicide rates. Allmon plans to improve the school's efficiency, which will free him and others to address concerns such as increasing parental involvement.

TQS has given the school's staff a useful framework to follow, says Allmon. Each agenda item comes with a deadline and a person charged with overseeing the task. But, TQS will only work if principals are willing to delegate. "TQS is not for every school," says Paulsrud. "It has a lot of impact on schools that are ready, but the principal must be committed to the idea. And then he or she has to rally the staff and parents to make informed decisions based on data, and put plans into action. If all that happens, the program can help a school soar."

"From the vantage point of Olin and GWB, we get to serve and learn simultaneously," Greenbaum adds. "What could be better?"

For more information about TQS: www.olin.wustl.edu/tqs/
A superb ambassador of his country, Koichi Fujii (l.), House Staff 1956–1962, is pictured with his son Reiji, Class of ’99.
WORLD-CLASS CITIZEN

ONLY THE PHYSICIANS GUIDING SCALPELS AND LASERS IN THE O.R. can appreciate the motivation needed to take on five years of surgical training after five years in medical school and a year of internship. But a decision 26-year-old Koichi Fujii made in 1956 helps suggest how unswerving such determination can be.

Fujii is now “one of the most prominent surgeons in Japan,” according to William A. Peck, executive vice chancellor and dean of the School of Medicine. He is also an accomplished equestrian—so accomplished that in 1953 and 1954, he was his country’s national champion at the same time he was studying at Keio University Medical School, in Tokyo. Two years later, Fujii was named to the Japanese Olympic Dressage Team of the 1956 summer Olympic games in Melbourne, Australia. (The equestrian events were moved to Oslo, Norway, because of Australia’s strict animal quarantine.)

But Olympic jumping finished last as Fujii jumped to accept a three-year Fulbright fellowship to study surgery at Washington University. Going to the States in the ’50s was “a very difficult thing to do unless you had a scholarship,” Fujii says. He was eager to work at the medical school, which he had heard all about during his internship at the United States Naval Hospital, in Tokyo, from colleagues John Fleming, a radiologist from the Mallinckrodt Institute of Radiology, and Philip Crossen, whose father, Robert Crossen, was professor of gynecology at the School of Medicine.

“Washington University may not yet be as well known in Japan as Harvard or Yale, or other Ivy League schools,” Fujii says, “but the School of Medicine is very well known among medical people.”

By his works and his service, surgeon Koichi Fujii is known.

BY PATRICIA BARDON CADIGAN

Above: Koichi Fujii (r) and fellow alumnus Gurpreet Singh, M.B.A. ’54, helped launch the Campaign in September with their spouses (l. to r.) Atsuko Fujii and Kushal Singh.

CHOOSING ST. LOUIS OVER OSLO WAS EASY. The idea of going to the Olympics was “attractive,” Fujii says in his understated way, but he didn’t want to pass up any opportunity for surgical training. “You go to the Olympics and participate, and that’s it. People forget.”

Still, Fujii says he received a big morale boost when he got to St. Louis by riding with the Bridlespur Hunt and working in the Pony Club, which helps children learn to ride.

Fujii’s three-year Fulbright fellowship was extended to his full six years in St. Louis, thanks to surgeon Carl Moyer’s negotiations with the State Department on his behalf. As a member of the house staff in surgery at Barnes Hospital, Fujii worked with Moyer and with surgeons Henry Schwartz, Gene Bricker, Thomas Burford, Fred Reynolds, Justin Cordonnier, and Harvey Butcher, among others—“so many, I can’t name them all,” he said. “I owe everything to those people. They were fantastic teachers and fine men.”

When he returned to Tokyo in 1962, Fujii joined the new National Cancer Center [similar to the National Cancer Institute, in the United States] as a general surgeon. Several years later, he was appointed medical director and chief of staff at Bluff Hospital, in Yokohama. In 1977 he moved to the Tokyo Medical and Surgical Clinic, where he set up a surgical practice with four partners and has worked ever since.

Established in 1951 with the help of the American Chamber of Commerce, the Tokyo Medical and Surgical Clinic now employs some 30 physicians in multiple specialties who practice both Western and Japanese medicine, and an office staff of 25. It also has a dental office, laboratories, and a pharmacy.

The clinic is distinctive on several counts. The doctors are always available: all day, every day—even on holidays. And although medicine is largely socialized in Japan and run by a semi-governmental agency, at Tokyo Medical and Surgical Clinic all the patients are private patients.

“Most come from the very large international community in Tokyo and are insured by their respective countries or their companies,” Fujii says. “That is very rare in this country. About 95 percent of practitioners in Japan are socialized.”
Japan will gradually move toward private medicine, Fujii believes; in the meantime, “at the clinic we have the freedom to provide better, more satisfactory medical care—more satisfactory both to ourselves and to the patients—without being bound by red tape. I am a true believer in that freedom.”

In addition to his general surgery practice at the clinic, Fujii is professor and attending physician at one of Japan’s largest medical schools, Tokai University Medical School, and at International Catholic Hospital. He was the organizer and first governor of the Japan Chapter of the American College of Surgeons (ACS), a six-year task he undertook in 1982 at the request of the chair of the international committee of the ACS. Membership in this group is now more than 100.

“Koichi Fujii is a great example of a person who was able to realize and even go beyond his significant potential after he left Washington University,” says Chancellor Mark S. Wrighton. “He has not only become a world-class surgeon. He has become a world-class citizen of his country and a great ambassador for Washington University. He could have done well in anything that he attempted. Thankfully for the people of Japan who need his services, he became a great surgeon. We are proud to call him one of our own.”

Board of Trustees chairman William H. Danforth got to know Koichi Fujii when both were on the medical house staff in the 1950s. “He’s just a wonderful man,” Danforth says. “He is not only a great physician but a wonderful alumnus of Washington University.”

—William H. Danforth

Fujii also organized an alumni group at the United States Naval Hospital in Japan, and has just completed a three-year term as its first chair. The group, which includes nearly 400 distinguished physicians and professors, presents a Teacher of the Year Award at the Naval Hospital and also provides prestigious guest speakers for grand rounds.

He makes a special effort to get back to St. Louis at least once a year, partly to look in on his son, Reiji, who is a premed senior in Arts & Sciences, and partly to keep in contact with as many of the people he cares about as he can. In March 1999, Fujii will have the opportunity to catch up with numerous WU alumni and friends when they visit Tokyo for the next meeting of the International Advisory Council for Asia, which he will host.

Fujii’s wife, Atsuko, whom he married after his return to Tokyo, is a psychologist at a private school. A daughter, Keiko, works for IBM in Tokyo, where she was educated. In the family tradition, Atsuko Fujii has organized a school counselors’ group in Tokyo, and has also been what Peck has called “a most gracious hostess” for Washington University alumni. “The Fujis spare no effort to help us,” he said.

Fujii describes himself as “pretty much a workaholic” these days, with little time for recreation—not even riding, which he enjoys only on rare occasions. In addition to his own surgical practice, he tries to scrub several mornings a week with young surgeons, and conduct surgical conferences and rounds. “My time is very erratic and hard to predict, but I try to concentrate on them whenever I can. Every time you scrub with young surgeons, you refine your teaching skills. That’s the joy of teaching.”

Patricia Bardon Cadigan is a free-lance writer based in Tucson, Arizona.
Hazel and Arnold Donald believe in making a difference—not only by what they accomplish but by what they help others to do.

By Judy H. Watts

SUPPOSE WISE ADULTS could teach all children to look into themselves and then out at their world, and say, “I can do it.” Not the gentled “I think I can, I think I can” of the storybook fable, but I can do it.

Suppose all parents and teachers and mentors believed in that message—and that no one, however well meaning, would be willing to limit a child. (As was the father of a hearing-impaired student struggling with algebra. “She’ll just need basic math,” he told Hazel Donald, the girl’s teacher then. “This was a father talking!” Hazel says. “I told him, ‘I won’t limit her possibilities that way.’”)

And suppose all children could learn in an environment as encouraging as St. Augustine High School, the all-male, African-American school in New Orleans that Arnold Donald entered in the late ’60s. “They drilled into us that we could be and do anything,” says Arnold, senior vice president at Monsanto Life Sciences Company, “—that we would be the future leaders of the planet.”

The basic message is simple. Just suppose all children could believe it. But first, they’d have to believe in themselves.
Raised in homes where there was "no money" but where self-esteem was constantly reinforced, Hazel and Arnold Donald were groomed to fly far. "In my family, it was never a question of 'if' you'd go to college, it was always 'when,'" says Hazel, a former systems engineer and computer consultant with IBM and a math teacher for seven years. Arnold Donald enjoyed similar support: "A lot of people believed in me at a very early age," he says. "I received so much positive feedback that it made me interested in learning."

