Guardians of the Heart

World-class cardiac specialists like Hendrick Barner offer a range of treatment options
Champs Again! Smiles abound as the women's basketball team celebrates its second consecutive NCAA Division III national championship. At left, sophomore forward Tasha Rodgers hugs assistant coach Steve Cochran; below (l. to r.), Jana Herrmann, Emily Nolan, and Alia Fischer—the two-time Division III Player of the Year—hoist the coveted hardware. In the title game on March 20 in Danbury, Connecticut, the Bears toppled the College of St. Benedict 74-65.
Cover: Among Washington University’s exceptional heart specialists is cardiothoracic surgeon Hendrick Banner, whose safe, effective bypass procedure promises to last longer than other methods. (Photo by Joe Angeles.)

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Diabetes Prevention Tailored to Native Americans

An innovative community diabetes prevention program developed at WU and shown to be effective among inner-city African Americans is now being modified by American Indians for use on a southern Arizona reservation with one of the world's highest diabetes rates.

Studies have shown that the rate of non-insulin dependent diabetes mellitus among Indians of the Tohono O'odham Nation is six times higher than in the general population of the United States.

Tohono O'odham women came to campus last November as part of a pilot demonstration project to recruit and train members of the tribal community to develop their own prevention program. The tribal council unanimously approved the program, which stresses education about exercise and better nutrition.

Wendy Auslander, associate professor of social work and a longtime diabetes prevention researcher, is the principal investigator. She has worked closely with Eddie Brown, director of the George Warren Brown School of Social Work's Kathryn M. Buder Center for American Indian Studies, to develop liaisons with the Tohono O'odham community. The project is funded by a grant from the National Institutes of Health to the Diabetes and Research Training Center at the School of Medicine.

Part of the problem in developing a feasible diabetes prevention program for the Tohono O'odham, says Auslander, is that the 10,000 members of the tribe living on its four reservation areas are scattered over nearly three million acres of desert and mountains. In addition, more than 60 percent of the reservation's residents live below the poverty level, and 23.4 percent of them are unemployed.

"We saw a need to educate our people about diabetes," says Shirley Manuel, a representative of the Hickawan District of the reservation, which is located south of Phoenix and west of Tucson. "We need to fight this diabetes. I don't want my people to give up to this disease."

Mini-Robots on the Move!

David P. Miller (l.), a robotics expert and NASA consultant from Reston, Virginia, demonstrates the BYOBot, a mini-robot with light-seeking, changeable behaviors, to students in Mechanical Engineering 304, taught by Mark Jakiela, the Lee Hunter Associate Professor of Mechanical Design. In December Miller, the guest of Linda Kral (standing), associate professor of mechanical engineering, illustrated the benefits of design simplification and brought mini-robot kits for the students to assemble. The visit was sponsored by the St. Louis section of the American Institute of Aeronautics and Astronautics.

New Initiative Seeks to Diversify Faculty

From his office in Goldfarb Hall, Larry Davis, professor of social work, lauded the newly established Committee to Enhance Minority Faculty Recruiting Activities as a "noble, sincere effort." A member of the committee, Davis was talking with another black colleague in his office at the time, and he commented with a laugh, "Twelve percent of the black faculty is sitting in my office right now."

Seventeen of the 555 tenured and tenure-track faculty members on the Hilltop Campus are African American. Other minorities include eight Hispanic faculty mem-
bers, one who is American Indian, and 44 who are Asian.

Gerhild Williams, associate vice chancellor and special assistant to the chancellor for academic affairs, chairs the committee, which includes Williams and Davis as well as Stephanie Baker, president of the Association of Black Students (ABS); Gerald L. Early, the Merle Kling Professor of Modern Letters and professor of English and director of the African and Afro-American Studies program; Kenneth J. Goldman, associate professor of computer science; Edward S. Macias, executive vice chancellor and dean of Arts & Sciences; James E. McLeod, dean of the College of Arts & Sciences; Rebecka Rutledge, a Chancellor's Fellow; and Rafia Zafar, associate professor of African and Afro-American studies and of English. Joyce Edwards, of the Graduate School of Arts & Sciences, is lending staff assistance.

The committee was sparked by an Association of Black Students report citing the low number of minority faculty members on campus and by Wrighton's repeatedly voiced conviction that only those schools with true diversity will be leaders in the next century. This is one component of a much larger effort Wrighton launched earlier this year to increase campus diversity. "There is obviously a lot of work in front of us," Wrighton says, "but if we really want to accelerate our ascent among the world's greatest universities, building a diverse faculty must be one of our highest priorities. If we want to lead and nurture leaders, we must do so with the very best faculty. Diversity is one part of the measure of that quality."

The committee's plan calls for developing a minority scholar visitors program that will bring top minority scholars to campus and building a database of minority candidates for recruiting faculty and students.

**WU Names Head Volleyball Coach**

Rich Luenemann, head volleyball coach for the last 18 years at the University of St. Francis, in Joliet, Illinois, has been named Washington University's head volleyball coach.

Luenemann replaces Teri Clemens, who retired at the end of the 1998 season after 14 seasons as coach of the volleyball Bears. She left the program as the winningest coach in NCAA volleyball history with a winning percentage of 529-77, .873.

Washington University has won seven of the last 10 NCAA Division III national volleyball championships and 11 of 12 University Athletic Association championships.

Luenemann is the fourth volleyball coach in the 23-year history of the WU program. At St. Francis, he compiled a record of 590-262 (.692) and coached the Fighting Saints to the National Association of Intercollegiate Athletics (NAIA) national tournament seven times. Luenemann's most successful season came in 1990, when he posted a 37-11 record and led St. Francis to a fourth-place national finish. The Saints made their most recent postseason appearance in 1994, finishing fifth.

"This opportunity is a dream come true," he says. "I want my coaching tenure to be the continuation of all the good things Washington University volleyball represents—hard work, enthusiasm, and success."

**Choir Honors Martin Luther King, Jr.**

The YMCA Boys Choir provided a choral reminder of Martin Luther King, Jr.'s dream of racial equality during the University's 12th annual Martin Luther King, Jr., commemorative celebration January 18 in Graham Chapel. Titled Free at Last? the program featured music and testimonials and climaxied with an audience rendition of "We Shall Overcome."
Boeing, WU Help Meet Industry Needs

Graduate student James Ramsey has a framework for his Ph.D. thesis in physics, thanks in part to an innovative program that links Washington University graduate students and engineering faculty with researchers at the Boeing Company.

Since fall 1998, Ramsey has been working with his thesis adviser and mentor, Christopher I. Byrnes, dean of the School of Engineering and Applied Science, in an area that combines both physics and systems science, called nonlinear robust regulation and tracking; it has applications for Boeing engineers, who hope Ramsey can design controls that will compensate for pilot-induced oscillations in Boeing aircraft.

This past spring, Ramsey joined 10 other University graduate students and their faculty and Boeing mentors at a formal colloquium where he gave an in-depth overview of his work.

In the collaborative effort, students work closely with faculty mentors and Boeing researchers, using facilities at the corporation’s St. Louis headquarters, in addition to University laboratories. The goals are to forge a stronger industry-University partnership and to facilitate technology transfer.

“Support for people has always been an essential building block in Washington University’s partnership with its alumni and friends,” says Chancellor Mark S. Wrighton. “One of the main goals of this Campaign is to secure the resources needed to sustain and build a faculty that joins together the best available talents from around the world, and by far the best incentive to achieve that goal is the endowed chair. Thanks to generous alumni and friends, we now have many more such chairs, and we are very grateful.”

The $275 million for endowed professorships and faculty support is the single largest priority in the Campaign for Washington University because attracting and retaining outstanding faculty remains essential to achieving world-class stature for Washington U.
Technology’s “New Frontier” Invisible to the Eye

In the lab of physics professor Rodney S. Ruoff, it’s the little things that count, because Ruoff’s research team is doing science on the nanometer-size scale—a million times smaller than a millimeter, or 50,000 times smaller than a human hair. Nanoscience and nanotechnology represent new frontiers. Many of the basic properties and interactions of nanoscale materials have yet to be characterized. But when the science matures into technology, a variety of industries—from computing to engineering to medicine—stand to benefit.

For example, both carbon and boron nitride “nanotubes” are appealing for use in electronics and materials reinforcement: They have a tensile strength that is theorized to be more than 100 times that of steel; flexibility that allows them to be kinked and unkinked like a hose; and conducting, semi-conducting, and insulating properties—all the components necessary for electronic circuity. But before nanotubes can be used to develop nanotechnology, their properties must be better understood.

Ruoff’s group explores the nano-frontier with an eye toward making fundamental scientific discoveries that can be developed into nanotechnology tools and applications. In just two years, the lab has become one of the pace setters in nanotechnology research.

“What makes this field fun is that we cannot predict exactly how the fundamental science will map to the technology,” Ruoff says. “So we get to think a lot in the lab about what technologies we could make: tiny machines circumnavigating in arteries, molecular electronic logic gates composed only of nanotubes, and so on. Ask me in a few years how accurate our crystal ball on technology has been!”

Graduate students (seated) MinFeng Yu and Saveez Saffarian at work with physics professor Rodney S. Ruoff.

Washington People

The Washington University Board of Trustees elected Lawrence Earl Thomas, B.S.B.A. ’77, general partner of Edward Jones, as a new Trustee at its December 4 meeting. Thomas heads Edward Jones’ sales force for the northeastern United States. His many University activities include serving as vice chair of the Alumni Board of Governors and co-chair of his class reunion committee. In 1997 he received the distinguished alumni award from the John M. Olin School of Business.

Four named pediatrics professorships are part of a new joint program between St. Louis Children’s Hospital and the School of Medicine. The recipients and the professorships are: F. Sessions Cole, the Park J. White Professor of Pediatrics; James P. Keating, the W. McKim O. Marriott St. Louis Children’s Hospital Professor of Pediatrics; Jeffrey L. Marsh, the Appoline Blair St. Louis Children’s Hospital Professor of Surgery; and Arnold W. Strauss, the Alumni Professor of Pediatrics. Cole is professor of pediatrics and of cell biology and physiology. Keating is professor of pediatrics and director of the Division of Diagnostic Medicine at the School of Medicine. Marsh is a professor of surgery who specializes in treating craniofacial and maxillofacial deformities in children. Strauss is director of the Division of Cardiology for the Department of Pediatrics and professor of pediatrics and of molecular biology and pharmacology.

Ronald G. Evans, Elizabeth Mallinckrodt Professor and head of the Mallinckrodt Institute of Radiology at the School of Medicine, is the president of the American College of Radiology (ACR). Evans was installed as president in September 1998 during a ceremony at the ACR’s annual meeting in Pittsburgh. Previously, he was chairman of the Board of Governors for the ACR.

Kenneth L. Jerina, M.S. ’71, D.Sc. ’74, professor of mechanical engineering, was installed as the first Earl E. Walker and Myrtle E. Walker Professor of Engineering in a ceremony in October. The Walkers are president and vice president of Carr Lane Manufacturing Company, the world’s foremost supplier of tooling components, modular fixtures, drill jiggings, and related products for all types of industries.

Joel Seligman, dean of the University of Arizona College of Law in Tucson, has been named dean of the Washington University School of Law, effective July 2. He also is the first to hold the newly established Ethan A. H. Shepley University Chair, named for the law school alumnus who served as the University’s chancellor from 1954 to 1961 and chairman of the University’s governing board from 1951 to 1954 and 1961 to 1963. An eminent scholar on securities regulation, Seligman played a key role in the College of Law’s $110 million capital campaign launched and completed during his tenure at the University of Arizona.

Steven N. Zwicker, professor of English and co-director of the Program in Literature and History, has been appointed the Stanley Elkin Professor in the Humanities in Arts & Sciences. An extensively published scholar of 17th-century literature, Zwicker has taken a leadership role in establishing interdisciplinary teaching and research programs in the humanities at graduate and undergraduate levels. The professorship is one of four created as a result of a 1997 gift from the Danforth Foundation to support programs in the humanities and honors the late writer and longtime WU faculty member Stanley Elkin.
WU Architecture Professor to Design Apartheid Museum

School of Architecture Professor Jo Noero's winning designs for the new Apartheid Museum in South Africa draw on notions of memory, showing both the horrors of institutionalized racism and the heroic efforts of the anti-apartheid movement in sharp relief.

Noero's designs for a "walk of heroes" and "hall of columns" celebrate the contributions of those who gave their lives to free their country. The museum is designed not only as an attraction for outside visitors, but also as an integral part of the surrounding community. In addition to the museum itself, the complex will include new housing, an art gallery specializing in the work of Eastern Cape artists, a center for creative arts, a market, a library, an adult literacy center, and a conference center. Construction costs for the 50,000-square-foot museum are estimated at $25 million.

The museum project is a natural for Noero, a native South African who worked alongside Anglican Archbishop Desmond Tutu to address black South Africans' desperate need for housing and education centers from the late 1980s to the mid-1990s.
Saratoga International Theater Institute, in New York, and head of the graduate directing program at Columbia University.

The symposium "Gertrude Stein @ the Millennium," held during the premiere weekend, explored Stein's importance to 20th-century poetry and prose and the future impact of her work. Keynote speakers included filmmaker Stan Brakhage; William H. Gass, the David May Distinguished University Professor in the Humanities and director of the International Writers Center in Arts & Sciences; author Lyn Hejinian, who teaches at the Iowa Writers Workshop; and author Kenneth Koch, who teaches at Columbia University. WU's Creative Writing Program in Arts & Sciences sponsored the conference.

WU Receives Largest Grant Ever: $218.4 Million for Human DNA Sequencing

The School of Medicine has been awarded the University's largest grant ever. Robert H. Waterston, the James S. McDonnell Professor and head of genetics, will receive a five-year $218.4 million grant from the National Human Genome Research Institute (NHGRI) of the National Institutes of Health (NIH). This total includes $38 million that was announced in March.

The grant is part of a five-year $581.7 million allocation from the NHGRI to three institutions that are sequencing major portions of the human genome. The other two are the Whitehead Institute/MIT Center for Genome Research in Cambridge, Mass., and Baylor College of Medicine in Houston, Texas.

Waterston directs the medical school's Genome Sequencing Center, a leader in the international Human Genome Project.

The human genome is all of the DNA in our chromosomes, and it contains 3 billion genetic letters. By determining the exact order of these letters, researchers will decipher our genetic blueprint and its 80,000 to 100,000 genes. The human sequence will permit scientists to learn more about human development and disease.

The grant will enable the Washington University researchers to complete a working draft of up to one-third of the human genome by spring 2000. They will have that version into a highly accurate sequence by or before 2003. The Sanger Centre will complete another third, and other U.S. and European laboratories will sequence the rest.

WU Frat Helps "Point Out Hunger"

Several members of Sigma Alpha Epsilon (SAE) fraternity spent the morning of December 16, 1998, at Operation Food Search, Inc., helping distribute and load food for a variety of hunger-relief agencies. The brothers of SAE raised $38,000 worth of food through "Point Out Hunger"—a 1990s twist on the old-fashioned canned-food drive in which University students donated their meal-plan "points" and "flexes." On the grocery list: more than 800 cases of canned items such as fruit, beans, corn, and soup.

Notable Research

Alzheimer's disease begins long before symptoms

The changes in the brain that characterize Alzheimer's disease begin long before people develop clinical symptoms such as memory loss, a new study suggests. Alzheimer's disease affects four million Americans.

"This means that, to develop truly effective therapies, we must learn how to stop the brain lesions before they accumulate to the point where they interfere with mental function," says John C. Morris, the Harvey A. and Doris Maiker Professor of Neurology at the School of Medicine. Because the risk for developing Alzheimer's increases dramatically with age, such a goal could have a major impact on the quality of life and health-care costs of America's aging population.


Women with diabetes should be cautious if seeking pregnancy

A paper in the December issue of Nature Medicine suggests that diabetic women who are trying to get pregnant should be very careful about controlling their blood sugar levels. The study found that high glucose levels make embryonic cells kill themselves even before implantation into the womb. This loss of cells could help explain the higher rates of miscarriage and malformed babies among diabetic women.

"A lot of diabetic women figure they'll go to the doctor once they get pregnant," says lead author Kelle H. Moley, a reproductive endocrinologist and instructor in obstetrics and gynecology at the School of Medicine. "But by that time, the damage may be done. So it's very important for them to tell their doctor they want to get pregnant so they can be monitored very closely from that point on."
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.

**Mildred Trotter (1899–1991)**  
*Professor Emerita of Anatomy*

**Richard Hudgens:**  
"Dr. Trotter was the first person who introduced us to the profession of medicine; anatomy was a big part of the first year in those days. She was a dominant presence. Only two women were in my class in 1952, and it was a great model for us to see a woman in a position of leadership. She set the tone of a very organized professional: very correct, very devoted. And a kind, sweet, and gentle person who took a real interest in her students.

"You never forget the early encounters with faculty at medical school. Dr. Trotter taught us two indispensable things. The first was respect for the cadaver—she would not tolerate any levity or foolishness. She impressed upon us that these were the cadavers of individual people. The second was to pay close attention to what you are looking at, to what's in front of you.

"The skill to observe well and respect for the individual are two things that carry over to all areas of the medical profession, and to none so much as psychiatry. Each patient who comes before us for the first time is an undiscovered country. The psychiatrist must make no assumptions and let this person tell his or her story without imposing a format.

"I think about Dr. Trotter often; she set the stage. I am by nature talkative, and I discovered that to go into psychiatry, you had better learn to be a listener. Through her teaching and through experience, I learned to become a listener, to pay attention to what's in front of me."

*Richard W. Hudgens, M.D. '56, is professor of psychiatry.*

**Helen Power**  
*Senior Lecturer and Coordinator of the Women's Studies Program*

**Michelle Komie:**  
"Bill Kohn is a wonderful teacher and one of the last, I think, of a certain kind. He taught my freshman drawing class, in which he provided rigorous training in observational drawing, perspective, and color theory.

"During this first semester his work was exhibited at the Elliot Smith Gallery in the Central West End, and he invited the class. The paintings were beautiful—wildly colored panoramic landscapes of the ruins at Machu Picchu in Peru. Our teacher was surrounded by a mob of gallery-goers, but when he saw us he smiled and greeted us, delighted we had come.

"Later that year, the class accompanied him to his studio. He showed us the sketchbooks from his multiple trips around the world—beautiful, unforgettable objects filled with drawings from India, Asia, and South America. Sketchbooks are intimate things, and drawing on site is a particular skill, a direct, spontaneously quick shock from eye to hand. Most people, even a teacher, might be reluctant to display the mess of this process—the portions of a page that are revealing or wrong and vulnerable, but Professor Kohn let us study his work. His sketchbooks are standards for what drawing from life can be, and I thank him for opening those books to us."

*Michelle Komie, B.A., B.F.A. '97, is program coordinator, International Writers Center.*

**Susan Stiritz:**  
"I was lucky to have found a professor passionate about travel. They make the best guides.

"I first met Helen Power, now coordinator of the Women's Studies Program, when I enrolled in her course, 'Women and Literature,' in 1988. Even more adventurous than Anna Jameson, who explored alone the wilds of Canada in the 19th century, Helen had traveled the world in a 'together condition,' with her husband, Dick, and their children, Nicholas and Carla. They lived in Afghanistan, Egypt, Iran, India, and Italy, becoming culturally literate in ways few people ever do. Her continuing travels prepare her to be sensitive to women's special intellectual traditions, contributions, and experiences and to guide others to see them.

Until I studied with Helen, I didn't know that when you look at things from a woman's point of view they look, and work on you differently than when you look at them from a 'universal' point of view.

"Helen educates in the radical sense of the word, meaning 'to lead out.' She leads students out of old habits to look for what is new, meaningful, and relevant, and to venture forth themselves. She inspired in me a wanderlust that included a desire to revisit a forsaken destination—my earlier, interrupted work on a Ph.D. in English literature.

"Helen models the appreciation and responsiveness that makes the tourist a welcomed visitor. 'What do you see? What do your insights spur you to do in the world today?' her generous, modest enthusiasm makes us ask ourselves.

"And finally, Helen reminds us to honor the greatest of travel's pleasures—coming home, unpacking what we picked up on the road, and deciding how to use those treasures here and now."

*Susan Stiritz is a Ph.D. candidate in English literature in Arts & Sciences.*

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

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You can participate in this gift to the next generation and perpetuate your name and memory forever with an endowment at Washington University. You can do it easily with a Charitable Gift Annuity which will pay income to you for life.

Example:

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  - Capital Gain Income: $966
  - Tax-Free Income: $966
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Annuities may be used to endow and name many important programs such as scholarships, research funds, and professorships.
Twenty years ago, treating the heart was often a deeply frustrating endeavor for cardiologists. The general population knew precious little about prevention, the number of proven therapies was limited, and physicians had very few options.

Today the outlook is heartening for all—particularly at Barnes-Jewish Hospital (BJH), where Washington University physicians operate a world-class center for cardiac services and cardiothoracic surgery. The thoracic transplant program alone is one of the largest in the United States, replacing 135 hearts and lungs in 1998, according to Joel Cooper, the Evarts A. Graham Professor of Surgery and head of the division of cardiothoracic surgery.

Offering every surgical option, the most advanced nonsurgical interventions, a range of remarkable medications—established, new, and investigational—and dedicated cardiac nursing teams who work closely with the patients and their physicians, the School of Medicine's cardiologists provide a complete spectrum of services dear to patients' hearts. They match precise treatment to need, and continually develop new therapies through investigative clinical trials.
Working in what Michael Cain, the Lewin Professor of Medicine and director of the cardiovascular division at BJH, calls “an environment of excellence,” these gifted doctors are all heart. Known for being caring and dedicated, most are recognized year after year in The Best Doctors in America (Woodward and White, 1998). “We’re a dynamic division,” says Cain. “In the end that’s what serves the patient best.”

On the pages that follow are just a few of the dozens of leading-edge services that help cardiac patients—and those who love them—take heart.

**T-GRAFT SURGERY**

Exemplifying the School of Medicine’s dozens of heart specialists whose work is important to thousands of people, surgeon Hendrick B. Barner helps patients survive threats to their lives. Barner, professor of cardiothoracic surgery, has pioneered a new and improved heart-bypass procedure, the T-graft configuration, which in a study of 650 patients between the ages of 30 and 85 proved safe and highly effective.

Routinely performed when arteries are blocked or hardened by disease, coronary bypass surgery creates an alternate route for blood. For decade, most surgeons have used arteries and veins to connect the aorta (the massive vessel that distributes blood through its branches to all parts of the body) to a healthy section of the coronary artery that arises from the aorta’s base.

Barner’s innovative configuration uses fewer arteries—two instead of the typical three to five—without reducing blood flow to the heart muscle. Working with an internal thoracic, or chest, artery and a radial, or forearm, artery, Barner forms a T-shaped passage around the heart’s malfunctioning portion. The arm artery’s main advantage is its length, which allows the surgeon to graft the entire heart, conserving the remaining arteries should future operations be necessary. The procedure is longer-lasting than other bypass methods, and because it uses only one chest artery, it considerably reduces the risk of postoperative infection.

Like Barner, the dozens of WU heart specialists each contribute outstanding lifesaving services; each physician’s work is an outstanding example of established, new, and investigational medicine at its best.
MAZE SURGERY  In the healthy heart, electrical impulses travel like waves, smoothly, rhythmically, keeping the beat. For those who have a common abnormality known as atrial fibrillation, however, the impulses speed in ragged circles, making even a resting heart race as if it were working overtime. Tripped up by scar tissue, these uneven electrical impulses cause palpitations, and often trigger extreme fatigue. For those debilitated by the problem, innovative surgery developed at the School of Medicine can be a helpful measure of last resort. Aptly named the Maze procedure, the technique involves delicately slicing the heart's atrium, or upper chamber, into tiny strips resembling an orderly labyrinth. The electrical impulse, unable to circle the heart, is forced instead to work its way through the maze, says Thoralf Sundt III, assistant professor of surgery and surgical director of cardiac transplantation, whose other interests include novel procedures to manage valve disease. "If the impulse can't short-circuit, the heart can't beat so rapidly."

VENTRICULAR ASSIST  For patients with end-stage heart failure, transplants are the only real hope for survival. But dismal donor rates—School of Medicine surgeons have access only to about 25 adult hearts a year—means only about 8 percent of eligible patients receive a transplant. The sad truth is, many die waiting. Now, with the help of a new device tested at the School of Medicine last year, patients waiting for a suitable donor heart can live longer than ever before. The Novacor Left Ventricular Assist Device, which recently received FDA approval for widespread use, picks up slack for the heart, helping it pump. The device, about the size of a grapefruit, is put into the patient's abdomen and linked to the left ventricle. Although the device was not designed for indefinite use, some research suggests that a small percentage of people with heart damage from viral infection recover with it.

EXERCISE THERAPY  The Center for Adults with Congenital Heart Disease would not have existed 20, or even 10, years ago. People born with some heart abnormalities rarely, if ever, lived to adulthood. But sweeping advances in cardiac care—from diagnosis to treatment—have created a new population of heart patients. They are seasoned by the difficulties of a lifelong, life-threatening illness, but are emotionally vulnerable and highly dependent on the physicians and nurses who treat them. "Many see us as their link to life," says Philip Ludbrook, professor of medicine and radiology and center director. The center—one of the larger of its kind in
the nation—treats some 600 patients aged 18 and up, who have heart abnormalities ranging from mild to life-threatening—such as having only a single ventricle, meaning that half of the heart’s normal pump is missing.

Bodies weary from the lifelong assault on their hearts, most patients also suffer from many other problems, from mild, like gallstones, to severe, such as strokes. “But we’re always looking toward new treatments,” says Ludbrook.

A new strategy being tested at the center is a radical departure from conventional wisdom. People with congenital heart defects typically have done only minimal physical activity, shunning deliberate exercise, because specialists believed exertion would jeopardize the heart. Now, says Ludbrook, evidence suggests that even congenitally disabled hearts can often benefit from a brisk walk or even a gentle swim.

“Patients are hesitant at first about undergoing a training program,” says Ludbrook. “They’ve spent their whole lives sitting out. But we’re helping them learn what’s a reasonable amount of activity based on their condition.”

He is also excited about what moderate exercise means for patients’ quality of life. Ludbrook says, “These findings could have an enormous impact on emotional as well as physical health—for both adults and children.”

**LASER TREATMENT FROM WITHIN** Angina, the body’s manifestation of an increasingly restrictive blood flow to the heart, grips the chest like a vise. Although nitroglycerin eases the attacks of angina pectoris for those with mild to moderate pain, it fails to pacify others, who continue to experience chronic, debilitating agony. Now a new procedure known as PTMR [Percutaneous Transmyocardial Revascularization], performed by Associate Professor of Medicine John Lasala, holds hope for such patients after they have exhausted all other therapy options.

Lasala, who is medical director of the Cardiac Catheterization Laboratory and director of interventional cardiology, eases the pain by using a laser beam to drill pin-sized holes from the inside of the heart outward. The laser incisions may damage nerves, working in a sense like an analgesic, and reap immediate benefits. Patients who went into the hospital debilitated by pain improve remarkably. Many return to their daily activities.

A clinical study is assessing all PTMR’s benefits, Lasala says, including researchers’ belief that the procedure may cause small blood vessels to sprout in the damaged areas. If that’s the case, PTMR could do more than just reduce pain. It could improve blood flow, offering hope for a more permanent, long-term solution.

**EXTENDING ANGIOPLASTY’S BENEFITS** The idea of putting radiation beads directly into a cardiac artery may not sound like a healing measure. But School of Medicine physicians are part of a clinical trial suggesting that the beads may help angioplasty patients maintain the initial benefits of the artery-opening procedure. The radioactivity appears to prevent post-procedural scar tissue from forming, thus preserving the channel created by angioplasty.

In angioplasty, the interventional cardiologist creates a channel through the clogged artery by inserting a balloon that helps expand the vessel. Typically the physician also places a stent to help prop the artery open, similar to supporting scaffolding in an underground tunnel.
But in some patients, scar tissue forms after angioplasty. When scarring is extensive, the tissue clogs the artery again. Using a thin catheter, researchers in the study place a 20-millimeter row of radiation seeds in the artery for three to four minutes to prevent scar-tissue formation. The close, far below radiation-therapy levels, does not adversely affect the patient or the recovery process, says Megumi Taniuchi, associate director of the Cardiac Catherization Laboratory and co-director of interventional cardiology.

On the horizon: blood-vessel regeneration. Clinical trials are being designed that will determine whether injecting DNA encoding angiogenic peptides [naturally occurring compounds that promote blood-vessel formation] directly in heart muscle will help the organ grow new blood vessels. The body revascularizes on its own, but the peptides would greatly accelerate the process.

"Basically we’ll be helping the heart build its own bypasses," says Taniuchi.

▶ HEART REGULATORS Instead of a steady, healthy heartbeat, some people experience paroxysms of erratic heart rhythms that may be excessively slow or rapid. Abnormal heart rhythms, or arrhythmias, plague victims of congenital heart disease and heart attacks, and many for whom no cause is ever found. The experience can be a nuisance, startling the patient but posing no real harm, or it can lead to cardiac arrest and death.

The School of Medicine's three clinical electrophysiology laboratories treat more than 1,000 arrhythmia patients a year. Outfitted with the most advanced equipment and able to treat problems both common and obscure, the lab is considered one of the nation's leading centers for testing and treatment, says Medical Director Bruce D. Lindsay, associate professor of medicine.