Hazel's family of 10—who once received their Christmas presents from Boston's annual neediest families campaign—weren't surprised when she was accepted in seventh grade at Girls' Latin, one of Boston's three highly selective public college-preparatory schools. She still savor the fact that she not only passed the same test that qualified the brightest boys for admittance to the venerable Boston Latin School, the nation's first public high school, but "in fact had the highest score in the city."

Hazel's education there was rigorous and strictly classical, including six years of Latin, four of French, and an impressive foundation in mathematics. By her senior year, the nation's top schools were courting her.

A thousand miles south in St. Augustine High School, Arnold was thriving as well—loading his mind, achieving, leading, and toning his already robust self-confidence.

Times were heady in other ways: While Arnold's family and teachers were telling him he could be anything he
wanted in life, the Southern society around him seemed intent on keeping African Americans in second-class status. At the same time, the civil rights movement was taking off. The sea changes of the late 1960s and early '70s affected him deeply, demonstrating that iron gates could be thrown open on a world of promise.

"My high school went to court so black bands could march in the Mardi Gras parades," says Arnold. "The St. Augustine High School band was one of the first to march in the parades after the case was settled, and we were the first black school in New Orleans to play a white school in athletics. All that was going on when I was in the eighth and ninth grades. It was huge, just huge. Experiencing all those barriers coming down helped me develop an attitude of openness about things." An attitude that anything was possible.

"Arnold and I believe we have an obligation to others." 🌼

Hazel and Arnold met in spring 1972, when both were invited to visit Carleton College, in Northfield, Minnesota. They enrolled, married in their sophomore year, and graduated in 1976. Engineering was next; after weighing Columbia, Stanford, and Washington U., they "decided that Washington U. was best for us."

Their first daughter, Radiah—now 21 and applying to Washington University School of Medicine—was born while they were at WU; the Donalds were senior resident advisers in the dorms at the time. Their second child, Alicia, is 17, scored a perfect 800 on her math SAT, and is a freshman at Carleton; son Stephen Zachary, who loads a CD-ROM for learning games each morning, is three. Asked whether any of the children seem to be following in their parents' footsteps, Arnold replied: "They're all making their own footsteps."

Hazel earned a B.S. degree in systems science and mathematics; Arnold, a B.S. degree in mechanical engineering. By graduation, Arnold had 20 job offers. He selected Monsanto, where he has risen from industrial chemical sales in 1977 to membership on CEO Bob Shapiro's leadership team of the $8 billion company. Along the way he earned an M.B.A. from the University of Chicago, led Monsanto's growth in the lawn and garden area with an innovative approach that Agri Marketing magazine says transformed the industry, and directed the global agriculture business. Currently vice chair of the company's global team, and member of the life sciences business team, the pharmaceutical team, the agricultural leadership team, and the information technology team, he surrounds himself with "the absolutely best people" and sets the highest standards possible. Praised in an industry publication for the way he develops his team members, Arnold sees himself as a coach, providing vision and resources, and keeping people "significantly energized" while achieving "extraordinary results."

What he personally envisions is this: "Fifty years from now, there will be no agricultural industry, no pharmaceutal industry; they'll be obsolete. Crops will literally yield therapeutic and preventative biomaterials—potentially, bananas containing digestible insulin. I also see dramatic improvement in people's diet all over the world."

Optimistic to his soul, Arnold has no doubt that the social and political impacts of technological change will play out humanely. "I have a basic faith in human beings because of my personal experiences and the times in which I grew up," he says. "In my lifetime I've seen China open up to the free market. I've seen the fall of the Berlin Wall and the end of communism in Russia. Yes, the pendulum will swing back and forth, and humankind will make mistakes, but overall we'll march forward together for the advancement of humanity."

Hazel's confidence that the world can be changed for the better is equally solid. "Arnold and I both want to make a difference in the world," she says, "but we go about it differently. He is a big-picture kind of a guy, helping people do the right things to make a difference. (At WU, Arnold Donald is a member of the Campaign for Washington University steering committee.) "I am very hands-on," she continues, "changing one person at a time. I got my master's in teaching at WU because I really wanted to touch kids' lives. (Though Hazel says the vast majority of schoolteachers are highly qualified, she firmly believes that even one unqualified teacher is one too many.)" Besides, I got tired of hearing people tell me they couldn't do math. In this society people say, 'I can't even balance my checkbook,' with a little touch of pride that makes it O.K. not to be able to do math. I don't think that's a message we really want our children to have."

Hazel also helps change lives through volunteer organizations that help St. Louis city youth. The project closest to her heart is serving as a court-appointed advocate and board member of CASA (Court Appointed Special Advocates) of St. Louis County, on behalf of abused and neglected children removed from their families. "About 1,400 children in the county are out of their homes because of abuse and neglect," she says. "With only 200 volunteers, we can help only 15 percent of them.

"Arnold and I strongly believe we have an obligation to do something for others," Hazel says, "and we try to teach that to our children as well." Arnold, who received a 1998 Founders Day Award, the 1994 Outstanding Young Alumni Award (engineering), and the 1994 National Black Alumni Award from WU's Black Alumni Council, recalls that he and Hazel once were on food stamps. He adds: "I'd be nowhere and I'd be nothing if it weren't for my family. Giving back is ingrained in me."

His mind jumps to the University family: "One of the things I really enjoy about Washington U. is that it is a good place to be humbled. You walk around a lot of people more talented or gifted than you, and learn from them and experience them. I owe a lot to Washington U. It certainly helped shape me," Arnold says.

"And for better or worse, I kind of like who I am, always striving to be better." 🌼

Judy Watts is the editor of this magazine.
Catching Ideas

When are anglers most like early-risk investors?

When they tell tales of "the one that got away."...

What about Bill Nye, fishing enthusiast—intellectual property lawyer—entrepreneur?

Simple. He doesn't let them get away.
LET'S START WILLIAM T. NYE'S STORY in hometown St. Louis in 1946. As a Navy veteran and aircraft engineering officer on a large carrier (and with an undergraduate degree in mechanical engineering from Iowa State University), Nye returned to continue his education in WU's graduate school of engineering. However, he found that graduate engineering was already filled with other returning veterans.

"Enter Don Fisher, WU's dean of engineering, who suggested there was an opening in the business school, where I could take relevant engineering courses while waiting for an opening in the engineering school in the spring semester," says Nye. "As luck would have it, one of the required and presumably 'irrelevant' courses was a business law class taught by Nathan Kaufman, a practicing attorney who became mayor of University City. To my surprise, I found the course to be intensely interesting; I'd spend time after class discussing principles and theories of law with Mr. Kaufman, who had become a friend as well as my teacher."

Knowing that he wanted to study law, Nye finished 1947 with a degree in engineering administration, and then he enrolled in law school. "The first days in law school are like a cold shower for an engineering graduate," he says. "In engineering, two plus two is always four. In law, often there are substantial gray areas where two plus two can be three-and-a-half or even four-and-a-half."

Nye worked his way through law school by working at the Washington University Research Foundation, doing early analogue computer research on missile intercept technologies for the Office of Naval Research. He graduated in 1950, passed the bar, and began working for St. Louis' Gaylord Container Corporation as a patent attorney in research and development.

"I awoke one morning in 1960 and learned the company had been acquired by Crown Zellerbach Corporation, in San Francisco," he says. "It wasn't long before I was transferred to the Bay Area, which, if you are forced to move from your hometown, is not the worst place to end up."

At Crown Zellerbach, a large Fortune 100 international forest products company, Nye became director of patents and licensing and dealt with intellectual property matters, commercial research incorporating domestic and foreign technology sales and purchases, and joint ventures and acquisitions. His work involved ventures in Chile, Japan, Holland, Sweden, Canada, and Germany.

"I had to learn some things from the ground up," says Nye. "In the 1960s and early 1970s, negotiations in Asia, and particularly Japan, were entirely different from their hard, give-and-take, bargain-and-sale counterparts in the Western world. For instance, in Japan, if you offered too little in a negotiation, your opposite might accept your offer rather than risk appearing to insult you by saying your proposal was too low. The person might never intend to honor the signed agreement on the basis that it was unfair and you had not done the necessary homework to arrive at equitable terms. The lesson here is that it is essential to understand as well as respect the other party's customs and practices."

Nye says that such international dealings are becoming more standardized as communications improve and negotiators learn more about different cultures.

Casting into Swift Currents

In 1978, after 28 years, Nye left Crown Zellerbach and, with three partners, he established a very-early-stage venture-capital firm designed to find, evaluate, fund, and manage the commercialization of what Nye calls orphan technologies—technologies conceived by creators such as independent engineers and professors who lack the financial and managerial backing necessary to commercialize their concepts.

Nye was active in managing the partnership until his retirement about three years ago. While the group not only accepts the usual commercial and start-up risks but also the technical uncertainties inherent in
conceptual research and development, the greater risk has the potential of yielding greater rewards for the investors.

"One successful instance was a unique system for Asymmetrical Digital Subscriber Line (ADSL), a technology for increasing the information-carrying capacity of existing copper-pair telephone lines," Nye says. "This technology provided the basis for a start-up company that went public and later was acquired by a Fortune 100 company.