Among the treatments delivered: Curative ablation procedures, in which applications of radiofrequency energy correct certain arrhythmias, and defibrillator implants, in which a pager-sized device is inserted under the skin like a pacemaker. It detects a life-threatening arrhythmia within two to three seconds and terminates it by delivering a shock that restores the heart rhythm to normal in 10 to 15 seconds. Many patients who receive the defibrillator are at risk for cardiac arrest from congenital heart disease or previous heart attacks. A host of clinical research is in progress to evaluate new treatments and technologies.

▶ MEDICATIONS USED IN NEW WAYS Today, more and more people are living with a failing heart as the population ages and major medical advances appear. "The number of people surviving heart ailments who would have died 10 years ago is increasing dramatically," says Joseph G. Rogers, assistant professor of medicine and medical director of the cardiac transplant program.

Throughout the nation, donor hearts are in such short supply that only 8 percent of the candidates for heart transplants at Barnes-Jewish Hospital's multidisciplinary medical-surgical Congestive Heart Failure Program can actually receive them. In response, School of Medicine cardiologists are developing creative new therapies for patients with congestive heart failure—such as using proven medications at new higher doses that have proven to be more effective, and obtaining promising experimental drugs. All these approaches are based on a deeper understanding of how the body weathers an ailing heart.

Physicians refer patients to the Congestive Heart Failure program at Barnes-Jewish Hospital, says assistant professor Joseph Rogers (l). "primarily because of our multidisciplinary medical-surgical approach and our ability to offer new medications."
What scientists now know is that when a heart begins to fail, the body kicks into overdrive and tries to compensate for the lack of blood flow in a variety of ways, from storing salt to releasing adrenaline. Such measures are meant to preserve what blood does flow, but ironically, they cause even more damage to the heart. By using drugs to halt these feedback loops, the body—and the heart—will have the strength to heal.

ACE inhibitors, for example, act on the system that stores salt and constricts blood vessels. New beta-blocking drugs neutralize adrenaline that exhausts the body. "These are life-sustaining measures," says Rogers. "If a patient's heart strengthens, we can keep the disease from progressing." After tracking patients for a year, Rogers found that nearly 90 percent of those receiving high doses of ACE inhibitors survived the year without a transplant, compared to 62.5 percent of those who did not receive amplified doses. Beta-blocker use resulted in an incremental mortality reduction in heart-failure patients by as much as 65 percent and reduced hospitalizations back to 25 percent. Numerous trials of other promising drugs are underway.

A heart attack launches a quick assault—within seconds the victim's chest is constricting, agonizing pain ricocheting through the body. But that attack has been years, even decades, in the making. Slowly, cholesterol and plaque—caused primarily by hypertension, smoking, unhealthy diet, and a sedentary lifestyle—line the walls of vessels, including those serving the heart.

"Literally, it's grunge," says David Schwartz, acting director of the School of Medicine's Cardiac Care Unit. "A diseased vessel (see illustration, facing page) looks like a clogged garden hose."

When plaque builds in a vessel, stress on the wall triggers a rupture and a clot forms. Usually the body dissolves such clots on its own. Occasionally, though, it cannot, and such clots can completely block the vessel, stopping blood flow and causing a potentially fatal heart attack.

The Coronary Care Unit's (CCU) primary charge is to provide intensive care for people who have just had a heart attack, monitoring a crucial window of time—up to 48 hours—following cardiac arrest. CCU administers such drugs as thrombolytic, which, if given within 12 to 24 hours of a heart attack, dissolves clots and allows normal blood flow to resume. Doctors participate in clinical trials of medications that intervene during a heart attack or battle ensuing complications.

"We certainly test and administer the field's most promising new drugs," says Schwartz, "but not at the expense of proven therapies."

Aspirin, for example, is hardly an exotic elixir, but it is an unparalleled anti-coagulant, crippling the very enzyme that causes blood to clot. "A lot of common but very, very effective drugs are underused on the whole in cardiac care," says Schwartz. "Not here. We use what works."
Because of the Chancellor's Graduate Fellowship Program, many of the nation's most gifted students will become professors—doing critical research, passing on what they learn, and inspiring other people to achieve their goals.

by Deborah S. Parker
is determined to improve the outcomes of poverty-stricken children. Williams, B.S.B.A. '92 and a '94 Rhodes Scholar, is interested in community collaboratives to assist families—especially with employment and asset accumulation. Because she believes the greatest impact can be made through research, she plans to gather data and provide information to enable citizens to make the best choices for their neighborhoods.

One of Rashid Carter's many dreams is to start a bank in a black neighborhood to give residents the same access to capital and opportunities as members of the larger community. A bank brings stability, reasons Carter, who is pursuing a Ph.D. in economics in Arts & Sciences. He also wants to start a school in inner-city Chicago. "People say, 'You think you can save the world? You're kidding yourself!' But I honestly do believe I can save the world."

Before she returned to Washington University to begin a Ph.D. program in social work, Trina Williams, B.S.B.A. '92, was executive director of Christian Community Services, Inc., in Nashville. The sole staff person, she created a community mentoring program, bringing together two congregations, white and black, to pray, plan, and volunteer. She linked eight troubled households outside the congregations to families within; arranged weekly classes and family nights; and secured a Hope VI federal grant for multiple-agency support of their goals—to find jobs and leave public housing.

Working in an area where molecular biology and chemistry converge, Bobby Trawick is helping develop five different drugs to fight viral disease and cancer. A fourth-year graduate student and member of assistant chemistry professor James K. Bashkin's research team, Trawick has published with Bashkin and Andrew Daniher, Ph.D. '97, a critical analysis of the emerging field in Chemical Reviews (98, 3, 939–960). "Bobby's work is designed to force technology through from laboratory curiosity to clinical treatments to improve people's health," Bashkin says. "He can do anything he wants. He'll be a real leader wherever he is."
Brimming with ideas for a better society, these gifted graduate students in three different fields share a dream: to teach at the college or university level. In the academy, they say, they can realize their aspirations—to pursue vital research, to teach all they learn, and to inspire other people to reach their goals.

Carter, Williams, and Trawick—and 28 other top students on the Hilltop Campus—hold Chancellor’s Graduate Fellowships for African Americans. Valued at more than $154,000 over five years, the fellowships provide full-tuition scholarships, stipends, and allowances to support the final academic training of outstanding African Americans who will become professors.

When faculty members have diverse backgrounds, a wealth of perspectives enriches learning, explains Gerald Early, professor of African and Afro-American studies. “You’re shaped as a professor not just by your academic training but by who you are,” he says. “You always have your particular spin on questions. The different answers are to everyone’s educational advantage.

“No one point of view can know all the truth,” continues Early, the Merle Kling Professor of Modern Letters and an award-winning essayist and cultural critic. “It doesn’t matter how much you don’t like someone or don’t agree; everyone has some portion of the truth.”

“Strength is derived from diversity,” says Chancellor Mark S. Wrighton, adding that the fellowship program is a key investment. “We are at a point in our development where everyone is thinking of what we can do to make Washington University a better place faster. The face of America is not all white. We are an American institution; we want to reflect the face of America.”

Faculty faces at America’s colleges and universities seldom mirror demographics, and WU is no exception. Seventeen of 555 tenured and tenure-track faculty on the Hilltop Campus and seven of 627 on the medical campus are African American, according to the Office of Human Resources. In contrast, WU students hail from many different cultures and all elements of the economic spectrum.

“We see the need for the professoriate to catch up,” says Wrighton. And although the University cannot remedy the broader situation by itself, he says, “We think we have a pace-setting program others can look to.”

The program will indeed serve the greater good: These promising Fellows will strengthen education wherever they teach. Still, Washington University will also reap rewards if some of the professors return to campus after obtaining experience elsewhere.

Academe won’t be the only beneficiary of programs that encourage African Americans to become professors, says Robert Thach, dean of the Graduate School of Arts & Sciences. Society will be strengthened, since these educators will influence young African Americans to advance their education. “More than ever, a good education provides higher earning potential and tools to take advantage of what society offers. Our mission as a university is to help create a just society where all can participate—regardless of race, color, or creed.”

One of the first Fellows to enter academia was Emmanuel Harris, Ph.D. (Romance languages) ’96. (The program began in 1990; the degree typically takes six or more years to complete.) Harris’ job offers included five from prestigious universities. His choice:
a small liberal-arts school where his presence would be noticed. Assistant professor of Spanish at Baker University, in Baldwin City, Kansas, he is the only African American on the full-time faculty. "I have a job to do," he says. "I don't try to get lost in being the only black professor."

Among his goals: to understand students as human beings and enlighten them about their possibilities.

To show the Fellows they are not alone—and that others share their idealism—the program includes social events, community projects, and discussions with faculty and invited guests. Joyce Edwards, coordinator for graduate student affairs and services and for the program, acts as the students' adviser. Gerald Early directs the annual Chancellor's Fellowship Conference, which features such student-selected thinkers as the distinguished professor James H. Cone, of Union Theological Seminary, in New York City. Exposing the Chancellor's Fellows to African-American scholars—peers, faculty, visitors—in myriad fields is one of the program's great strengths, says Thach.

Gregg Belle, a doctoral candidate in clinical psychology who begins an internship this summer at Harvard Medical School, in Brockton V.A. Hospital, says simply that the contacts and confidence he gained in the program have set the tone for his future. "To talk informally at breakfast with esteemed individuals like [writer and political activist] Angela Davis is remarkable so early in our careers." He pauses. "We always hear how a fourth of African-American men between the ages of 18 and 25 are in jail. What of the three quarters who aren't? As an African-American male, it's been important to have role models like Gerald Early and Larry Davis [the E. Desmond Lee Professor for Racial and Ethnic Diversity], who speak candidly about academia—personally and professionally. "No longer will I feel intimidated as a black man or ask myself, 'Do they only want me because I'm black?'" Belle continues. "The program has taken away the issue of race. My personal development stands out."

Delise Williams, a doctoral student in English who taught at the prestigious Phillips Academy in Massachusetts, recalls a recent get-together. "What I remember most is the charge in the conversation. It's exciting to be in a community of thinkers who for the most part look like you."

Rebecka Rutledge, whose field is comparative literature, finds that interacting with faculty and guest scholars has helped demystify their status. "It makes you feel that kind of work is attainable," says Rutledge, who serves on the University's Committee to Enhance Minority Faculty Recruiting Activities.

"I will remember many of my experiences at Washington University for a lifetime," he says. "The word that comes to mind more often than not is inspirational."
Todd R. Zenger, professor of organization and strategy at Washington University's John M. Olin School of Business, believes in the trickle-down theory. That's because he takes his theoretical research, which centers on organizational forms, organizational boundaries, and employee compensation, and wrings out the most instructive points for his M.B.A. and executive M.B.A. students. His success earned him the Executive M.B.A. Teacher of the Year award in 1995.

To his initial surprise, however, knowledge sometimes trickles up. Back in 1990, when Zenger came to the University fresh from his Ph.D. studies at UCLA, he told his students—all managers in area firms—about the organizational theory of centralization versus decentralization in large corporations. From accounting to research, activities are either controlled by a central entity within a corporation or by relatively autonomous units. Zenger delivered the traditional theory that large organizations look at their strategy and the market environment, and then choose a structure that fits with it.

"That's hogwash!" said a student from a major corporation. "I've watched my company go back and forth between being centralized and decentralized. There's no rhyme or reason." Others recounted similar experiences.

Zenger listened and began to look into this chasm between reality and research. He re-examined the basic notion that most organizational choices are fundamentally separate. His research began to bear out what his students were telling him. "As I studied the way companies vacillated between centralization and decentralization, I was intrigued to find out that very often the organizational form a company really wanted—the one consistent with its strategy or the environment—fell in between these extremes."

**Not So Conventional Wisdom**

Conventional wisdom would be to pick the organizational form that best matched a company's goals and strategy and then stick with it. But Zenger saw another possibility—that by vacillating, a company could approximate the optimum point in its organizational form.

"This theory flies in the face of most traditional theoretical work that has been done on organizational theory," Zenger says. "This theory tells managers that their task is to dynamically position their organizations in a way that is consistent with the current strategy, which often involves moving back and forth between two discrete positions."

Vacillating to find a corporation's optimum point is aided by the organization's informal structure—what Zenger calls "the way work really gets done every day." Employees establish work routines that govern their behavior. These routines include how they communicate and gather information and how they coordinate their work with others. When a company switches from a centralized to a decentralized structure—or vice versa—these informal routines do not change immediately.
"Being efficient for managers can mean being fickle over time," Zenger says. "Managers who periodically change certain structures that are not limited to being centralized or decentralized slowly position the organization nearer the optimum point than [they would] if they chose one structure and stayed with it."

Zenger, along with Jackson Nickerson, assistant professor at the Olin School, has taken this theory and research and written "Being Efficiently Fickle," an article currently being considered for publication in *Administrative Science Quarterly*. The pair are on a quest to find real-life examples and illustrations of their theory among the nation's corporations.

"Our idea is that it is okay for a company to bounce back and forth in its organizational structure," Zenger says. "It's good to establish an expectation that change is going to happen and that a decision to change today is the direct result of a decision made five years ago."

**Disaggregate This**

Zenger's research into corporate vacillation is only one example of how he thinks outside of the traditional academic box.

"Todd's work does a couple of things that make him stand out among scholars," says William S. Hesterly, chair of the department of management at the David Eccles School of Business at the University of Utah, in Salt Lake City. "He's able to combine the best of academic theory—particularly economic and organization theory—with developments taking place in the real world. Todd is one of the relatively few people who can bring the worlds of theory and practice together effectively."

Hesterly is a frequent collaborator with Zenger. In 1997 they published "The Disaggregation of Corporations: Selective Intervention, High-powered Incentives, and Molecular Units" in the journal *Organization Science*. "Todd's empirical research in organization economics is innovative yet rigorous," Hesterly says. "He has a good way of talking to managers and firms for understanding a phenomenon that is unfolding, such as the disaggregation issue."

In the course of research on hundreds of American corporations, Zenger observed that many were disaggregating, or breaking themselves into small, more autonomous internal units. They did this because they had noted the successes of competing small firms, which frequently attract superior talent and enjoy employees who work long hours accompanied by intense effort. The small firms attain this enviable state by linking individual compensation, including incentive bonuses, with performance—even among non-executives.

"Incentive research is an extension of my Ph.D. dissertation research," Zenger says. "It began with a puzzle: that small firms somehow are more efficient at producing innovation than large firms. One of the explanations has to do with the different kinds of incentive arrangements that large firms and small firms extend and offer."

Many of the great success stories in recent business history have come from small, start-up organizations in biotechnology and software that have grown into industry leaders. Little wonder that large corporations are trying to mimic their success.

"What interests me is better understanding the advantages of small size and then pursuing the question of how large firms can replicate or tap into the same kinds of incentives," Zenger says.

**A Richer Theory**

Zenger's research also seeks to understand new organizational forms, shifting boundaries, and group-based pay initiatives. Theorizing aside, Zenger has discovered that managers often intuitively make the appropriate choices for their company and workers. Yet, he believes his broader role as a researcher and teacher is to widen the conduit for the downward—or upward—flow of knowledge about business strategy and organization.

"As an academic, I am able to step back and look more clearly at the big picture and look at many examples—as opposed to a manager who focuses solely on trying to understand the specifics of his or her company. My job is to observe a broader array of examples and develop a richer theory—one that gives students, and ultimately future managers, an even better basis for making decisions."

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For more information: www.olin.wustl.edu/faculty/zenger/
The computational learning theorist and popular professor Sally Goldman works at the level that can generate new applications—such as computer programs capable of learning.

At the first meeting of Sally Goldman's introductory algorithms course, students glance up at the board, expecting to find the usual homework assignments, a reading list, maybe a formula or two. Instead, they see dots—thousands of them. "Imagine that you are air traffic controllers," Goldman, associate professor of computer science, tells her students, who are now alert and curious. "This is a radar screen, and each dot is an airplane. You need to locate the two that are closest together and light them up as quickly as possible. How can you develop an algorithm to figure that out, then program the solution on the computer?"

These bright undergraduates are not shy about trying. But even on a computer, figuring the distance between each pair takes far too long—roughly 55 minutes for 50,000 points—and some planes may be perilously close together. Goldman presents a more elegant, though less obvious, solution involving a technique called "divide and conquer." You repeatedly divide the field in half—side to side—isolating strategic pairs of points as you go; then you measure the distance between each pair, compare the results
Effect

and come up with the final answer. Total elapsed time? 12.76 seconds.

A popular teacher, Sally Goldman tries to motivate students to find solutions to complex problems. "It's a pleasure being in her class. I feel lucky to have had her two semesters in a row," says engineering undergraduate Melanie Cowan. "Her passion for computer science and the care she shows for our understanding of the material sets her apart," says Sandra Tasic, also an engineering student. "When she arrives at her office after a class, she is often accompanied by students, who are still discussing that day's lecture," adds Dan Dooly, graduate student in computer science.

Problem solving is also a crucial part of her own work in the abstruse, theoretical realm of computer science research. Most lay people don't have an inkling of what she does—and even Goldman admits that it is hard to explain. She works at the most basic level of all: understanding the strengths and weaknesses of particular algorithms, then turning these techniques over to others who use them as a foundation for developing new computer-related applications.

"Everyone always wants to know: who is going to use it? Exactly what product is it going to go into?" says Goldman, patiently. "But if you don't do the basic research and develop better underlying techniques, then your applications are really going to stagnate. So what I do is really at the level that everything comes from."

To make her work more accessible to non-specialists, Goldman has learned to deal in example and metaphor. What exactly is an algorithm? "It's a method for obtaining a solution to a problem," she says. "You can think of a cake recipe as an algorithm. You follow a bunch of steps and it leads to an outcome."

Along with only 200 or so other people in the world, Goldman tests her recipes in the area of computational learning theory: a branch of theoretical computer science, linked to artificial intelligence research, that focuses on designing computer programs capable of learning. In an eerie way, it pushes the limits of computer science toward tasks we normally think of as human and tries to answer thorny questions: How can we construct programs that improve their performance over time in response to experience? And how far can computers go in learning?

Very far indeed, she says, though there will be some obstacles along the way. "Computers do well with chess playing, which we think of as taking a lot of intelligence and practice," she says. "But it has a very fixed set of rules, so it is actually much easier than ordinary speech, which depends on things like inflection and context. Still, there are
people working on all the pieces, and I think they will make progress."

Goldman, who received her Ph.D. in electrical engineering and computer science from Massachusetts Institute of Technology in 1990 and joined the Washington University faculty that same year, also has made remarkable progress in her work. In 1993, she was one of only 36 U.S. researchers who received five-year National Science Foundation (NSF) National Young Investigator awards in the Division of Computer and Computation Research. Last July, the NSF gave her a two-year grant to study applications of learning theory to networking problems.

"Sally has made many significant contributions to the field over the past decade," says Robert Schapire, principal technical staff member at AT&T Labs, in Florham Park, New Jersey, who has collaborated with Goldman on several projects. "She studies mathematical models of learning and of the interaction between teacher and student. She has designed several novel algorithms for learning from corrupted data, and she has been a pioneer in the application of theoretical learning algorithms to practical problems such as networking."

Like other areas of her research, networking involves making predictions—and Goldman explores different techniques for doing that. "When do they work? How can you tell which one is appropriate?" she says. "An empirical view would be to try them out and say 'this one worked here' or 'that one worked there.' I'm trying to figure out why this particular learning algorithm worked and to understand that process at a fundamental level."

In the area of networking, her predicting centers on applications of machine learning to robot navigation. In this last area, her group has developed a method to transform information—such as visual and sonar data—into a multi-dimensional geometric pattern, then to apply a learning algorithm they developed to predict whether or not the robot should take them and go, or whether the network is congested. By predicting what the flow will be, and timing those acknowledgments most efficiently, it might be possible to improve network performance.

Goldman also works on making predictions in the absence of some information. If a man has taken out a bank loan, how likely is he to default? Some pertinent data may not be available; for example, his state may prohibit the release of credit information that would be helpful in sizing him up. In a recent paper, Goldman and some colleagues developed a model in which the computer has to decide—lacking certain data—whether the man is likely to default, unlikely to default, or whether there is simply not enough information to make such a decision. Then researchers quantified the extent to which the missing information increased the difficulty of the learning task.

Her penchant for problem-solving has taken her in many directions: into basic research related to character recognition; into models of teaching that assume a helpful environment instead of the more common "worst-case" scenario; into applications of machine learning to robot navigation. In this last area, her group has developed a method to transform information—such as visual and sonar data—into a multi-dimensional geometric pattern, then to apply a learning algorithm they developed to predict whether or not the robot is near a specific landmark.

In her research, Goldman works closely with graduate students. "She was an outstanding mentor," says Stephen D. Scott, assistant professor, department of computer science and engineering, University of Nebraska, and Goldman's advisee from 1994 to 1998 while he was a D.Sc. student at Washington University. "She helped me learn the fundamentals of scholarship: how to perform sound research, how to present research results in written and oral form, how to teach and advise students well. In many ways, I have tried to pattern my approach to my academic career after hers." Capping his first year out of graduate school, Scott recently received an NSF grant.

In the future, Goldman says, she may begin doing a bit of applied research, since she would like to see her techniques help to solve some real-life problems. But the real excitement lies in finding better algorithms—and the more problems the better. "While there are good problems out there—and we don't know good solutions—I like to take them and go," she says. "

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

For more information: siesta.cs.wustl.edu/~sg/index.html
Growth Potential

John Potente is returning his land to the native plants and birds that belong there.

by Judy H. Watts
Thirty feet above the ground, John Potente is standing in a tree-service bucket. It’s springtime in the great Northeast, and the reluctant season has settled into Potente’s corner of New York State. His native Long Island hils the mainland at an angle, stretching 118 miles into the Atlantic and measuring 23 miles at its widest point.

The bucket pulls back and down from the upper branches of a flowering tree—the only one of its kind in this woods set on silt left by ancient glaciers—but Potente ignores the vistas of oak, hickory, and suburban sprawl. He is examining his bouquet of tiny, cream-colored flowers. On the ground, he climbs out, gets in his BMW, and speeds away.

Potente is doing these things in celebration of finding, after two years of searching the island, an American chestnut tree healthy enough to grow flowers. Until the century turned, the trees grew to 100 feet, with massive trunks towering branch-free for half their height; they lived as long as 600 years in contiguous stands from Maine to Georgia. Then in 1904, a fungus rode in on immune Northern Flicker/Tulip Poplar chestnut saplings imported from Japan for their slightly larger fruit. First noticed in the Bronx Zoo, Cryphonectria parasitica released airborne spores, and by 1950, after massacring billions of trees, the pestilence had vanished American chestnuts in all but a few sections of the country. Because the root system is unaffected, sprouts still grow—but only to a modest height before the blight kills them off.

Director of the Long Island chapter of the American Chestnut Foundation, Potente is immersed in the effort to restore the tree to its former grandeur. Equipped with a master’s degree in medical biology and immunology and a D.M.D. degree from Washington University, which entailed courses in biochemistry, bacteriology, and virology, he works closely with scientists at the State University of New York at Syracuse who are reconfiguring the molecules of a fungus-inhibiting gene. (Of genetic engineering in general, Potente is concerned about biodiversity, monitoring, profitability, and power in the face of the technology’s anticipated growth.)

Deeply involved too in general native-plant-and-wildlife restoration through his organization, Native America, founded in 1995 as a way of consolidating his conservation efforts, Potente spends weekdays on restoration of a different order: practicing general dentistry at his Long Island office in Hauppauge (say “Hop hog”). Fittingly, the scientific name for the American chestnut is Castanea dentata, a reference to its toothed leaves.

Potente does next will be part of a demanding annual rite for a decade or so, until genetic engineering efforts are successful. With the tree-service truck in close pursuit, he and a cadre of volunteers race 10 miles to one of Long Island’s six female American chestnut trees still capable of flowering. Hoisted to the treetops again, he meticulously applies pollen to pistils in the greenish-white female blossoms.

Getting to the point of cross-pollination on these self-sterile trees has been arduous. Pollen is viable during a one-week window; trees may flower three weeks apart and be separated by 40 miles. No one knows from year to year when trees will bloom: Each reacts differently to temperatures that vary.

Although Potente jokes he puts in “50-hour days” on nature and dentistry, he savors the demands of his purposeful life, which seems as organic as his interests. “I’ve always been awed by the natural world,” he says, “right from the get-go”—when he raised an abandoned blue jay his dad brought home and when he and his six siblings spent hours digging in their gardens and playing with family pets. His interest in the life sciences deepened during 12 years of college; while at WU, the St. Louis Zoo was his running route of choice.
Still, Potente was hardly prepared to handle the mush­rooming aftermath of a decision he made in 1990. "I pur­chased three acres of land on Long Island," he explains. Then he adds—his unfettered scientist's syntax producing classic understatement—"and that is hard to come by." A lot of yard by any measure, three acres on the overbuilt island is akin to rolling countryside. Potente's find was a rundown house, per­fect after rehabbing for a dental practice—and grounds teem­ing with plant life.

Or as Potente puts it: "It was a big, tangled mess." He hit on the idea of keeping only the plants that actually belonged—"that were originally on Long Island before people started to tamper with the land." One catch, of course, was determining which plants had ancestral rights.

"It was a little tough," Potente says. "In 1990 you couldn't find good books on native plant landscaping." Nurserymen were no help ("Yeah, these Japanese maples are native; we grew them right here"), but through area universities he discov­ered the Long Island Botanical Society—and now sits on its executive board. As he painstakingly identified native and introduced plants, repeatedly returning to the literature to rule out natural hybrids, he began removing interlopers by hand with weed picker, shovel, and shears.

"That's when I realized what a job I had ahead of me. I mean, three acres!" At first he did the work himself, remov­ing not only grasses, weeds, and shrubs but trees. When his back began to go, he hired landscapers to pull out some of the large growth, but stood with them all the while.

Then one day, he noticed "natural wildflowers, rare grasses and ferns, and even bushes and trees appearing and sprouting on their own" in places where non-native plants had been removed. Chemicals the invaders had released to inhibit native plants' growth had gradually leached out of the soil, allowing dormant and deposited native seeds to sprout. "It's a wonderful thing," Potente says.

As his fascination grew, Potente began working with New York state ecologists and the Nature Conservancy. "Now I'm learning so much about restoration that I can't document it fast enough," he says. He also uses Native America's newsletter and Web site (www.nativeamerica.com) to help teach all he's learned, not only about American chestnuts and other native plants but about his overriding interest in—birds.

Birds are simply another aspect of restoration, he says. "Introduced English house sparrows are driving out eastern bluebirds [New York's state bird]; starlings are displacing woodpeckers. My work in the plant world will help the birds, so the bulk of my time is with the plants."

It was during the first stages of his backyard reclamation project that Potente devised a way to benefit birds, the ecosystem, and certainly the human contingent. Upon reading that New York state was about to cap all its landfills, and recalling that vanished Long Island grasslands once were bluebirds' habitat, Potente saw green. In Oyster Bay, Huntington, and four other townships, Potente has trans­formed six 100-acre garbage dumps into green and grassy meadows demarcated with split-rail fences and dotted with dozens of nest boxes. "They're beautiful," he says, "and the bluebirds are coming back. So far, I've recaptured about 600 acres for wildlife."

Potente is now so involved with his own three acres and its flourishing offshoots that the house meant for his dental practice still isn't finished (although he is building a greenhouse close by), and the home-office-renova­tion permit has expired. But that vocation is flourishing, too: "I've become popular for what I've done," he says. New patients continually appear at his office up the street, and his receptionist schedules some appointments 15 minutes earlier than usual when patients want to talk about his latest projects—such as the woodpecker-friendly birdhouse just patented.

Today, the original backyard project is 25 percent com­plete. Now 46, Potente probably will be approaching 80 by the time all three acres are a showplace of native botany—but no matter. Like the first reappearance of the native plants, the continuing process will be "a wonderful thing." @

Judy H. Watts is the editor of this magazine.
Early in their epic journey, Lewis and Clark paused in St. Charles, Missouri. Nearly two centuries later, town artisan Glennon Bishop discovered history in the remaking.

Voyages of Discovery

Sunrise, after a Brutal Thunderstorm.
In the swirling fog, which glows red and orange in the morning light, the keelboat cuts neatly through the river’s current. Rowers strain at 11 pairs of oars. The mast towers above them, and the American flag, with its small circle of stars, flutters weakly in cadence with the forward motion of the boat.

The month was May. The year could have been 1804—when explorers Meriwether Lewis and William Clark commenced an 8,000-mile journey across the newly purchased Louisiana Territory with their stalwart Corps of Discovery—but it was not. It was 1996, when a modern-day Discovery Expedition, led by Glennon Bishop, B.S.B.A. '48, ventured up the Missouri River in a replica of Lewis and Clark's 55-foot keelboat, which 74-year-old Bishop had built by hand.

Like the original expedition, this one was launched on a rainy May 14 from Wood River, Illinois—where Lewis and Clark wintered in 1803—and cheered by a supportive crowd of onlookers. Both parties paused in St. Charles, Missouri, Bishop's hometown, before embarking upon the rigorous journey upriver. Lewis took his Newfoundland dog, Seaman. Bishop brought a Newfoundland named Lady. Along the way, both parties encountered hazards, rough weather, and many friendly, helpful people.