"Another example is a high-performance polymer fiber technology, originally acquired from the U.S. Air Force. This fiber is up to 10 times stronger than steel. Our venture partnership persuaded a New York Stock Exchange company to undertake a multi-million-dollar development effort to perfect the technology for commercialization. Production and sale are scheduled to begin late in 1998."

Nye says that there has been amazing growth in intellectual property rights and technology in a very short time. "It would have been nice to have been born about 20 or 30 years later," he says of the burgeoning industry. Yet Nye might agree that being a pioneer in the field isn't bad, either.

"I can remember some years back when 13 of us met in New York City to form the Licensing Executives Society—we thought it would be great if we ever got as many as 300 people together worldwide with a common interest in technology transfer and commercialization," he says. "The last time I attended a meeting, there were well over 4,000 members with chapters in all principal foreign countries! I don't stake any claim of credit, but it has been great being a part of the process of intellectual property's coming of age."

Nye and his wife of 47 years, Susan Ainsworth, still live on the San Francisco peninsula; where they reared their four children. They spend their summers enjoying the outdoors of the Oregon high-desert country, where Nye's entrepreneurial spirit still occasionally expresses itself in the "angler's art," fly fishing. —Jim Russell

In law, says Nye, there are great areas of gray. Turning possibility into performance is what this attorney, entrepreneur, and fly fisherman is all about.
Back in the early 1950s, if the University City High School gym was busy, Ned Lemkemeier, J.D. '62, and eight or nine of his best buddies from the high school would trot across town to Washington University and play basketball in the Field House gym.

"We had a way to sneak in," Lemkemeier explains, with a nostalgic gleam in his eye. Back in those days, he says, "I spent all my time being an athlete and not a whole lot of time being a student. My ambition was to teach high school and coach. I thought that would be the ideal life."

He also figured that, like many of his U. City classmates, he would attend Washington U. In fact, his mother, Florence Baldwin Lemkemeier, was a 1930 WU graduate.

However, fate—in the form of scholarships—took him on an even more circuitous route to Washington University than the route his merry band of b-ballers took in their clandestine forays into Francis Field House. Scholarships also revised his view of the ideal life for himself. Thinking about it all, he says: "I'm the luckiest guy in the world."

Scholarships took him first to college at Wesleyan University in the terra incognita (for him) of New England, then through first-year law school at the University of Chicago, and finally, home to Washington University, where he completed his J.D., fell in love with a coed named Sally, and began to forge ties of exceptional strength to the University.

Now a senior partner in the St. Louis–based law firm of Bryan Cave LLP, with administrative and financial responsibility for 6,400 lawyers and staff in 15 offices worldwide, Lemkemeier has no doubt that scholarships influenced his life:

"Scholarships put me at a level of competition that proved very worthwhile. Raised my sights and expectations and interests. But for scholarships, what would I be?"

Not a question, he adds, that can ever really be answered, but a tantalizing puzzle nonetheless.

"My parents were not people of money in any way because of my father's [long-term] ill health," he says. "They sacrificed so much for my sister [Carol, A.B. '56, also a WU scholarship student] and for me that I would have gone to school with or without a scholarship, but would I have gone to the same schools? Had the same experiences? Well, I know I wouldn't."

He was recruited to Wesleyan in a full-court press by its director of admissions, a St. Louisan who'd heard about Lemkemeier's athletic abilities and wanted some Midwestern students at the Connecticut college.

The young Lemkemeier's experience was not unlike that of students—on scholarship and otherwise—who come to Washington University from other parts of the United States. "It was a complete change of pace," he says. "I got to know a different part of the country, different people, different challenges, a broadened circle of acquaintances. It was wonderful."

"When I got there, I found out I had to study a lot harder than I ever thought—it was a pretty challenging environment. I found out I enjoyed being a student, didn't have time for both studies and athletics, and got away from being an athlete."

And the law?

"A lawyer named Paul Gerwitz was in my parents' circle of friends. I don't know why, but I was always interested in hearing what he did. I thought, 'Gosh! If I want to be something, I want to be a lawyer.'" an ambition shelved during high school but one that blossomed during his college years. He ended up with law school scholarships at the University of Chicago and Washington U.
He chose Chicago and big city life, but during his first year there, his father's health declined precipitously, so he transferred to Washington University to finish law school—still on scholarship.

Like many another WU alumnus, he opted to live and work in St. Louis after graduation, though he had enjoyed life on the East Coast and in Chicago. He's observed that "the University attracts a lot of bright young students and professionals from other parts of the country to St. Louis who then choose to stay." He adds, "In my opinion, Washington University is the greatest asset that St. Louis has in terms of [its] future and [its] stability."

When it comes to the future and stability of WU, Lemkemeier is, along with his wife, the former Sally Spoehrer, A.B. '62, a Life Member of the William Greenleaf Eliot Society, and a dedicated donor especially of— you guessed it—scholarships. He says, "I'm happy to have the opportunity to give back."

Active in civic, community, and church work, he also gives back as a hardworking WU volunteer, most recently serving as 1997-98 chair of the Alumni Board of Governors and in the campaign cabinet for the new law school building.

Lemkemeier says his support of Washington University rises out of the esteem held for the institution by people he esteems. And that starts right in the family with Sally's late parents, Charles J.D. '30) and Jane Baur Spoehrer (A.B. '30), and her late aunt and uncle, Hermann (B.S. '24) and Harriet Baur Spoehrer (A.B. '28)—brothers who married sisters. Ned was Charlie's law partner for 20 years, and he assisted Harriet in her extensive philanthropic activities. "They were two people I really admired and from whom I hope I learned a lot," he says.

Another teacher was the late Paul Hagemann, A.B. '30, M.D. '34. Lemkemeier says: "Here was someone with a truly incredible career in medicine, who had Washington University as a primary interest in his life.

"And my exposure to [Board of Trustees chairman and former WU Chancellor] Bill Danforth has been beneficial to me. He's someone who really says, 'This University is something special, something important.'"

"The list could go on and on. There are lots of people ten to 20 years older than I whom I've really respected, worked with, and enjoyed who have made supporting the University important to me."

And there is, of course, the WU community within Lemkemeier's family. His sister Carol's husband, Bill Goettman, is a 1958 School of Medicine graduate; their daughter, Elizabeth Christopher, graduated from the Program in Physical Therapy in 1986. Sally's sister Susan is married to Ned's law school classmate, Howard Elliott, J.D. '62. Sally and Ned were introduced by Sally's cousin, Janey Spoehrer, a member of the Class of 1960, who married Bob Tschudy, B.S.B.A. '58. Latest item on the Lemkemeier/Spoehrer WU family tree is son David, J.D. '98.

Ned Lemkemeier sums up: "I have two wonderful sons, a delightful daughter-in-law, two wonderful grandchildren, the best wife in the world." And repeats, in case you missed it the first time:

"I'm the luckiest guy in the world!" —M.M. Costantini
Alums 101: Students Already Belong to the Alumni Network

Bob Messey, B.S.B.A. '68, has a message for the members of the brand new Class of 2002: "Welcome, Washington University alums!"

No, it's not some kind of pre-emptive fundraising strike on his part, although he'll quickly tell you that alumni contributions are critical to WU's progress.

It's just that the genial 1998-99 chair of the Alumni Board of Governors wants to make sure that Washington University undergrads know from day one that they're part of a real-life big show, a network rooted on the Hilltop and Medical campuses but extending to cities and countries around the world.

Messey says, "It's important for students to be aware—long before Commencement—of the real advantages of becoming an active alum later on.

"Suppose, for instance, your job takes you to a new town where you don't know anyone. If there's a Washington University alumni club, or even other WU alums, you're not alone. People living there share, with you, the Washington University experience. You've got a connection."

While the 40 or more Washington University Alumni Clubs don't girdle the globe yet, they do stretch all the way from Albuquerque to Singapore, from Athens to Seattle. The list keeps growing, which makes Messey all the more emphatic about their value.

Activities open to all

"You can get involved in alumni activities, social and philanthropic," he says, "and at the same time stay hooked up to a place where you spent some very important years of your life. The clubs sponsor interesting activities, including faculty speakers on hot topics, and when the chancellor visits, you get the chance to hear University news right from the top—and to ask questions!"

Messey adds: "If you think being an alum consists only of being asked for money, you're wrong, and that's also something we want students to know from the very beginning: Don't stay away from alumni activities just because you're at a time in your life when you don't have any money to spare. The welcome mat is out."

"At all three reunions," he notes, "business and engineering alums attended in the greatest numbers. These are schools where historically there has been a lot of alumni contact with students throughout their time at the University, and it shows. It's not enough to say, one day after Commencement, 'Hey, you're an alum.' There's no sense of connection there."

The Alumni Board of Governors—with the assistance of the Alumni Relations office, which added a coordinator for student relations to its staff last year—has put in place some imaginative "connection" projects, with others in the pipeline.

Getting with the program

"Turning the Tables" is a good example of a thriving Alums 101 program. Each fall and spring, the junior and senior class officers ask St. Louis-area alums to host informal dinners for three to five students in their homes or other locations. At the same time, the officers encourage their classmates to sign up for the dinners. It's a chance for undergraduates to talk with alums about Life After WU in a relaxed setting. And it is a palpable hit.

A.B.G. Chair Robert J. Messey B.S.B.A. '68

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The Alumni Board of Governors—with the assistance of the Alumni Relations office, which added a coordinator for student relations to its staff last year—has put in place some imaginative "connection" projects, with others in the pipeline.

Getting with the program

"Turning the Tables" is a good example of a thriving Alums 101 program. Each fall and spring, the junior and senior class officers ask St. Louis-area alums to host informal dinners for three to five students in their homes or other locations. At the same time, the officers encourage their classmates to sign up for the dinners. It's a chance for undergraduates to talk with alums about Life After WU in a relaxed setting. And it is a palpable hit.
Last spring, the guess was that about 100 students would participate in "Turning the Tables"; instead, 150 signed up. This fall, the program received its most enthusiastic endorsement when student attendance jumped to 250.

The Freshman Floor Reunion, another Alums 101 activity, gives seniors their first WU experience of "coming back." During Senior Week, each grad-to-be is invited to his or her freshman dorm for an evening of pizza and reminiscences, an event staffed by alums who have plenty of Kleenex and whoopie cushions handy.

The Nike is on the other foot a few days later when a corps of 50 undergraduates, organized by the Alumni Relations office, gets an up-close-and-personal look at the future as they help set up and staff the annual Reunion Weekend festivities on the Hilltop. Even the very coolest of them tend to get swept up in the bonhomie of several generations of WU grads dancing under the stars in the Quadrangle at the Reunion Gala.

"I've got to tell you," he says, "being a volunteer at Washington University has been one of the best experiences of my life. If you're in charge of an event, the Alumni Relations staff greases all the skids for you. We [volunteers] may actually do some work, but it's so much fun, we don't notice it. "You know," he adds, giving his own course summary for Alums 101, "there is simply a lot of enjoyment in being a Washington University alum."

—M.M. Costantin

Autumn Honors Go to Dental Alumnus
and GWB Professor and Alumni

Two autumn functions honored alumni and friends of the Washington University Dental Alumni Association and the George Warren Brown School of Social Work.

The Dental Alumni Association presented its Distinguished Alumnus Award to Arthur S. Miller, D.M.D. '59, at its annual banquet, held on September 19 at the Frontenac Hilton Hotel, in St. Louis.

Dr. Miller, an internationally known oral pathologist, served for many years as professor and chair of the department of oral and maxillofacial pathology at the Temple University School of Dentistry. A former president of the American Academy of Oral and Maxillofacial Pathology, he is the author of numerous scientific papers and editor of a widely used dental education textbook.

The George Warren Brown School of Social Work held its annual alumni and honors banquet on October 2 in Holmes Lounge on the University's Hilltop Campus.

The 1998 Dean's Medal recipient was University Trustee Richard F. Ford, a managing general partner of Gateway Partners L.P., a venture-capital fund with investments in health care, telecommunications, and computers. A Trustee of the University since 1981, he chairs GWB's National Council and its capital campaign.

Recipients of the 1998 Distinguished Alumni Awards were:

Hans Mayer, M.S.W. '61, a prominent leader of Jewish organizations who for nearly 40 years was at the helm of Jewish community centers and federations in St. Louis and Houston, Texas. He continues to work as a consultant on community organization and fundraising issues for private-sector social service and education agencies.

G. Lee Judy, M.S.W. '82, executive director of Life Crisis Services Inc., a St. Louis-based suicide prevention hotline and counseling service. He has taught courses at GWB, where his research and teaching contributions have won praise from faculty and the first Excellence in Teaching Award from students.

The 1998 Distinguished Faculty Award for Service to the School went to Enola E. Proctor, the Frank J. Bruno Professor of Social Work Research. Since 1993 she has been founding director of the school's Center for Mental Health Services Research. Her research and teaching center on social issues related to health and mental-health services with a special focus on transitional services for the elderly.

For the first time, WU's alumni travel program, "Passport to Knowledge," offers a trip especially planned for grownups and their favorite kids. The Alaskan Wilderness Cruise: A Family Learning Adventure (August 13 to 22) sails to Glacier Bay National Park and on through Alaska's inner passage, and features the Young Adventurers program with its full range of age-appropriate activities for travelers aged 8 to 17. For more information about this and other "Passport to Knowledge" trips, please call Jeannette Huey or Melissa Clatworthy at 1-800-247-8517 or 314-935-5279.
Teaching is performance,” says political scientist James W. Davis. He views theater as a necessary part of life, but especially for teachers. “A Broadway troupe may run its 150th performance, but for the audience it’s the first time,” he explains. “The same might be said of the person teaching the introductory class every year. You’ve got to convey excitement.”

Davis is well aware of what performance means. A popular and widely respected professor, he is known for his dynamic teaching and intellectually charged classroom. Moreover, he is a highly effective administrator and a wise and trusted adviser whose active network of professional resources and information is extensive. In the words of a former student, “He makes good things happen for students.”

As director of the Teaching Center, Davis guides the University’s effort to maintain and enhance excellence in teaching and student learning. Relocated in the recently renovated Eads Hall, the center offers consultation to graduate teaching assistants and faculty; creates for them programs exploring the varied dimensions of teaching; and serves as a teaching advocate through members’ presence on University-wide committees.

For the fall 1997 weekly brown-bag lunch seminar for teaching assistants, Davis developed an agenda designed to hone teaching skills and encourage collaborative communication among the participants. Topics included presentation skills, differences in student learning styles, ethics in and out of the classroom, instructional technologies, advising, and teaching portfolios.

Last spring, a semester-long teaching workshop for assistant professors, funded by Lilly Endowment Inc., of Indianapolis, launched an exchange that had participants talking across disciplines and sharing resources. “After the sixth week of the seminar, one assistant professor said the course ought to be required,” Davis recalls. “Knowing what others are doing is valuable. For example, the German department has a successful, very active program visiting the classes of junior faculty. Not many departments know about this. There would be more common practice in what is working well if there were more common knowledge.”

Davis seems to have developed a sixth sense for knowing what works well. A compelling educator who openly shares his passion for a subject, he is a champion of teaching innovation and an inspiration to those on both sides of the lectern.

“Jim is one of our finest teachers,” says department chair Lee Epstein, the Edward Mallinckrodt Distinguished University Professor of Political Science. “I go to him for..."
advice not only on teaching, but on all other aspects of department life as well. I know his advice will be sound."

It's no wonder students are also drawn to Davis' door. Inside, they encounter a quintessential ambassador of the University.

"Professor Davis' dedication to learning exemplifies the best of Washington U. I benefited from his ability to prompt creative solutions in conversations as a prospective student through writing my thesis and beyond," recalls Jonathan Brenner, A.B. '96. A consultant with Fieldston Company, in Washington, D.C., Brenner adds, "He is committed to helping students become well-rounded adults."

Such qualities have not gone unrecognized. Davis twice received the Award for Teaching Excellence from the Council of Students of Arts & Sciences. In 1997, he was honored with a Distinguished Faculty Award at Founders Day.

The author of four books that reflect lifelong interests in the military, the federal budget, and bureaucratic politics, Davis has assumed each of his roles with enthusiasm and aplomb. He educates and manages with equal enthusiasm, and says his early research on public administration was key to his understanding of and proclivity for administration.

He has proved his mettle in posts that include associate provost (1978–80), associate dean for the College of Arts & Sciences (1978–79), vice chancellor (1980–86), and acting dean of the School of Fine Arts (1989).

Davis' contributions to dozens of University-wide committees keep him on a "most-wanted list" of the noblest sort. Whether serving on the Chancellor's Search Committee; on the Advisory Committee on Tenure, Promotion, and Personnel; as vice-chair of the Committee to Prepare for the 21st Century; or on the Committee on Safety and Security, Davis has done the work with speed, accuracy, and dedication.

"I can't think of anyone who has served in more diverse positions at Washington University and done them all so well," offers William H. Danforth, chairman of the Board of Trustees and former chancellor. "Professor Davis brings an enormous amount of energy and ability to a variety of areas. He is a man of great integrity who understands the importance of the institution."

Yet Davis makes his work sound easy. And enjoyable. Not above tweaking a compliment with a bit of humor, he calls his popularity the result of "rounding up the usual suspects."

Adept at facilitating the intellectual connection, Davis never loses sight of practical applications. "He is committed to helping students find applied political work," says Julianne Stone, M.A. '95, policy assistant to St. Louis Mayor Clarence Harmon. A guest lecturer in Davis' "Politics and the Media" class, Stone adds: "He has incredible experience in wedding academic issues with on-the-ground political reality. The fact that he's held nonacademic positions and brought that experience back is impressive. He's plugged in."