Not far from St. Charles, Bishop and his corps (including Bishop's wife, Joanne) posed for a film crew. They plied their oars in that red, misty sunrise, and thus they appear in the first episode of Ken Burns' 1997 documentary, Lewis and Clark: The Journey of the Corps of Discovery.

Glen Bishop had never intended to be a reenactor. “I figured reenactors were a bunch of old guys who were still kids and liked to go out and shoot their guns,” he says, smiling. “When I started building the boat, I had no vision of it being anything but a good promotional tool for St. Charles. We had no idea of its potential.”

Bishop conceived the idea of building the keelboat in 1982, during St. Charles' annual Lewis and Clark Rendezvous. Held each May, the festival features parades, craft booths, and reenactors, including an 18th-century military encampment. A friend in Washington, D.C., offered to help research the project and eventually found a set of plans (drawn by a naval architect as background material for National Geographic's book and article on the Lewis and Clark expedition) in the basement of the Smithsonian Institution. Armed with these drawings and a copy of William Clark's detailed field notes, Bishop began to plan a scale model of the keelboat.

Left: Sunlight peaks through the sail of Glen Bishop's keelboat. Above: The keelboat on the Missouri River in 1996. The 55-foot replica of Lewis and Clark's craft weighed more than seven tons and featured a collapsible mast to avoid overhanging branches.

By Terri McClain
"I didn't float it. I just wanted to test the plans," he says. "They say that Clark drew everything to scale, but he had no real instruments—he did it all by sight. He must have been fabulous."

Bishop began building the full-scale keelboat in his yard, with help from his brother, Gordon, B.S.B.A. '51, and some friends. In 1992, the Washington, D.C., parade committee invited historic St. Charles to participate in the July 4th celebration. The city decided to create a float using the keelboat, which was far from finished.

"The whole community came together. We raised $50,000 or so," says Joanne Bishop. "By the end of June the boat was ready. We hired a company to build the float and move it to Washington. We had Clydesdales from Anheuser-Busch to pull the float and four descendants of Clark riding on the boat with us. We won first place and best horse-drawn. That's what started us thinking about recreating the whole journey."

More parades followed, but the boat's popularity began to strain the Bishops' resources. In 1995, they founded the Discovery Expedition of St. Charles, pirogue, Bishop and the Discovery Expedition immediately began to rebuild. "You can't let a little thing like a fire stop you," Bishop said at the time.

"It's a good thing that the expedition only had three vessels," says Dayton Duncan, writer and co-producer of the Lewis and Clark documentary and co-author of the film's companion book (Knopf, 1997). "Or knowing Glen, if it had been a 40-boat armada he'd probably be setting 40 boats as his goal. He's sort of the Noah of St. Charles. I think it's wonderful what he does. It's a great American-type story where a guy

**IN 1996, BISHOP AND THE DISCOVERY EXPEDITION REENACTED A PORTION OF LEWIS AND CLARK'S JOURNEY UP THE MISSOURI RIVER.**

TRAVELING MORE THAN 800 RIVER MILES FROM WOOD RIVER, ILLINOIS, TO ST. JOSEPH, MISSOURI, TOOK MORE THAN SIX WEEKS.
gets it into his head that he’s going to build a keelboat and he’s going to get it out on the Missouri River—and then he does it. I’m in awe of his perseverance and dedication. Just building the first one was an incredible achievement. Then, of course, to have it burn—what a tragedy that was. At that point I knew enough about Glen to know he was probably already making plans to rebuild it.”

Bishop and the Discovery Expedition spend much of their time educating the public about the Corps of Discovery and its era. During a 1998 trip upriver in the pirogues, they spoke to more than 6,000 schoolchildren. Missouri awarded them the Show-Me Award for promoting tourism, and Dayton Duncan and Ken Burns honored Bishop at a local reception and documentary preview. “One of the reasons that we went back not only to St. Charles but to other places when our film was about to premiere was to honor and thank people like Glen and organizations like his who were so helpful to us in our filming,” Duncan says. “They are very generous people.”

After World War II, Bishop attended Washington University on the G.I. Bill. He had an aptitude for engineering, but, after the war, he says, “engineers were worth almost as much as common labor,” so he went to business school. “And it helped, because I’ve been in business, self-employed mostly. I prefer to work with my hands and can’t imagine not working with my hands.” With a smile, he adds, “But I can work with my mind if I have to.”

A building contractor for many years, Bishop opened a lighting-fixture store in the 1970s and then, upon acquiring an inventory of stained glass fixtures, decided to take up stained glass as an art. Finding no local outlets for tools and materials, he and Joanne opened the Glass Workbench on Main Street in St. Charles. Their daughters now manage the business; they sell glass, tools, and finished pieces, and offer classes in working with stained glass.

In retrospect, he says, “everything I’ve done has been kind of impetuous. I’ve never felt limited. If someone else can do it, I can.”

Bishop continues to embrace new challenges. He and his grandson recently began the painstaking restoration of a two-story, 19th-century log cabin he transplanted to the front yard of his historic St. Charles home.

The new keelboat will soon be finished and ready for another expedition, but Bishop has no plans to join the bicentennial reenactors. Instead, he intends to write a book about his experiences, focusing on the interesting and kind individuals he met along the way. “They all have their stories,” he says. “That’s what history is—people and their stories, ordinary people doing extraordinary things.” He laughs and adds, “Or just strange things.”

“Most of what’s happened to me happened by accident. You start something new because it seems interesting or it seems like the thing to do at the time, and you just don’t know where it will lead you. I like finding out. So I’ll just keep going and trying new things and see where it all takes me.”

Terri McClain, of St. Charles, is production editor in the Publications Office.
Sometime between our first year on the job and our first child, most of us shed the idealism that burns so brightly in high school and college. Not Renee Friedman. A partner in the distinguished Chicago law firm Katten Muchin & Zavis, Friedman has built a national reputation in public finance, working with public and nonprofit organizations to issue tax-free bonds for community projects.

Friedman's early idealism flared in high school, when she counseled potential draftees during the Vietnam War. Then, as an undergraduate, she worked as an ombudsman for senior citizens in the Illinois lieutenant governor's office. And at Washington University School of Law, she spent a summer as a public defender, handling appellate cases of indigent rapists, pimps, and murderers. There she discovered a limit to what she would do to help others: Advocacy for violent criminals was not for her.

What Friedman wanted above all was to be in a strong position to influence people's lives for the better. In fact, in both high school and college, she used to say that the best ways to do that were by being on the Supreme Court or teaching in preschool. In the classroom, she could begin to mold young minds and send children on, knowing she had helped lay a foundation for good citizenship. On the nation's highest court, she could participate in the most significant cases in the land, vote her conscience, write closely reasoned opinions, and thereby help to shape political and social processes. The late Justice William O. Douglas, one of the court's most liberal members, was a role model; she admired his affinity for the Constitution and the Bill of Rights, and his use of the law to improve society.

Now, nearly two decades after law school, Friedman in her own way follows Douglas' example. She likes the fact that her work is based on consensus rather than conflict. She helps clients—be they investment bankers, hospitals, or utility companies—raise money for worthwhile social improvements.

The wife of a professor and the mother of nine- and 12-year-old daughters, Friedman has also achieved a critical balance between idealism and practicality. Not only does her work contribute significantly to the greater good but it produces practical rewards for herself and her family. Friedman is one of 13 equity partners in a firm of 400 attorneys specializing in 40 fields of law; the firm provides a day and night staff of six associates, paralegals, and secretaries—and bills clients $315 an hour for her time.

Creating and protecting the niche she wanted has not always been easy. Friedman's first job after law school was with Borge and Pitt, an informal eight-partner Chicago public-finance boutique firm that "didn't even keep time sheets." Five years later, acknowledging the robust public-finance practice she helped to build, Borge and Pitt made her a partner.

Borge and Pitt merged with Katten Muchin & Zavis in 1987; in the midst of the process, Friedman's first daughter, Rachael, was born. She wanted to be with her baby, but to secure her place in the new firm, she had to be visible in the suites during the merger. Friedman cut short her three-month parental leave. "If you don't want to work full time or more, you are not seen as being dedicated [to the practice]," she says, adding that some senior partners were unable to empathize because...
their own wives had not worked outside the home when they were raising children. She was able to do it because both her parents and her in-laws lived in the area and helped every week with babysitting, and her husband had a relatively flexible schedule.

For all the paid hours Friedman logs—about 50 a week—she seems proudest of the results of her work in the nonprofit and public sectors, producing bond issues for everything from expansions and children’s museums to improvements in such mammoth projects as electric generation plants and multi-state health-care systems, as well as Chicago-O’Hare International Airport.

Helping the late director of the Chicago Lyric Opera, the legendary Ardis Krainik, and its board put together a $60 million bond issue to refurbish the opera house in 1994 was a particular pleasure. A highlight was a two-hour conversation with Krainik; Friedman explained the bond in summary form and in turn learned about the opera company’s history and promising future.

In addition to a public library and the many health-care facilities she has helped finance, Friedman is also very proud of the museums in and around Chicago that she helped finance: Barrington’s JFK Health World Museum, an interactive environment where young people can learn about healthy living, and DuPage County’s DuPage Children’s Museum, a hands-on center where youngsters learn about the world.

**As Friedman provided legal services**
to more and more institutions across the country, she constantly sought ways to bring her profession and her family life into balance. One such way was meeting other women in the firm over lunch to ponder common problems of being a parent.

“Everyone felt better after those meetings,” she says. “They reminded each of us that we were not alone.”

The sessions ended when one leader moved up and two moved on. Friedman expresses little interest in resurrecting the group, an attitude that seems to be shared by the other women attorneys. She senses less need for group support on the part of the younger women joining the firm, who consider individual mentoring and more effective mentoring to be more useful. The newcomers have few illusions about the conflict between billable hours and family and know their destiny is to work tirelessly at the expense of their personal lives.

“I think I was very naive when I started,” Friedman says. “I had no idea I would work this much as a lawyer.” All too often, she says, the precarious balance between work and family is upset, as she is forced to surrender evenings or weekends. “We are always at the beck and call of the client and the market.” On the other hand, she seems to relish the responsibility the job entails.

Today, with her daughters in school and her husband, Robert, hard at work on his teaching and research, Friedman has a modicum of spare time, which she uses to help others even beyond work and home. Recently she helped found the Interfaith Community Action Network (I-CAN), a consortium of churches, her synagogue, and an Islamic cultural center in Chicago’s northern suburbs. Its purpose: to coordinate social-service projects, to be a resource, and to represent member organizations to identify community needs. “It grew out of wanting to do something in addition to making bologna sandwiches for the homeless,” says Friedman, who also enjoys working in religiously-affiliated groups that celebrate the commonality and importance of ethics and justice among religions. She is also becoming active in a new group—United Power for Action and Justice, an ecumenical grassroots organization in Chicago.

So, if she could implement a change in her firm and profession, what would that be? “If a firm wants healthy and happy employees, it needs to treat each one as a whole person,” Friedman says. “If a business wants loyalty from its employees, it has to show loyalty to them.”

For Renee Friedman, the payoff is obvious: “The clients enjoy people who are better rounded.” Then the idealist adds: “If people are not willing to give up time to be with their families, what kind of people are they? And then, what happens to collegiality?”

Repps Hudson is a writer for the St. Louis Post-Dispatch.

Renee Friedman with Rachael, Leah, and her husband, Robert.
If Sam Guze has any concerns about psychiatry's future, they have nothing to do with the field's scientific basis. He and his colleagues in the Department of Psychiatry at Washington University School of Medicine have produced a mountain of scientific evidence to support their approach to the study and treatment of mental illness. The department has championed the "medical model" for psychiatry for nearly half a century.

During that time professionals have debated the validity of the medical model, or biological approach, which concludes that abnormal psychological processes result from abnormal brain function, versus psychoanalysis, which theorizes that mental disorders result from flawed psychological processes. Guze, the Spencer T. Olin Professor of Psychiatry and former department head, declares the matter decisively settled in favor of the biological approach.

"I take credit for the term medical model," says Guze, who was a pioneer in creating diagnostic criteria for psychiatric illnesses. "I came into psychiatry late in my career, and I couldn't ignore my training in internal medicine. I suggested we approach psychiatric patients the way general physicians approach all patients. That means trying to understand what the patient is experiencing and carrying out systematic physical and mental examinations.

"We think about psychiatric illness the same way we think about medical illness: There is a body and, very importantly, it includes a brain. The brain is the organ of the mind. It's how we think, where we think, where we remember, where we experience emotions, where we evaluate our lives and interact with other people.

"If you accept that, and further accept that many psychiatric disorders represent some abnormal function of the brain, there can't be any other kind of psychiatry but biological psychiatry," he says. "At Washington University we began with the conviction that as neuroscience developed we would see more and more ways in which our approach would be justified and ultimately vindicated. I think that's exactly what has been happening. Psychoanalysis no longer dominates American psychiatry departments as it did 40 years ago."

Although he credits psychoanalysis' founder, Sigmund Freud, for stimulating enormous interest in the study of psychiatry, Guze considers his ideas highly speculative. "Neither Freud nor his successors figured out how to test psychoanalytic thinking in a systematic, scientific way," he says.

The School of Medicine's biological approach to psychiatry, which took hold at Washington University in the late 1940s and early 1950s, traces its roots to 19th-century neuroscientists like Emil Kraepelin, a German who classified mental illnesses and wrote two monographs that Guze says are still worth reading, and Hannes Bleuler, a Swiss who coined the term schizophrenia and identified different forms of the disorder.

Changing people's minds about the validity of psychiatric medicine has always been part of Guze's work. He tells a story about some early research in the 1960s into the possible hereditary nature of alcoholism: "After a lot of negotiating with NIH [the National Institutes of Health], we got a grant. I
first study, bigger and better studies have shown a probable hereditary factor, or genetic predisposition, among women with alcoholism, too.

Guze and his colleagues had learned of a Danish psychiatrist who had accumulated a registry of adoptees—first for Copenhagen, and then for all of Denmark. He and some American colleagues were using the registry to study schizophrenia. "When I proposed that they let us use the registry to study alcoholism, they were kind enough to say yes," Guze says.

Other pioneering efforts of Guze and his colleagues include John Olney's work on glutamate systems in the brain—research that has triggered new ideas about schizophrenia. "Neuropharmacology [the development of pharmacological agents to stimulate chemical activity in the brain] has been a major highway to improving our insight into psychiatric illness," Guze says.

Despite decades of systematic research and testing to amass scientific evidence supporting psychiatric medicine, Guze says one group of people still needs convincing: managed-care providers. "In many managed-care organizations, the reimbursement system pressures psychiatrists to spend only 10 to 15 minutes with a patient," Guze says. "As a psychiatrist who's treated literally thousands of patients, I know that's ridiculous—it takes 10 minutes for a patient who's upset about something just to sit down, get comfortable, organize thinking, and start to talk.

"I teach our students and residents that good medicine, especially good psychiatry, demands that you not only talk with your patients, but also talk with their spouses, parents, siblings, sometimes even friends, because you want to understand as much as possible. Most managed-care companies won't pay for that. But I think it's going to change. More and more politicians are beginning to understand that a patient bill of rights is needed, and I think it's going to happen.

Guze, still very active in the department, passed the mantle of leadership of the psychiatry department in 1993 to Charles F. Zorumski, professor of psychiatry and neurobiology, psychiatrist-in-chief at Barnes-Jewish and St. Louis Children's hospitals, and a former student of Guze's. Zorumski, a renowned expert on depression and its treatment, is also—to Guze's delight—the first holder of the Samuel B. Guze Professorship in Psychiatry, established by Guze and his wife, Joy.

"My wife and I had started talking about the possibility of making some gift to reflect our gratitude to Washington University. I frequently like to remind my friend John Biggs [University trustee and chairman, president, and CEO of TIAA-CREF, the world's largest retirement system] that it was his management of our TIAA-CREF investments that allowed us even to consider a gift like this.

"I believe Washington University has been everything I could possibly want from a university. It educated me and my wife, and helped me educate my children. In the clinical departments it trained me first in internal medicine, then in psychiatry. It gave me a faculty position and rewarded me generously at every step of my career. And it supported the things I felt were important, even when many criticized what we were doing here. Now, we are widely recognized as one of the leading departments in the country.

"When they appointed me vice chancellor for medical affairs and president of the Medical Center in 1971, there was no way that the University could show respect and confidence in me to surpass that. "I think, on its present trajectory, the University soon will be universally recognized as one of the top universities in the world," he says.

Many of Sam Guze's admirers would give him a fair amount of credit for how the University has come so far, and its readiness to go still farther.
WU Alums Find Something Fun for Everyone

WASHINGTON UNIVERSITY is a moveable feast . . . and, WU alumni all over the country, it's coming to a location near you—if it hasn't already been there! We're talking about events arranged just for you through the Office of Alumni Relations. Recent examples:

• A guided tour of Under Water World, suburban Minneapolis' overhead aquarium, by biology professor Barbara Schaal, recently elected to the National Academy of Sciences.

• A talk to Washington, D.C., alums by Michael Isikoff, A.B. '74, the Newsweek reporter at the heart of the Clinton-Lewinsky matter.

• Evenings with the Saint Louis Symphony Orchestra on tour in San Diego and in Kansas City.

• A get-together for Blues-Blackhawks hockey in Chicago.

• A pre-performance dinner with Performing Arts chair Henry Schvey at the Cincinnati Shakespeare Festival.

• Lectures by senior faculty in Atlanta, Boston, Cleveland, Dallas, Denver, Houston, Miami, Phoenix, San Antonio, and Seattle.

March 20, a brilliant Saturday on the cusp of Spring, provided perfect baseball weather for 280 WU alumni and friends attending the second annual Washington University Day at Roger Dean Stadium, site of the St. Louis Cardinals' spring training camp in Jupiter, Florida.

The score was okay, too—the Cards beat the Montreal Expos 7-4—and Mighty Mark McGwire pounded two moon shots, one of them off Mike Thurman, the unlucky Expo who also gave up number 69 to Big Mac in the last game of the 1998 season.

Up on the party deck, Fred Hazen, J.D. '66, and Trustee John K. Wallace, Jr., M.B.A. '62, hosted lunch, and Larcenous Lou Brock, National League champ for career stolen bases (938), signed autographs for WU admirers.

There's a Spring Training mailing list! Call Steve at 314-935-5212 or e-mail alumni_relations@notes.wustl.edu.

A spring morning in San Francisco's burgeoning South of Market area with . . .

Impressionists in Winter: effets de neige

. . . at the Yerba Buena Center for the Arts. Bay Area Club chair Shirley Simpson Juster, A.B. '69, arranged a guided tour of the exhibit—which featured winter scenes titled or subtitled effet de neige (snow effect) by Monet, Pissaro, Sisley, other Impressionists, and even a very young Gauguin—for 50 alumni and guests on Saturday, April 3. Afterward the group dined at Annabelle's Bistro.

The Center's Galleries and Forum building were designed by former Washington University faculty member and Pritzker Prize-winning architect Fumihiko Maki, who also designed the University's Steinberg Hall, and the forthcoming Visual Arts and Design Center.

Neige sages—WU alumni and friends—gather at the Yerba Buena Center for the Arts.
President George Bush, shown with then-Chancellor William H. Danforth, greets thousands of students and guests in the Field House in February 1989. He later called WU student volunteerism exemplary.

**Bush to Keynote Founders Day**

**DATELINE: ST. LOUIS**—A thousand points of light will rekindle for the Washington University community when former President George Bush keynotes the 1999 Founders Day celebration, scheduled for Saturday evening, October 30, in St. Louis.

President Bush is no stranger to Washington University. Early in his term, on February 17, 1989, he visited the University, becoming the first sitting president ever to do so, and delivered an address on student volunteerism, as part of his "Thousand Points of Light" initiative.

He also took part—along with Democratic candidate Governor Bill Clinton of Arkansas and Reform Party candidate H. Ross Perot—in the first Presidential Debate of the 1992 campaign, held in the Field House on October 11, 1992. The event was telecast to millions worldwide.

Recent Founders Day speakers have included Lady Margaret Thatcher and General Colin L. Powell, former chairman of the U.S. Joint Chiefs of Staff.

**OSCAR**

The 1997–98 Washington University Honor Roll of Donors staff apologizes to the following WU alumni and friends for learning at their expense:

- John G. Davis, A.B. '96, who should have been listed as an Arts & Sciences Century Club member.
- Esther M. Haskvitz, A.B. '76, of Peterborough, New Hampshire, who should have been listed as an Alumni and Parents Admission Program member living "outside APAP Committee Areas."
- Barbara Marx, mother of Laura Marx, A.B. '01, who should have been identified as a member of the Parents Council in the caption of a Chancellor's Reception photograph.
- Walker A. Mier, B.S.E.E. '38, who should have been listed as a School of Engineering and Applied Science Century Club Fellow.
- Carolyn Robinowitz, M.D. '64, who should have been listed as co-chair of the Washington, D.C., William Greenleaf Eliot Society committee.
- Professor and Mrs. Harold L. Rosenthal, who should have been listed as Arts & Sciences Dean's Committee members.
- James L. Viani, J.D. '57, whose name should have appeared with those of his fellow donors under "School of Law, Class of 1957" in both the 1996–97 and 1997–98 Honor Roll of Donors.

Again, apologies to all, and many thanks for your gifts of time and treasure to Washington University.
Thank you for your patience!

Dear Readers:

Having experienced an unprecedented number of ClassMates submissions in recent months, we are doing our best to print as many items as possible, in the order received, in each issue of Washington University Magazine and Alumni News. We greatly appreciate your patience over the next few issues, and don’t hesitate to send us your important news!

Jim Russell
ClassMates editor

Josephine Prall, UC 36, celebrated her 88th birthday on Oct. 3, 1998. She lives in Spartanburg, S.C., and is active in her church. She says she would enjoy hearing from her classmates.

Charles A. Sheuman, LA 36, GR 41, is retired and says it’s “great—no responsibility but to rustle up the rent each month!”

Robert T. Schwartz, EN 38, is retired deputy director of the U.S. Air Force Systems Command’s Materials Laboratory; the Robert T. Schwartz Engineering Achievement Award for the Outstanding Materials Engineer of the Year has been created in his honor.

Mary Coopland Smith, LA 40, is co-founder of a cooperative art gallery called Art Essence Gallery. She is painting in acrylic, oil, and watercolor. She lives in Mentor, Ohio.

George L. Trigg, LA 47, reports that the last of 23 volumes of the Encyclopedia of Applied Physics (Wiley-VCH), on which he served as editor, was published in March 1998.

Melvin H. Ehringer, LA 48, GR 48, has published a second book, Memories from Grandpa.


Patricia Cavner Seyfried, FA 50, has a mosaics studio in Palm Desert, Calif., after moving from St. Louis in June 1998.

Maurice A. Harris, LA 51, was elected president of the World Boxing Hall of Fame.

Margaret T. Inglis, LA 51, lives in a new home built by son Mark near their previous home, in Richland, Ind. “It’s on a hill with a view for miles—quiet, easy to keep, our true retirement home!”

Jack Meyer, LA 51, retired from law practice and is working as a docent at Houston’s Fine Arts Museum. “I’m having a ball,” he says.

Edward J. Thias, AR 51, had a watercolor painting of St. Mark’s Church, Venice, Italy, displayed at the Kodner Gallery of Masters and Rare Art, in Ladue, Mo.

Virginia K. Brady, LA 53, is Pequea (Penn.) Township supervisor and current chairperson of the Board of Supervisors.

Bernard Stein, LA 53, serves on the boards of Sherwood Forest Camping Service, the St. Louis section of the American Camping Association, and Temple Emmanu-El, and he works as a volunteer with the Better Business Bureau and Reading Is Fundamental.

Norma Alexander Foreman, NU 54, retired in January 1998 from full-time nursing, but continues to work on an “as-needed” basis. Her husband, Burdell, is a retired farmer. They have three daughters and nine grandchildren. They live in Nebo, Ill.

Carl J. Barrera, LA 57, LW 59, retired in 1998 from Metropolitan Life Insurance Company as vice president and associate general counsel, in the law department, after 26 years of employment.

Robert L. Gentsch, LA 57, GR 63, was re-elected to a fifth term on the St. Clair County Board. He lives in Belleville, Ill.

Ferdinand Del Pizzo, LA 58, has practiced for 30 years of medical practice in obstetrics and gynecology.

Robert Edelman, LA 58, MD 62, retired a five-year, $5.8 million research contract from the National Institute of Allergy and Infectious Diseases to develop and test improved vaccines for the elderly. He is professor of medicine and associate director for clinical research at the Center for Vaccine Development at the University of Maryland School of Medicine, in Baltimore.

Jack C. Burton, EN 59, retired last year as probation officer-in-charge for the Edgartown District Court, in Edgartown, Mass.

Nick Stein, GB 59, reports that he and wife Margaret celebrated “50 years of joyful marriage” on Nov. 20, 1998. They have six children and nine grandchildren.

Ronald J. Glossop, GR 60, professor of physical education and coordinator of physical studies at Southern Illinois University at Edwardsville, retired in December 1998 after 38-plus years of teaching at three universities. He is author of three books and more than 40 articles in professional journals. He is also first vice president of the World Federalist Association and chair of the Greater St. Louis Chapter of the World Federals.

Don M. Schlueter, EN 60, is president and CEO of Production Tool Corporation, in La Grange, Ill. He and his family now live in La Grange.

William T. Braun, MD 61, retired in late 1997 after 30 years of radiology practice in Wichita, Kan.

Sam Mirkin, LW 61, reports that he is still practicing law with his son “and enjoying it.” He visited Naples, Fla., southern France, and Thailand last year.

Kite Singleton, AR 61, started a business focusing on urban design and architecture in Kansas City, Mo., in June 1998. He was appointed chair of the Brownfield Commission of Kansas City, Mo., overseeing the distribution of federal subsidies to developers working on environmentally contaminated sites in Kansas City’s urban centers.

Evelyn Selzer Wilk, LA 61, moved to Rochester, New York, five years ago to join Xerox Corp.; she is solutions manager for Xerox Business Services, managing design of outsourcing solutions for document management and knowledge sharing in the education, legal, and government sectors.

Earl Blodgett, GR 62, GR 86, was named an outstanding faculty member in the Math/Science Division of the College of Arts and Sciences, managing design of outsourcing solutions for document management and knowledge sharing in the education, legal, and government sectors.

John Roeder, LA 62, is as an outcomes analyst at the California Medical Association. He has been in the outcomes analysis field for over 20 years and is now a full professor.

Jeff Davis, LA 63, is living in the mountains near Datil, N.M. “No honors that I can recall in the last few years,” he says. “I never fully recovered from the ’60s, for which I thank God!”

Michael Brown, LA 64, is in his 26th year as head of upper school at the Wheeler School, an independent co-ed day school in Providence, R.I. He also has produced a CD-ROM on World War I, Cease Not to Cry. E-mail: brown8997@aol.com.
Phyllis Brasfield Liebson, LA 64, is author of a mystery novel, Moonlight Intrigue, published under the name P.J. Grady in April 1999 by Avocet Press.

Morton E. Smith, HS 64, professor emeritus of ophthalmology and pathology and associate dean emeritus of the School of Medicine, became the chairman of the American Board of Ophthalmology in January 1998.

Janet (Fante) Huffman, AR 66, is co-founder with Laurie Sperling, GA 79, of the Health, Education, and Research Association, Inc., which programs, plans, and designs high-tech and research facilities. She returned to St. Louis after almost 30 years in Cambridge, Mass.

Jill Kroeger Beckner, FA 66, earned awards for her life-sized bronze dachshund, "A Good Life," at the National Academy Museum, in New York City; the Hill Country Arts Foundation, in Nags Head, N.C.; and the National League of American Pen Women, in Springfield, Alaska; and at Seaside Art Gallery Sixth Annual International Miniature Exhibition, in Nags Head, N.C.

Phil A. Sher, BU 66, celebrated his 10th anniversary in May 1999 as president of Datamarq, a company with Wife Marie and son Daniel. He now lives in Anchorage, Alaska.

Fred Siskind, LA 66, married Jelena Ripko on Oct. 19, 1997 and is now the father of 7-year-old Vlad Ripko. They live in McLean, Va.

Helaine Schwartz Betnun, LA 67, SW 69, has been married for 27 years to Nate Betnun; their daughter Miriam is a sophomore at St. Louis direct marketing services and accounting and information systems department at Temple University, where she received the Vincent C. Immel Alumni Merit Award from Saint Louis University.

He lives in Hudson, Ohio.

Robert Austin Bealmeur, AR 68, GA 68, was named marketing and operations director for the Nashville (Tenn.) Chamber Orchestra in August 1998.

Tim Barnhart, LA 69, has retired from the practice of law; he was honored by the Certified Financial Planner Board of Standards for his article on mandatory income trusts, which appeared in the June 1998 issue of Estate Planning magazine.

Martin W. Ross, GR 70, is resident vice president and branch manager at Merrill Lynch, in Richmond, Va.

Stuart Smolkin, LA 70, is marketing strategy manager for Infralox, Inc., a privately held manufacturing company in New Orleans, La. He also reports that his eldest son, David, was bar mitzvahed in 1998. E-mail: ssomlkin@iatram.com.