On leave from the University at various points during his career, Davis served as adviser to the National Institute of Development Administration in Bangkok, Thailand; consultant to the National Advisory Commission on Selective Service; and research director for the Danforth for Senator Committee.

What at WU has kept Davis fully engaged for three decades? "Everything," he answers. "Being here has been a lot like witnessing a growth stock. Going to work for a small company and watching it become a national powerhouse. It's been exciting to be, intermittently, a part of the rise."

What will it take to continue the spiral? "We must not stand still," cautions Davis, who helped shoulder his own faculty's climb into the ranks of the nation's top 15 political science departments. "We must be sensitive to and responsive to our environment. Ask what our peers are doing. We must look at benchmarks. Note not only how well we did, but also how well we did in comparison with others."

In the meantime, Davis acknowledges that his name likely will be invoked in yet another request to serve. That suits him to a tee. "It's easy to be enthusiastic here," he says. "There are exciting opportunities for everyone."

St. Louis-based writer Cynthia Georges is a former editor of this magazine.

**Jim Davis: Making Things Happen**

"One of his most distinguishing achievements is facilitating students' academic and personal growth."


"Whenever we needed a special job done, we'd call on Jim Davis. He is a loyal, broad-ranging individual of enormous integrity and good will."

—William H. Danforth, chairman, Board of Trustees

"Jim's teaching has made a major contribution to the department. We all go to him for advice."

—Lee Epstein, the Edward Mallinckrodt Distinguished University Professor of Political Science; department chair

"I continue to apply principles he taught. Those regarding the politics of bureaucracies have been especially useful in dealing with corporations and government entities."

—Peter B. Hoffman, A.B. '73, attorney, Kortenhof & Ely, P.C., St. Louis

"He teaches students how to translate academics into the real world. He shares contacts, expertise, and advice."

—Julianne Stone, M.A. '95, policy assistant to St. Louis Mayor Clarence Harmon

"The Washington Spirit" spotlights key faculty members and administrators who advance and support our great University's teaching and learning, research, scholarship, and service for the present and future generations.
Ted Rich, LA 77, is a technical writer and trainer for Minneapolis-based Personnel Decisions, International (PDI). This position is in PDI’s corporate information technology department. PDI is a worldwide consulting company that helps corporations hire and develop employees. Ted says he is “happy that [his] psychology major is finally viewed as an asset!”

Karen Von Der Bruegge, GB 77, was named one of the “Fifty Women Who Make a Difference” by Mid-South Women’s News. She lives in Memphis, Tenn.

Joseph B. Pernois, LW 78, GB 78, is chairman of the St. Louis City State Chapter of the American Red Cross and is president-elect of the St. Louis Chapter of the Association for Corporate Growth. At the 1998 American Red Cross National Convention, in Salt Lake City, Utah, he was elected chairman of the resolutions committee for the 1999 American Red Cross National Convention, to be held in Richmond, Va.

Joan M. Saniuk, SI 78, has been named a MA, in feminist spirituality from Immaculate Heart College Center, in Los Angeles, on Aug. 30. She is completing her first year as pastor of the Metropolitan Community Church of Boston.

Drucilla Garcia Richardson, GB 79, left Manufacturers Bank, in Los Angeles, to accept a position as vice president for Sanwa Bank, in downtown Los Angeles. She approves credit for eight commercial banking offices that provide commercial loans in the middle market.

Kevin Jones, LA 79, married Angela Johnson, BU 81, on June 22. Angela has relocated from Atlanta, Ga., to join Kevin, in Long Beach, Calif. They are at angjones@mailexcite.com.

Sharon (Thomas) Williams, SW 80, is on the board of directors for The National Association of Retired Social Workers. She has been employed as a social worker for the last 12 years at Children’s Hospital and Medical Center of Cincinnati, in the newborn intensive care unit.

Liz Eber, LA 83, has moved to Philadelphia with her husband, Scott, and sons Adam, 4, and Jake, 2. Liz is working for Magellan Health Services, in their Public Sector Division. She is a clinical director, overseeing the provision of behavioral health services to Medicaid beneficiaries in Delaware County, Pa.

Steve Goedeke, EN 83, has been promoted to director of communication systems development at Medtronic, in Minneapolis, Minn. Steve, his wife, Melinda, and children Paul and Laura live in Forest Lake, Minn.

David R. Selig, PT 83, has been appointed chief executive officer of Community Care Network of Virginia; a statewide primary-care network serving the medically underserved and uninsured populations of Virginia. He continues his long-term career in physical therapy practice in Richmond, Va., where he lives with wife, Monica Jordan, and daughter, Leah.

Judy Starobin Okenfuss, EN 84, has been named a partner in the law firm of Ice Miller Donadio & Ryan, in Indianapolis, Ind. She specializes in product liability and industrial accident litigation. Judy and her husband, Chuck Okenfuss, EN 84, are “also the proud parents of two boys,” Jon, 4 1/2, and Drew. Judy and Chuck are at okenfuss@imd.com.

U.S. Army Major John Dacey, LA 85, lives in Kuala Lumpur, Malaysia, and is attached to the U.S. Embassy as a foreign area officer. He is also attending the Malaysian Armed Forces Staff College as an international exchange officer. He graduates in December and is expected to be assigned to U.S. Army Pacific, in Fort Shafter, Hawaii.

Douglas Fish, BU 85, GB 85, reports that he is director of strategic business development for Anysoft, Inc., in Cambridge, Mass.

Nicholas Teter, LA 85, has been appointed theater, film, and television professionally for the past six years. He speaks French and Italian and worked as a translator for many years. He has moved to Los Angeles, where he has received several offers and callbacks in television and film. He has written, produced, directed, and starred in a play titled Ronny’s Kitchen, which he is adapting for film. His stage name is Nicholas Wilde.

Tom Gerth, BU 86, is living in Florence, S.C., working as area manager for Sonoco’s Industrial Products Division. Tom and wife Susan have four children: Tommy, 7, Christina, 4, Daniel, 2, and Benjamin, 10 months. They are at atuljocy@emirates.net.ae.
Standing up," Sauer says. "A student had been painting, but she always liked three-dimensional forms about these issues."

"I'm also interested in myself as a woman—what expectations I place on myself and which ones the world places on me, and where I am dependent and independent. I try to create forms about these issues."

And Sauer's life offers plenty of material for metaphor. With seven children from two marriages, Sauer is acutely aware of how one's family and professional lives are connected. "I'm interested in the gut of how people relate," she says. "I'm also interested in myself as a woman—what expectations I place on myself and which ones the world places on me, and where I am dependent and independent. I try to create forms about these issues."

As a result, the fiber forms end up taking on human qualities—some resemble torsos with heads, for example—and many of Sauer's pieces involve two forms in relationship to one another. In one piece, which is about marriage, two forms lean on one another, appear as a whole, and are independent. Another work is about the parental role of protecting a child while at the same time wanting to push the child into the world.

"I think artists create their best work when it comes from their life and they're passionate about it," Sauer says. This theory certainly works for Sauer, whose sculptures are owned by prominent museums including the American Craft Museum, in New York City, the Philadelphia Museum of Art, and the Saint Louis Art Museum, as well as museums in Asia and Europe. She has received National Endowment for the Arts grants, and is currently featured in a show of six American artists at the Barbican Centre, in London. She also has taught, lectured, and been a juror at exhibits including the 1997 Smithsonian Craft Show, in Washington, D.C.

In the midst of her busy life, Sauer says she has found time to "give back." She chairs the 30,000-member American Craft Council and has served on the National Council for Washington University's School of Art. Recently she was named annual fund chair for the School of Art. Sauer says she feels very devoted to Washington University and St. Louis, where she was born and resided until August, when she and her husband moved to Santa Fe, New Mexico.

"I thought it was time for an adventure," Sauer says of her move. "Change is a great stimulus—it's a great stimulus to not know where all the roads go. I'm anxious to see where my art takes me in this new environment."

—Kristin Bakker
Robert DeGuire, BU 90, married Kimberly Blaine on Aug. 8 in College Park, Md. Atums at the wedding included Robert Radtke, LA 89; David Krasnow, EN 91; Raul Luft, EN 92; Suresh Dalal, LA 90; Mike Ross, EN 90; John Feuer, EN/GB92; Linda Overholser, LA 91; Connie Bening (AR 89); and Anna Possem (Kudlacik), LA 90; Matt Wolf, LA 90; Shelly Lane-McCormick, LA 90; and Patricia Boge, AR 91. Robb and Kim live and work in Krakow, Poland, and are at Robert.DeGuire@Deotite.com.pl.

Melissa Cheryl Goldberg, LA 90, has received her Ph.D. in developmental psychology from McMaster University. She is conducting postdoctoral research in autism at the Johns Hopkins University School of Medicine, in Baltimore. She can be reached by email at melgold@jhu.edu.