Veronica Benning, FA 71, lives in Florida, where "both brothers and parents also live. I am painting and exhibiting my work and am grateful for my fine arts education at WU," she says. She has taught at Tyler School of Art, at Temple University, where she received her M.F.A., and at the University of Maine. She also was an associate professor at the Maine College of Art.

Alan W. Friedman, GR 71, reports that his son Ray is at law school at Stanford University; daughter Rachel has begun a fashion career in Los Angeles.

L. Dean Samuel, Jr., GB 71, is owner of Samuel Music, a retail music company with stores in Elkhart, Michigan, Spring Bay, Ill., and Peoria, III.

James Heintz, BU 72, moved from the University of Connecticut to the University of Kansas, as director of the accounting and information systems division in the School of Business.

Deborah Sneavey Lumia, LA 72, GR 75, completed 23 years with the U.S. Geological Survey in upstate New York. She has been married for almost 10 years to "a fellow hydrologist I met at the Survey" and they live with their "two lovely cats."

Susan Brast-Sloan, LA 72, is a school psychologist and has received approval as a nationally certified school psychologist. She was elected to serve on the executive committee of the Phi Beta Kappa Association of the Chicago area. Her daughter attends WU as a Mylonas scholar, and her son, an artist, and musician, is a high school junior.

Janet Fleischmann Appel, LA 73, is an assistant district counsel with the Office of Chief Counsel, Internal Revenue Service, in Manhattan; she is in charge of a group of attorneys and support staff who litigate tax court cases.

She says, "My demanding and successful career still leaves time for my two terrific children, Aaron, 17, and Jacqueline, 13, who bat mitzvahed in Israel."

Thomas W. Simon, GR 73, was awarded a spring 1999 Fulbright Fellowship to Slovenia to teach philosophy of law, comparation of constitutional laws and philosophy at the University of Ljubljana. He is a professor of philosophy at Illinois State University, in Normal, Ill.


Robert Godman, LA 74, is married to Pamela Gulick; they have a son, Justin, born in 1990, and a daughter, Emily, born in 1992. They lived in Paris, France, from 1993 to 1995. He is vice-chairman of the photography department of Parsons School of Design, in Paris, from 1992 to 1994. He is now a "top producer" real estate agent at realichert realtors, in Westport, Ct.

Rob March Harper, FA 74, showed 18 small oil paintings on mahogany/teak panels at the Rosewood Arts Centre Gallery, in Kettering, Ohio, in January and February 1999.

Branch Morgan III, LA 74, won a six-week 1998 summer grant to study Mexican art and culture in Mexico City and Taxco, Mexico. He is completing his 24th dance season with the Eva Anderson Dancers. He lives in Baltimore and he also conducts area dance master classes and workshops.


Deborah Heltzer, LA 75, lives with her two children, Nyrra, 8, and Joss, 5, in Albuquerque, N.M., where she heads up the Office of Evaluation at the University of New Mexico School of Medicine. She teaches public health and wellness to patients at an exception teaching award from the School of Medicine.

Mark Kaufman, LA 75, SW 77, LW 79, is on faculty in the social work department at Washington University. He lives in Topokea, Kansas, with his wife and stepdaughters. E-mail: kaufmanmark@yahoo.com.

Edward Lammer, LA 75, received the F. Clarke Fraser New Investigator Award for excellence in research on abnormal development. The award recognizes achievement during the first years of his career; he is director of medical genetics and director of the Craniofacial Anomalies Center at Children's Hospital, in Oakland, Calif. He lives in Berkeley with wife Dbysi Machta and children Aaron and Ellie. "And I am still an unre­pentent Deadhead," he reports.

Steve Lefton, BU 75, is certified in high and low 22 years on active duty. He now lives in Anchorage, Alaska, with wife Marie and son Daniel. He is on staff at the Alaska Native Medical Center, where he treats indigenous populations.

Amelia Chaiklin, FA 77, received a 1998 artist fellowship for the Women's Studio Workshop, in Rosendale, N.Y. for two years on active duty. She now lives in Anchorage, Alaska, with wife Marie and son Daniel. He is on staff at the Alaska Native Medical Center, where he treats indigenous populations.

Amy Chaiklin, FA 77, received a 1998 artist fellowship for the Women's Studio Workshop, in Rosendale, N.Y.

Rachel (Adler) Hays, GB 77, is a principal at William M. Mercer and part of the National Business Development Corporation. She has a 1-year-old daughter. She has renewed my commitment to singing as a member and chair of the board for Boston's Chorus pro Musica.

Marilyn Rose, FA 77, has moved with her three sons—Adam, 11, Daniel, 10, and Isaac, 7—to West Caldwell, N.J. She has her own graphic design firm, specializing in both editorial and corporate design.

Karen Von Der Bruegge, GB 77, was named one of the "Fifty Women Who Make a Difference" by Women's News of the Midwest. She lives in Memphis, Tenn.

David L. Bondor, SI 78, was appointed by the National Fire Protection Association to the Technical Committee on Detention and Correctional Occupancies of the association's Life Safety Code. Bondor is a senior loss control representative for the Public Sector Services Division of the St. Paul Insurance Company, in San Anto­
Alison Van Dusen, EN 83, is president of the National Park Service ranger rount west. E-mail: alison_van_dusen@yahoo.com.

Amol Saxena, LA 84, is a podiatrist at the Lightfoot Foot and Ankle Update conference that raised $10,000 for his alma mater Scholl College of Podiatric Medicine’s residency fund. He and wife Karen Palermo, EN 85, have three children. E-mail: heyxase@aol.com.

Graydon John Forrer, LW 85, is director of executive communications at Monsanto, in St. Louis.

Mark Magnnusson, MD 85, is an associate professor at the University of Pennsylvania School of Medicine and a pediatrician at Children’s Hospital of Philadelphia. He is also medical director for home care case management and the spina bifida program.

David V. Bailey, LW 85, and wife Linda have a daughter, Emmi Elise, born Aug. 24, 1998. David is director, executive compensation, for Pitney Bowes, Inc.

Mark A. Edelman, LA 84, is a staff writer for www.sportsonice.com, a new online alternative sports magazine. "If you’re looking for refreshing, innovative writing on sports, check out Sportsonice," she says.

Keith A. Wigington, BU 85, was appointed group vice president at General Electric at Hager Companies, a St. Louis-based major manufacturer and marketer of architectural, residential, and consumer hardware.

Mark A. Edelman, LA 86, has a son, Zachary Reid Edelman, born Aug. 28, 1998. Mark is director of International Radiology at Rush North Shore Hospital, in Skokie, Ill.

Doug Fisher, EN 86, and wife Ray Ellen have a son, Chad Elliott, born Oct. 16, 1998; he joins brother Evan Benjamin, 3. They live in Baltimore, Md. E-mail: midawg@aol.com.

Crey Houghtaling, EN 86, SI 91, works for Boeing Corp., in St. Louis. His wife, Kay Houghtaling, EN 86, "is staying home with the kids": Kaytin, 3, and Jessica, 7. E-mail: creigkay@aol.com.

Leon M. Bibli, LA 87, is CEO of Lightstyles/USA, a lighting manufacturer and importer that sells to mass retailers. He lives in New York City with his wife, Stacey. He also is a member of the Young Presidents’ Organization of Metropolitan New York.

Joseph G. Brin, AR 87, has launched Pivotal Design, an innovative design collaborative. Single
For Charitable Gift Annuity rates
See page 9

Robert S. Brookings
Your Legacy Can Endure

For Charitable Gift Annuity rates, see page 9

BROOKINGS PARTNERS
Recognizing the importance of Planned Gifts
Washington University in St. Louis
and combined services include architecture, exhibit design, web site design, photography, and fine woodworking. The firm’s web site is www.pivotaldesign.com.

Clyde Danganan, LA 87, and Karin (Riley) Danganan, LA 88, have a son, Michael Edward, born July 19, 1998. They live in River Forest, Ill. Karin is a marketing manager with The Quaker Oats Company, and Clyde is a programmer analyst with Comdisco.

Daryn (Goodman) Harrington, EN 87, married Doug Harrington on July 27, 1997; she received her M.S. in quality management from the Falmouth Institute for Quality Management in May 1997.

Caryn Jackson, LA 87, LW 91, married Ted Hall on June 20, 1998, in Annapolis, Md., where they now live.


Brian Peasee, EN 87, and Chestra Jo Becker Peasee, LA 87, have a son, Thomas William, born Sept. 2, 1998. He joins Frank S., Kent, 4, and Irene, 1. Brian is resident engineer at Visteon, a division of Ford Motor Co., in Albuquerque, N.M.

Keith A. Savage, LA 87, received a master’s of divinity degree (cum laude) from the Samuel Dewitt Proctor School of Theology at Virginia Union University in May 1998.

Darren Shepard, EN 87, and wife Debra, BU 88, are now living in Columbus, Ohio, with their two daughters. E-mail: dshep117@aol.com.

Mark W. Wong, LA 87, graduated in May 1998 from the University of Baltimore with an M.S. in applied psychology. He is living in Ruxton, Md., and building a career in biological psychology and rehabilitative medicine.

Beth Lynn Applebaum Bimston, LA 88, and David Noel Bimston, LA 88, have a daughter Danielle Robyn, born Aug. 22, 1998. David recently completed a residency in general surgery at Northwestern Memorial Hospital, in Chicago. In June 1999, they moved to Los Angeles, where David began a fellowship in surgical oncology at City of Hope National Cancer Center. E-mail: dbimston@nwwu.edu.

Jose O. Calderon, BU 88, lives in Miami, Fla., with wife Ranae, son Brandon, and daughter Marissa Ranae, born July 17, 1998. Jose has been a pharmaceutical consultant for six years and is now with SmithKline Beecham Pharmaceuticals.

Paul George, GR 88, has a travel agency in India, called George Travels and Tours, promoting “tailor-made” tours to Kerala, India. Web site: www.taste-india.com.

Pamela Grossman, LA 88, is working as a journalist in New York City; a manuscript of her poetry is due to be published this year by Linear Arts Press. E-mail: pamelabeti@mindspring.com.

David Guthridge, LA 88, is technical support engineer for the Great Lakes states at ServiceMaster Education Management Services. "My primary responsibility will be to cost out new business for the

WASHINGTON PROFILE

Lisa Markowitz Feldman B.F.A. '91

Making the Complex Clear and Timeless

Design without the aid of computers is unthinkable to most people today. But Lisa Feldman, who graduated in the last class to learn design without computers, believes the way she learned had many benefits.

Although she relies on the computer now, Feldman says Professor Sarah Spurr's focus on hand-rendered typography and on how a designer organizes information laid the foundation for all her design work. "For me, design is about organizing information—making complicated things clear and elegant and timeless," Feldman says.

Feldman's training and philosophy fit perfectly with her art, the design of image-rich art books and museum catalogs. "When I design [these materials], the emphasis is on the art," she says. "I don't want to distract from the art's integrity, so the challenge is to design a book that feels so natural that the reader isn't aware of the design."

Feldman had a sense of what she wanted to do even as an undergraduate—her senior thesis project was a series of small books on the history of design and typography. She also obtained design experience through internships in the WU Publications Office and a design studio in her native New York.

After graduation, she moved to Washington, D.C., for her first design job. One project involved developing a series of six posters for the 52nd Presidential Inauguration; one received the 1993 Outstanding Design Award in Urban Art International's "World's Most Memorable Poster" competition.

Later Feldman moved to another Washington firm, Meadows & Wiser Graphic Design, where she first tried book design and fell in love with the process and product. "One reason I love book design so much is that it has longevity, as opposed to designing something that is quickly thrown away," Feldman says. "Book design is usually a longer process, too. I spent one whole year designing the book Andy Warhol Prints (D.A.P.-Distributed Art, 1997) which is over 300 pages long and has 1,100 images."

It was this affinity for book design that prompted Feldman in 1995 to start her own business, Lisa Feldman Design, Inc., in New York. "While at Meadows & Wiser, I realized how much I enjoyed designing books, especially art, architecture, and photography books," Feldman says. "Having my own business allows me to be specialized and focus on what I love most." Also in 1995, she married fellow WU alum Andy Feldman, A.B. (history) '90.

Other career highlights include designing Front Pages Nancy Chunn (Rizzoli, 1997), which received honors including an American Institute of Graphic Arts (AIGA) "50 Books/50 Covers 1997" award, and Intra-Venus, a catalog of the work of artist Wilke, which won an AIGA "Design of Understanding 1996" award.

Feldman occasionally takes a non-book project, like designing wine labels and packaging for the vineyards of fellow alumnu Bruce Schneider, A.B. (history) '91.

But her design work becomes most real to her when she's teaching design workshops at the Aldrich Museum of Contemporary Art, in Ridgefield, Connecticut; mentoring college students; or introducing art to elementary-school children.

"I've always enjoyed talking to students about what I do every day," Feldman says. "Talking about it puts it into perspective and allows me to take a step back from my work and appreciate more what I'm doing with my life."

—Kristin Bakker
sales team. Once sold, I will then start up that business and then hire a partner to become my manager. I will also be responsible for providing technical support and training to existing accounts," he says.

Janet Highfill, LA 88, and husband Billy Bob Bowser celebrated their fifth wedding anniversary and the birth of their fourth child, Wanda Sue. "Life on the ranch in Colorado has proven full and fruitful. Janet stays busy managing the kids and the finances, and Billy Bob chases the cattle.

Kathryn Jill Karp, LA 88, and Andrew Cohen have a son, Oliver Karp Cohen, born May 1, 1998. They live in Manhattan, where Kathy is a writer/producer for the Food Network. E-mail: kathykarp@yahoo.com or kohenfoodtv.com.

Sandra Mahoney, LA 88, and husband Sean, EN 95, GR 95, live in Corona, Calif., where Sandra is director of marketing for Carter's Credit, and Sean is an integrated product team leader at Gentex Corp.

Tracy Feldman Martin, FA 88, is married to Bradley Martin; they have one daughter, Sydney Faith, 2. They live in Wilmette, Ill.

James W. Nelson, AR 88, is architecture program director at the department of architecture and landscape architecture at North Dakota State University, in Fargo. He is co-owner of the firm Atelier Klamavisho, which received a special recognition award from the North Dakota AIA for the Re-Imagining Downtown project for Grand Forks, N.D., in the wake of the 1997 flood.

Eric Peterson, LA 88, was named a principal of Architectural Alliance, a 70-person Minneapolis-based architectural firm. He is the firm’s manager of development and landscape architect at North Dakota State University, in Fargo.

He is co-owner of the firm Atelier Klamavisho, which received a special recognition award from the North Dakota AIA for the Re-Imagining Downtown project for Grand Forks, N.D., in the wake of the 1997 flood.

Amy Brisben, LA 90, EN 90, received a Ph.D. in biomedical engineering at the Johns Hopkins University in May 1998 and gave the graduate student speech at the Commencement ceremony. She is a research and development engineer for Baltimore Biomedical, Inc.