Marc Insul, BU 90, and Leslie (Rivitz) Insul, LA 92, have a son, Brandon Matthew, born July 30; they live in Cleveland, Ohio.

Krista Terpack Shouwalter, FA 90, is publications coordinator at Chatham College, a small women’s college in Pittsburgh. “The 15-minute commute means more time to spend with husband Brent,” she says; they have been married for two years. She is at shouwalter@chatham.edu, and she says, “we welcome visitors to Pittsburgh; we have lots of extra room in our house!”

Amy Bladen, LA 91, graduated from the University of Missouri-St. Louis, with an industrial/organizational psychology in May. She spent two years working in the organizational development department at the Anheuser-Busch Packaging Group. She now works as an OD Consultant for Linkage, Inc., in Boston, where she has lived for the past year. She is at abladen@linkage-inc.com.

Patricia Boge, AR 91, is a designer at Jeremiah Eck Architectures, in Boston, and is preparing for her registration exam. She is at patricia.boge@post.harvard.edu.

Erica Y. Davis, LA 91, PT 95, married Tarran Johnson on July 22 in Jamaica, West Indies. They are traveling physical therapists, now on assignment in Arizona. They are at juzz.org.

Brian Lassiter, BU 90, was appointed to the 1998 Board of Examiners for the Malcolm Baldridge National Quality Award. As an examiner, Brian is responsible for evaluating how organizations manage all aspects of their business. Brian also helps organizations diagnose and improve their performance. Brian is a principal consultant at Norstan Consulting and is at brian.lassiter@connects.com.

Kink Ting Lee, EN 91, SI 91, is director of business development at a firm providing cleaning services to households and companies in Singapore. Before this, he was the manager of the electronics and manufacturing test group at the National Science and Technology Board, a Singapore Government’s Statutory Board.

Kristen (Mack) Swenson (Kudlacik), LA 91, GR 94, and husband Ranjan (see page 13) have a son, Milan, born March 29. He joins brother Raj, 2. Kristen is completing her neuropsychology doctoral dissertation in WU’s Department of Psychology in Arts & Sciences. They will live in Dallas until June 1999, while Ranjan completes his residency in ophthalmology. Kristen hopes to return to St. Louis next summer.

Michael Pfeifer, LA 91, received his Ph.D. in American history from the University of Iowa in May 1998. He is now working on lynching and criminal justice in American history for the University of Illinois Press. He is at michael_pfeifer@hotmail.com.

Suzanne (Dilley) Schneider, EN 91, and Eric Schneider, EN 91, have a son, Nathan Henry Schneider, born June 11. Suzanne is a developer for Sapient Corporation, and Eric is a technical sales manager for Parametric Technology Corporation. They live in Atlanta and are at eschneider@mt.spring.com.

Thomas G. Velek, JW 91, GR 91, and wife Cynthia J. Rubo have a son, Avery Ray Velek, born May 30. They live in Columbus, Miss. Jesse Martin Velechutch, LA 90, and his wife Sherry Velechutch, LA 91, is married and is the mother of two sons: Sam, 2, and Joe, born in July 1998. She is living in Boston, where her husband is going to business school. She will return to Chicago, where she still owns a house, in fall 1999. She can be reached via email at invikansm@msn.com.

Emily Brown, LA 92, married Erik Werner on Aug. 8, in Chapel Hill, N. C. They live in Seattle, Wash., where Emily is in her fourth year of a doctoral program in clinical psychology at the University of Washington and Erik is a high-school Spanish teacher and basketball coach. They are in Seattle and are expecting a son.

Patricia Jun, LA 90, married Chi-Yi Song Hsieh, MD 96, on July 25; they live in Seattle, Wash. Patty is working for Ototone USA, internal medicine residency at the University of Washington.

Dipak Rajhansa, LA 92, married Penny Rubel on May 2 in St. Louis. The best man was Dev Rajhansa, LA 94; Jay Jacobs, LA 92, and Lance Lauerdale were also members of the wedding party. The couple was joined by their father Dilli Raj and Thurtene alumni. Dipak is a product manager for United States Surgical Corporation, and he is pursuing an MBA at the Stern School of Business at New York University. Penny is a sales representative for Stroheim and Romann. They live in Fairfield, Conn., and are at djalau@hotmail.com.

Brandon Troy Smith, FA 92, is a cutting-edge fashion designer in the New York City downtown scene, working under the label Troy Smith. His clothes have been featured in magazines such as Vibe, Jane, and Cosmopolitan. Paper Magazine calls him the “next big thing” in child-chic. Penny hopes to open her own shop, and he is often commissioned for specific designs for special clients, including Maria Carey and Kim Gordon, of Sonic Youth. Brandon is designing cocktail wait­ress uniforms for the “famous 44” of the Royalton Hotel. Troy is distributed across the country and in Japan. Interested classmates can look for the label at Barney’s, Antique Boutique, Patricia Fields, and his flagship store, Dressing Room, on Prince St., in SoHo. He is at troysmithco@aol.com.

Martin Van Thai, LA 92, married Kim Cao on July 11, 1998. He lives in Oklahoma City, Okla.

Jon Wasserman, LW 92, and Sue (Greenbaum) Wasser­man, LW 93, have a son, Jack David. born July 15; he joins brother Benjamin Max, 2. Jack’s paternal grandfather is Harold Wang. Jon is working in Livingston, N.J. Jon is with the litigation department of Lowenstein Sandler, PC., in Roseland, N.J.

Michael E. Whittle, LW 92, married D. Kimberly Brown on June 27 in St. Louis. They live in Cambridge, Mass. Michael has completed his first year of studies at Harvard Business School and spent his summer in Miami, Fla., interning with the Florida Marlins.

Glenn Andur, BU 93, married Danielle Seligmman, LA 96, at an evening ceremony on June 13 in Atlanta, Ga. Alumni and students in the wedding party included Rachelle Seligmman, LA 99; Renee Mere, EN 96; Giselle Gans, EN 96; Greg Cervi, LA 99; and Chris Petri, LA 93. Glenn and Danielle are living in Atlanta, where Glenn is a financial analyst and Danielle is a human resources trainee with the Holiday Inn Division of Bass Hotels and Resorts.

Michael Bass, LA 93, lives in Newton, Mass., and is director of communications for NBA Entertainment, overseeing public relations and corporate communications for the National Basketball Association and its programming and production division. Previously, he was a senior press representative at the CBS Television Network. He is engaged to Pam Cohen, and the two are planning a fall 1998 wedding. He is at mbass@nba.com.

Shannon Huffman, EN 93, married Larry Tidwell on Aug. 22 in Irasca Mare Park, in Minnesota. Larry is in the Air Force, and the couple is moving to Heidelberg, Germany. The maid of honor was Danielle Forget Shield, EN 93, also attending was C. Angela Wagner, EN 96. Shannon is at smith@prodigy.net.

Fawad Ishaq, EN 93, was first in the all-Pakistani Civil Services Exam and recently won the NUSY-Syracuse Gold Medal for best performance. Fawad provides general consulting to foreign companies; Fawad is at fishaq@rain.in.

Adikasih, LA 93, is at the Newhouse School for Public Communications, pursuing a master’s degree in television, radio, and film. She is engaged to Kenneth Neufeld, of New York, a fourth-year medical student at SUNY-Syracuse. After they graduate, “who knows, New York, California?” Adina adds, “the fifth-year reunion was great!” She is at adiparasih@tsa.edu.

Janet Kim, LA 93, is coauthor of the “Go Ask Alice” Book of Answers: A Guide to Good Physical, Sexual, and Emotional Health, published in September 1998 by Henry Holt and Company, Inc. She is a health educator at Alice, Columbia University’s health education program in New York City, where she also coordinates the “Go Ask Alice!” web site available at www.goaskalice.columbia.edu.

Jeffrey M. Krueger, LA 93, LW 96, married Melissa R. Lorenza, LA 95, on June 6 in St. Louis. The reception was held at the Whittome House. Participating in the ceremony were Steven
Kristin Peterson, LA 93, married Michael Lambeth on May 30, 1998. They live in Dallas, where Kristin is a business analyst for Pajeng Network, Inc., and Michael is a financial analyst for Texas Instruments.

Khalid Sherdiff, EN 93, completed an M.S. in computer science from McGill University, in Montreal, in 1998. He was third in the country in the Civil Services examination in Pakistan; he is assistant commissioner, Lahore, for the federal government of Pakistan. He is at khlid1@blue.net.pk.

Andrea Blumberg, BU 94, joined the Arlington, Va., office of PriceWaterhouseCoopers as a principal consultant in the Center for Performance Improvement, focusing on SAP (systems application and products in data processing) training for clients. She will be traveling full time and is at andreab.lblumberg@us.pwcglobal.com.

Tamarah Pester, LA 94, graduated from the University of Denver College of Law. She has moved to Atlanta to join the intellectual property group of Alston & Bird, L.L.P. She is at t Lester@yahoo.com.

Rafael E. Saumell, GR 94, is teaching in the Department of English and Foreign Languages at Sam Houston State University, in Huntsville, Texas. Rafael received tenure in August 1998.

Michelle J. Shapiro, LA 94, received her J.D. from Columbia University School of Law in May 1998. She lives in Manhattan and works as an associate in the litigation department of Fried, Frank, Harris, Shriver & Jacobson. She would love to hear from old friends at shapim@ffhsj.com.

Adam Elegant, LA 95, worked for Templeton Funds in summer 1998. He is now finishing his final year as an MBA student at the University of Colorado, working with Professor Ramiro Montegale. Adam is co-author of a case study, "E-Trade and the Evolution of Online Trading." He is at elegant@colorado.edu.

Brian Goldblatt, BU 95, graduated with a master's degree in taxation from American University in July. He works at Arthur Andersen in the firm's Washington, D.C., office.

Sarah Katzman, LA 95, married Jamie Fleckner on Aug. 23 in Oak Ridge, Tenn. WU grads in attendance were Stephanie Danielsen, LA 95, a bridesmaid.
Mindy Sheinbaum, LA 95, a witness; Karen Strunk, LA 95; and Amy Harris, LA 96. Sarah has graduated from the University of Connecticut Law School and is living in Boston. Her family assisted President Jimmy Carter with international mediation and conflict resolution.

Dane Glueck, LA 96, married Debra Harris, LA 96. Their wedding was attended by Lori Lynch, LA 96; Andrew Denlow, LA 96; Greg Metz, LA 96; and Chris Greiner, LA 97. The couple lives in Little Rock, Ark., where they are both third-year medical students at the University of Arkansas Medical Sciences. They are at daglueck@life.uams.edu.

Elissa Pearlman, LA 96, and Marc Taub, LA 97, were married on Aug. 22 in Atlantic Beach, N.Y. In attendance were Katie Elvin, LA 96; Jon Singer, LA 97; and Ellen Hoffman, LA 97; Marc Taub, LA 97, was married to Abigail Cohn on June 14 in Atlantic Beach. N.Y. In attendance were Katie Elvin, LA 96; Jon Singer, LA 97; and Emily Saffer, LA 96; Lauren Diamond, former adjunct faculty member and former director of the St. Louis Hillel Center, assisted with the ceremony. Marc works on communications projects for the United Synagogue of Conservative Judaism and is in graduate school in business computer information systems at Baruch College/CUNY.

In Memoriam

1920s

Jane (Sante) Studt, LA 25; 7/98.
June (Miltenberger) Barrows, LA 28; 8/98.
Lester J. Hurd, BU 28; 2/98.

1930s

Adelheid E. Giessow, FA 30; 8/98.
Marie E. (Longstra) Brandenburger, BU 32; 6/98.
Courtney N. Hamlin, MD 32; 7/98.
Eva Mae (Gorcion) Victor, NU 33; 7/98.
PauT L. Hartman, IA 34, MD 38; 3/98.
Randall D. Klein, BU 34; 6/98.
Margaret Ruth (Gordon) Smith, SW 35; 5/98.
Nicholas Norman Bering, EN 36; 8/98.
Emma A. Schutt e, UC 45; 7/98.
William H. Jahn, Jr., LA 51, GR 59; 7/98.

1950s

LaBerta (Reddick) Blair, LA 59; 7/98.
Robert L. Jones, GR 50; 7/98.
John A. Alles, Jr., EN 51; 7/98.
Betty (Greenfield) Grossman, GR 51, GR 59; 7/98.
Robert B. Mason, GR 51; 6/98.
Clyde M. Leighton, Jr., LA 51, GR 61; 7/98.
Harry A. McColl, Jr., MD 54; 5/98.
John Cucco, UC 56; 7/98.
Kate M. Gregg, LA 59; 7/98.

1960s

Sharon R. (Kaskowitz) Weinstein, LA 63; 7/98.

1970s

John J. Bacott, GR 70; 8/98.
Adrienne Kay Carmel, LA 76; 7/98.
Rita Henry, GR 78, SW 85; 7/98.

1980s

Daphne Gail (Powers) Fossell, LA 85; 8/98.

1990s

Ann Marie Jacobs, HA 91; 3/98.

In Remembrance

Clark M. Clifford

Clark M. Clifford, LA 28, an adviser to four U.S. presidents, a former Secretary of Defense, and an emeritus Trustee of Washington U., died Saturday, Oct. 10, in Bethesda, Md. He was 91.

Consulted over the course of several historical decades by Presidents Truman, Kennedy, Johnson, and Carter, Clifford helped shape U.S. foreign policy and became known as the epitome of political advisers and lawyers. He was a leading Washington lawyer in private practice for four decades. Clifford played a key role in Truman's 1948 presidential race victory and, under Truman, he helped create the North Atlantic Treaty Organization and the Marshall Plan for postwar Europe. Clifford went on to serve for 10 months as President Johnson's defense secretary, playing an important role in the initiation of the peace negotiations that helped conclude the war in Vietnam.

Clifford also served as the liaison between President Kennedy's administration and the outgoing Eisenhower administration. He assisted President Jimmy Carter with international mediation and conflict resolution; he also advised Carter on the Panama Canal treaties. Clifford was the recipient of the Presidential Medal of Freedom.

He was a graduate of Soldan High School, in St. Louis. After graduating from WU in 1928, he practiced law in St. Louis for 15 years; he married Margery Pepperell, of Boston, in 1931 and lived in the Central West End until 1944, when he enlisted in the Navy.

He is survived by his wife, three children, 12 grandchildren, and 17 great-grandchildren.

Jonathan Mann

Jonathan Mann, MD 74, a pioneering AIDS researcher, was among those killed in the Sept. 2 crash of
Swissair Flight 111 off the coast of Nova Scotia. He was 51. His wife, AIDS vaccine expert Mary Lou Clements-Mann, also was killed in the accident.

The two, who lived in Columbia, Md., were traveling to Geneva to attend international strategy sessions on AIDS that were being sponsored by the World Health Organization and United Nations.

Mann had a long career at the Harvard School of Public Health and became known worldwide in 1986 when he founded WHO's Global Program on AIDS; he served as the program's first director. In 1990, Mann went on to help found and direct the Francois-Xavier Bagnoud Center for Health and Human Rights at the Harvard University School of Public Health. He also founded the journal Health and Human Rights. In January, Mann had accepted the role of dean of Allegheny University's new school of public health, in Philadelphia.

In 1989, Mann delivered the annual Carl G. Harford Lecture at Washington U.; he received the Alumni Achievement Award from the University that same year.

Among the survivors are his mother and three children from his first marriage.

Herbert E. Metz

Herbert E. Metz, professor emeritus of drama and of English in Arts & Sciences, died of complications stemming from heart failure Tuesday, Aug. 25, 1998, at Barnes-Jewish Hospital, in St. Louis. He was 77.

Metz taught literature and drama at the University for 40 years. He also directed dozens of productions for the Performing Arts Department in Arts & Sciences, including his own original plays "The Artificial Princess" (1959) and "Romance Language" (1973).

Metz joined the University in 1955 and became assistant professor in 1962 and associate professor in 1969. In 1972, he also was named associate professor in performing arts, where he headed the drama division. In 1973, he became associate director of English. Metz was named associate professor emeritus of drama and of English in 1991 but continued teaching part time until 1995.

"Between ... the beginning and end of a personnel file, there was a career, a life, a legion of devoted students, and repetitions beyond counting of that magical process by which inert dramatic text becomes a living play," said Dan Shea, professor of English in Arts & Sciences, at Metz's September memorial service. "Herb swam in that process as his element, played in it like a dolphin, as director, teacher, and playwright. Centered in the eternal present of the play, he moved through the decades, binding them together by the ardor of his love for the more real life of theater's imaginations."

A native of New York City, Metz earned a bachelor's degree from the City University of New York in 1942 and—following a three-year stint in the U.S. Air Force during World War II—a master's degree from the University of Iowa in 1949.

Metz is survived by his partner, David E. Belmont.
Why Undergrads Thrive at a Research University

BY ERIC RICHARDS

When I meet someone for the first time, I answer the question of what I do for a living in one of two ways. When I say I am a scientist, the conversation generally ends abruptly and uncomfortably. I suspect that many feel science is inaccessible, an esoteric subject best to avoid in casual conversation. When I say, however, that I am a biology professor, my new acquaintance invariably smiles and asks, “What do you teach?”

I am always caught off guard by these varying responses, regardless of how often the ritual is repeated, because I see little difference between being a science professor and being a scientist. Most people clearly do.

These differing reactions illustrate the widely held perception that universities are essentially places where lectures are given, tests taken, and grades assigned. Yet this is only a fraction of what occurs on campus. The faculty of research universities are expected to be productive in both teaching and research (whether in the sciences, arts, letters, or humanities). Each faculty member’s contribution to international scholarship is measured by the quality and quantity of peer-reviewed publications, as well as by the level of extramural grant support received. Teaching is assessed by both faculty review and student evaluations. In short, balancing the teaching and research commitment requires a great deal of attention, effort, and energy.

In such an environment, does undergraduate education suffer from sharing the stage with research? For several reasons, the answer to this question is an emphatic no. The first is the one most commonly cited: Active researchers are able to teach with authority and enthusiasm in areas related to their expertise.

The more compelling reasons, however, are less obvious. A research university provides ready access for undergraduates to participate in a meaningful way in significant research and scholarship. Indeed, at Washington University, roughly half of the large number of undergraduate biology majors are involved in research programs.

But undergraduate research programs are not simply opportunities for students considering entering academia to gain practical experience. Research experience affords undergraduate students close contact with a diverse community of faculty, graduate students, and postdoctoral fellows. The

THE HEWLETT PROGRAM: LASTING EDUCATION

What Eric Richards calls a durable education is the goal of undergraduate study at Washington University, where students learn from faculty researchers whose lives are all about wonder and discovery. In an age when information and new knowledge explode and set off new chains of advances nearly every day, undergraduates learn to evaluate new thinking—to use it, and one day, to improve or add to it. Gradually they learn to test, to challenge other thoughts, to see new patterns, and to make their own connections.

One option for freshmen is the interdisciplinary two-year Hewlett Program, which fosters learning and independent thinking in any of three areas—environmental studies, American culture studies, or the study of the mind/brain. Hewlett scholars not only absorb a vast amount of information but emerge with the underlying concepts, appreciating their value and elegance.

Today, as specialized knowledge broadens and deepens, researchers are crossing the near boundaries of other disciplines for new tools and perspectives to probe interrelationships among fields and understand their own more profoundly. The interdisciplinary approach is central at WU, and the Hewlett Program is a striking example of its richness. The Environmental Studies program examines concerns such as wetland destruction, deforestation, and desertification through natural science, anthropology, political science, and ethics. The program in American Culture Studies uses the insights of history, literature, art, music, architecture, African-American and women’s studies, and the social and natural sciences to explore America and being an American—the meaning of being both one and many. And the Study of the Mind/Brain, against a
relationships that develop from such interactions are qualitatively different from those forged in the classroom and are among the most enriching of the undergraduate experience. More important, research experience allows undergraduates the chance to be engaged in the inception, development, and testing of ideas.

The importance of such non-classroom experience is fundamental to the acquisition of what one might call a durable education. I have forgotten almost everything I have ever learned, in a specific sense. For example, I learned as a child how to play the clarinet with reasonable proficiency. Yet now I cannot remember a single fingering pattern to make any particular note. Despite this, I can still read music. Although the specifics are gone, the process and the concepts have stayed. The same can be said for most of the math I have ever learned and much of the chemistry.

Indeed, given the rapid pace of new findings, much of the biology I learned in college and graduate school is outdated or simply incorrect.

A durable education provides students with an appreciation of underlying concepts, and the ability to think critically and integrate new information. These basic tenets are in complete accord with the culture and activities of research university faculty. In their own areas of specialization, they are constantly confronted with the limits of their knowledge and expertise. The challenge of processing new information is an everyday occurrence for the faculty, who are in a unique position to transfer a flexible but robust approach to learning to the students.

In short, the faculty's pursuits are not dissimilar to the students'. The research university allows the rich interplay between education and research to unfold to the benefit of all. 

Assistant professor Eric Richards, a molecular geneticist/population biologist, received a 1995 Council of Students of Arts & Sciences Faculty Award. His Web site is www.biology.wustl.edu/faculty/richards.html

In California's Mojave Desert, Hewlett students cross the Mojave River in an area that was completely dry before El Niño's storms.

Also in keeping with a durable education is the program's emphasis on context as well as content. One example: A six-day field trip 20 freshmen took to the Mojave Desert last March with graduate students and Raymond Arvidson, the James S. McDonnell Distinguished University Professor in Earth and Planetary Sciences. Bouncing over the desert in vans, students found out firsthand about the difficulty of using environmental resources in a sustainable way without destroying the delicate desert ecosystems that ultimately support them.

Through 10 hours a day of academic exchange, not to mention direct observation, the undergraduates absorbed in-depth, interrelated information. They dug into volcanic flows at the Mojave River basin to examine desert pavement. They discussed ancient interconnected lake systems as they hiked through a Pleistocene breakout channel off Silver Lake, and they talked with a ranger about the California Desert Protection Act. They discussed global weather patterns as they waded through ponds El Niño's storms left in Death Valley—where (it being California) they spotted a kayaker.

"It's crazy how much we learned!" says Sarah Johnson, who a year earlier was in high school in Lexington, Kentucky. "I returned with a full fieldbook. I had to cut back my research paper to 28 pages!"—J.H.W.
Washington University's superb teachers have changed the lives of the students who have learned from them. Here, three alumni describe faculty whose lessons will last a lifetime.

**Stephen H. Legomsky**
The Charles F. Nagel Professor of International and Comparative Law

**Julie Mersch:**
"Professor Legomsky takes a genuine interest in his students. Unlike many of us whose minds are often elsewhere during conversation, I was always impressed by Steve’s ability to focus on what I was saying. I remember ‘bumping’ into him at school on several occasions; he would always have a follow-up question to ask me about a prior conversation we had, even though several weeks or even months had passed. For example, Steve was very supportive of my efforts to institute a loan forgiveness program by editing my proposal and discussing the idea among the faculty.

“I had the privilege in my first year of law school of having Steve as my ‘Torts’ professor. I remember him often interlacing the class with self-deprecating humor in order to illustrate a point or simply keep our attention, which was not hard to do: By virtue of his skill as a teacher, he knew how to make the class interesting. My fellow students had only good things to say about Steve as well. Janet Markley, Esq.—my partner now and classmate then—and I have reminisced frequently since law school on Steve’s excellence as a professor and a mentor.

“I am honored to have been given the opportunity to express to others my high regard for Steve. I hope that the law school continues to employ and attract professors who are not only excellent teachers but concerned and caring ones as well. It will be the better for it."

**Lorraine Lake**
B.S. ’50, Ph.D. ’62, is assistant professor emerita of physical therapy.

**Terry Altman:**
A.B. (philosophy) ’73, had early careers as a starving musician and a traveling teacher of theology. Since the ’80s, he has built a multi-state financial-planning practice based in suburban Detroit, where he lives with his wife, Barbara, and daughter, Bethany.

**Alexander Buchan**
(1898–1969)
Professor of English

**Terry Altman:**
"I remember vividly my class in aesthetics, taught by the utterly brilliant Dr. William Gass (in both the English and the philosophy departments then). The beautiful prose of his later novels came to life verbally. In particular, I still have in my files a paper I wrote in that class on the esoteric subject of the effect of recording on the raw aesthetics of music (freezing in time a live performance or carefully crafting a desired result as opposed to spontaneously creating a musical moment with risk of error or failure), never forgetting his remarks in grading it.

“He mentioned electronic music, then in its infancy, as being ‘as personal and private as poetry.’ It was plain that he had considered my premise and thought it through himself. That he would not only humor me in my semi-adolescent preoccupation with my own art, but take me seriously and advance my own surmisings to their own conclusions (of which I had not yet thought), was to me the height of academic greatness.

“As Joseph Ullian (‘Symbolic Logic’) taught me the raw power of logic, and Dr. Richard Watson (‘Classic Rationalists’) forced me to learn to write forcefully and succinctly, Dr. Gass taught me to trust and to feel with passion my own thoughts.”

**Lorraine Lake:**
"Wearing his usual tweed jacket, he spoke last: ‘I have been sitting here for over two hours, understanding probably less than 10 percent of what I have heard. Now it’s my turn.’ Did I still write? Read the New York Times Review of Books? Could I contrast the poetry of Byron and Shelley? I could almost feel myself switching brains.

“My subject matter as teacher at the medical school never divorced from my love for language, drama, and history. Their true bonding was in my first anatomy lecture of the year. Every word, gesture, and piece of theater built to one goal: student awareness that one’s supreme privilege is to dissect the human body."

++Julie Appleby Mersch, J. D. ’91, is a partner in the law firm Gillock, Koning, Markley & Killebrew, Las Vegas, Nevada.

++Lorraine Lake, B.S. ’50, Ph.D. ’62, is assistant professor emerita of physical therapy.

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For Charitable Gift Annuity rates

See inside back cover

Robert S. Brookings
Your Legacy Can Endure

For Charitable Gift Annuity rates, see inside back cover

BROOKINGS PARTNERS
Recognizing the Importance of Planned Gifts
Washington University in St. Louis
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Season's Best  Far from winter drear, a sun-warmed terrace of fresh-fallen snow adds luster to the elegant convergence of Duncker and Cupples I halls.