Louisa Lori Carl, LA 90, works for the Audubon Expedition Institute, a traveling college program based in Belfast, Me., and a member of a group of cooperative artists’ gallery called Gallery 407, in Rochland, Me. She had two group shows and one two-person show in 1998.

J. Jeffrey A. Koch, GR 89, and wife Tracy have a son, Ryan Daniel, born Nov. 23, 1998; he joins brother Peyton Robert, 2. They live in Sioux Falls, S.D. Craig is an assistant U.S. attorney with the U.S. Department of Justice in South Dakota, where he heads the bankruptcy fraud task force. He was named in September 1998 to the College of Scientists Dean’s Advisory Board at Eastern Illinois University, where he was a 1995 distinguished alumnus. He was promoted to Captain in the U.S. Reserve Judge Advocate General’s Corps. E-mail: gaumds@gandals.org.

Jeffrey A. Koch, GR 89, and wife Tracy have a son, Ryan Daniel, born Nov. 23, 1998; he joins brother Peyton Robert, 2. They live in Sioux Falls, S.D. Craig is an assistant U.S. attorney with the U.S. Department of Justice in South Dakota, where he heads the bankruptcy fraud task force. He was named in September 1998 to the College of Scientists Dean’s Advisory Board at Eastern Illinois University, where he was a 1995 distinguished alumnus. He was promoted to Captain in the U.S. Reserve Judge Advocate General’s Corps. E-mail: gaumds@gandals.org.

Robert Mullenger, EN 89, reports that he and wife Rhonda traveled around the world last year. “We had a great experience exploring France, Africa, Asia, and Australia before returning to the U.S. in September,” he says. E-mail: robert.mullenger@exxon.com.

John E. Neel, GA 89, is a project manager with Greenberg Ferrow Architectural, responsible for projects in Alaska, Washington, Idaho, and Oregon. He lives in Fullerton, Calif.

Lisa Rottenberg, LA 89, married David Yellin on Sept. 6, 1998, in Philadelphia, Penn. They live in New York City, where David is an investment consultant for Dresdner Kleinwort and Lisa is director of marketing for Yale Roe Films. Lisa is also a certified personal fitness trainer and NYC Marathon runner.


Barahby Horton, LA 90, was elected in November 1998 to the Connecticut House of Representatives after winning the Democratic nomination in September. E-mail: BC.Horton@aol.com.

Staci Flaxman Katz, LA 91, and husband Joel have a son, Benjamin Aaron, born in July 1998. They live in Berkeley, Calif. E-mail: flaxkatz@aol.com.

Jaimy Levine, LA 91, and Jeffrey Hamburg, LW 95, have moved from Washington, D.C., to Chicago. Jaimy practices environmental law at Mayer, Brown and Platt. Jeff is a corporate lawyer at Interstate National Corporation, a subsidiary of Fireman’s Fund. They are planning an August 1999 wedding. E-mail: jaimlev@mayer-brown.com and jhamburg@jigover.com.

Daniel Fletcher Soteres, AR 91, received an M.P.H. degree from Tulane University School of Public
Advocate for the Elderly

A mericans prefer not to think about aging. "We believe that old is weak, old is unattractive, old means losing rather than gaining," explains Faith Dunne. As a social worker whose private practice focuses on geriatric care management and legal guardianship, Dunne is dedicated to maintaining a high quality of life for her elderly clients—many of whom, she knows from experience, don't fit these stereotypes.

"I'm an advocate," explains Dunne, who lives in Tampa, Florida. The state has one of the largest elderly populations in the country. "I help arrange medical care, pay bills, sometimes invest assets. I can provide a very full range of services. Or I might play a more limited role. There are cases where all I do is pay the bills, and the family takes care of everything else. Or where the family handles all the finances, and I look after medical care."

Typically, Dunne is called in after a crisis or incapacity occurs, especially when a family can't meet an aging parent's needs by themselves. In one case, a daughter had very little contact with her mother—until her mother's health deteriorated. The daughter lived in California, her mother lived in Florida, and in part because of that distance "a guardianship was necessary," according to Dunne. While the daughter handles her mother's finances, Dunne manages the day-to-day details that can best be addressed in person: "her medical care, where she lives, and her personal life."

Even in families who are geographically close, caring for elderly parents alone can be challenging. "Often you have a woman in, say, her 60s, with children and grandchildren and an aging parent, and she feels she has to decide, where do her loyalties lie? Whose life can she be part of?"

Dunne's interest in social work began in childhood. "My father was a hospital chaplain, and I was intrigued by the stories he told about medicine and counseling. I wanted to do something that would help other people, too—and that would express my Christian faith."

She was drawn to the George Warren Brown School of Social Work by its strong reputation, as well as by two fellowships that made her education more affordable. "Washington U. is an excellent university. I really enjoyed my time there," she says. She also enjoyed the cultural diversity of St. Louis, where she saw her first ballet and attended Saint Louis Symphony concerts.

After graduation, Dunne's love of the arts led her to New York City, where she served as a medical social worker at Columbia Presbyterian Medical Center. There she met her husband, neurologist Peter Dunne. Together they moved to Florida in 1974, in part to be closer to their aging parents.

Once in Florida, Dunne's interest in the elderly grew. "Being an advocate for people in the system is something I really love doing. And for the elderly in Florida there's a tremendous need for advocacy." Dunne spent many years as director of a guardianship program run by Lutheran Ministries of Florida. When she left that position to care for her own mother, she began receiving referrals for potential clients and ultimately started her own practice.

Dunne advises those with aging parents—and those facing aging themselves—to keep an open mind about the process. "Don't stereotype it," she says. "Keep communication open, remain close and caring, learn community resources. Then if a crisis occurs, you'll be prepared and can be supportive."

—Janni Lee Sinner, A.B. '89

WASHINGTON PROFILE

Faith Dunne M.S.W. '62

WASHING TON UNIVERSITY

Summer 1999
practicing law in West Palm Beach, Fla., for a civil litigation firm. His wife, Ellen have a daughter, Alexis Leigh, born May 21, 1998. They live in Morris Plains, N.J.

Carol Ann Trautner Kesler, BA 95, received a master's of architecture degree from Texas A&M University in May 1998. She married Stefan W. Kesler on Aug. 8, 1998, in Cheyenne, Wyo. E-mail: sww4821@ac.tamu.edu.

Rebecca Machtinger, LA 95, SW 98, married Jamon Heller, LA 95, on June 21, 1998, near Chicago. Jamon is manager, Bear Communications for Build-A-Bear Workshop, a St. Louis-based retail entertainment chain.

Deb Reckase, LA 95, GR 96, is in her second year of teaching seventh grade science at Cross Keys Middle School in the Ferguson-Rosslorant School District, located in St. Louis County.

Deena Samberg Shesky, LA 95, and Doug Shesky, EN 95, moved to Evanston, Ill., with their dog, Dallas. Doug is an M.B.A. student at the Kellogg Graduate School of Management, and Deena is a campaign associate for the Jewish Federation of Metropolitan Chicago. E-mail: d-shesky@jufw.org.

David Skaggs, GA 95, and wife Kim have a son, Kyle David, born Oct. 21, 1996.

Ryan Thomas, EN 95, married Donna Begley on Sept. 5, 1996. Ryan is the city engineer for the city of Wildwood, Mo. The couple spent their honeymoon on the tropical Portuguese islands of Madeira and Porto Santo. They live in the Boulder, Colo., area.


Andrea K. Stonecipher, LA 94, MD 98, married Nigel C. Wakelin, LA 93, on May 28, 1995, at Graham Chapel. They now have a daughter, Elizabeth. The couple spent their honeymoon on the tropical Portuguese islands of Madeira and Porto Santo. They live in the Boulder, Colo., area.

Barbara Flory, SW 96, presented "Heritage House: A Step Beyond the Best Interests of the Child," at the 12th National Conference on Child Abuse and Neglect. The focus of the presentation was system court reform through community collaboration. Heritage House, a supervised access and custody exchange center, is a joint effort of Provident Counseling, where Barbara is employed, and the Twenty-second Judicial Court of Missouri, St. Louis City Family Court.

Paul Segura, EN 96, and wife Lynn have a daughter, Rachel Catherine, born Aug. 28, 1998. She joins sister Allison.

Xiao-Tian Wang, GM 96, received a 1998 Solvay Pharmaceuticals Students Research Fellowship, awarded for research on inflammatory bowel disease. She is pursuing her M.D. at the Mount Sinai School of Medicine, in New York City.

Ritik S. Chandra, LA 97, began his first year at Washington University School of Medicine in 1998. E-mail: chandrir@msnotes.wustl.edu.

Rouman Ebrahim, LA 97, joined the Los Angeles County Attorney's Office as a deputy district attorney, assigned to the East Los Angeles area office.

Wendy Monso, GB 97, was honored by the YWCA of Metro­politan St. Louis in December 1998 as a 1998 YWCA Special Leader. She is a facilities manager for Edward Jones.

Adam L. VanGrack, LA 98, was appointed as a legislative aide to Senator Paul S. Sarbanes (D-Md.); he works in the senator's Capitol Hill office on issues primarily involving environment, energy, or the military. He also qualified and competed in the Pennsylvania Cup Kayak Championships in September and October 1998.

In Memoriam

1920s


Lloyd B. Ringo, EN 20, 2/98.

Louise Grant Smith, SW 21, 5/98.

Guy Herring, BU 22, 1/99.

Henry E. Miller, EN 22, 12/98.

Grace (Lischer) Brumbaugh, LA 23, 9/98.

Elizabeth K. Coppenaal, MD 24, 8/98.

Hyman M. Stolar, LW 24, 12/98.

Marguerite Dickmann, LA 25, 9/98.

Berenece K. Dyce, LA 25, GR 26, 1/99.

Fannie (Hartman) Freudenthal, LA 25, 9/98.

Oliver K. Niess, LA 25, MD 27, 9/98.

Helen D. Leibhbrink Stoever, LA 25, 11/98.

Ruth (Hartung) Van Wormer, LA 25, 12/98.

Albert L. Nelson, Jr., BU 26, 12/98.

Meta (Moelembrook) Schettler, FA 26, 1/99.

Lucille (Bernkinrode) Schwerer, OT 26, 12/98.

Edna (Miller) Gibson, NU 27, 6/98.

Ilse (Giesow) Shank, FA 27, 12/98.

Johanna Diesphuis Bemis, LA 28, GR 59, 8/98.

Arleen M. (Schwartzkopf) Bishop, LW 28, 12/98.


Edward E. Miller, LA 31, GR 32, 7/98.


J. Warner Beare, EN 32, 9/98.

Louise H. (Kleisie) Ewers, SW 32, 12/98.

Thomas E. Francis, Jr., LW 32, 6/98.

Carl W. Hellwig, BU 32, 2/99.

Maury A. (Saylor) Herbert, SW 32, 11/98.

Martha Harrison (Sparks) Hough, LA 32, 11/98.

Samuel S. Lake, LA 32, 2/99.

Morton K. Large, LW 32, 12/98.


Meredith Jane (Reed) Naughton, LA 32, 9/98.

Edwin V. Peterson, EN 32, 11/98.

Dora Belle (Ford) Pratt, NU 32, LA 52, 7/98.

Mary (Keisier) Thompson, FA 32, 10/98.

Mary Katherine (Harvey) Yost, LA 32, 12/98.

Jacob J. Altman, EN 33, 10/98.

Sheeldon S. Brownston, MD 33, 10/97.

Richard L. Denham, LA 33, GR 34, 3/98.

Martha (Stone) Evans, LA 33, 5/98.

Frederick R. Grand-Jean, BU 33, 11/98.

Martin J. Hurst, MD 33, 8/98.

Ruth Macner, FA 33, 1/99.

Margaret Richardson Spies, NU 33, 9/98.

Carl P. Birk, MD 34, 1/98.

Vivian Carson, LA 34, 4/97.

Harry G. Lihou, Jr., BU 34, 2/99.

Nadine (Watson) Marsh, NU 34, 12/98.

Laurence E. McLaughlin, AR 34, 8/98.

Bernard F. McMahon, AR 34, 1/99.

J. Price Reed, BU 34, 12/98.

Jean F. Rogier, MD 34, 12/98.

James C. Sivelis, EN 34, SI 35, 8/97.

Frank A. Smith III, AR 34, 1/99.

Trevellant B. Winfrey, AR 34, 2/99.

Martha Birk, OT 35, UC 38, 4/98.


V. Terrell Davis, Jr., MD 36, 7/98.

James G. Delano, LA 36, MD 40, 6/98.

J. Hillis , MD 40, 6/98.
WASHINGTON PROFILE

Michael Lehman A.B. '82

Orchestrating Classic Rock’s Rejuvenation

T

rivia question: What internationally famous rock group played WU’s Graham Chapel on its first American tour?
Answer: The band U2—and alumnus Michael Lehman, A.B. ’82, was instrumental in booking them.

“As a junior and senior I ran the student concert committee,” says Lehman, who now is partner with Lehman, Lehman and Gruber, a five-attorney entertainment law firm in Livingston, New Jersey. “We paid $750 for the contract for U2 to come play at WU—the guys showed up in this beat-up van, and we thought they were actually the roadies! Within six months of playing WU, they became really big.”

For Lehman, helping arrange such gigs has proved anything but trivial. His entertainment law career has roots in his early experiences. “I always loved music as a child, but I was first introduced to the business side of it in WU’s concert committee. And we put almost all of these bands in Graham Chapel,” he says, laughing. “For example, the Pretenders rocked Graham Chapel like Graham Chapel had never been rocked before or since!”

And he should know—a diehard fan of the 1970s classic rock that he grew up with, Lehman says his firm boasts a clientele that is literally a Who’s Who of that golden era. “Two of my rock clients are two of the members of The Who, my favorite band of all time—lead singer Roger Daltrey and bass player John Entwistle. A lot of these bands are now having an opportunity, with the resurgence of classic rock, to go out and tour again and make a lot of money.”

The difficulty of “holding on” to money is partly how Lehman’s law practice began focusing on the entertainment world, he says. “In the 1970s, very few bands who toured and made money were able to really profit from proper legal, business, and investment advice. After law school, my practice focused primarily on bankruptcy. I was referred to one financially troubled artist and handled his financial and legal restructuring. I met more and more artists, managers, and accountants and soon developed this practice of representing recording artists as well as helping artists with financial and legal difficulties.”

For Lehman it’s a match made on a stairway to heaven. In addition to all the transactional elements of record-making, merchandising, and performance contracts, a major side benefit for this rock ‘n’ roll is the concert tour. “I probably attend about 30 concerts a year for clients of mine,” he says. “But these artists are much older and wiser; there’s not the crazy times there were in the old days. They are out there on tour with families and kids; they warm up and cool them down afterward and then go back to the hotel and work out in the gym.”

And the fan base has changed, too. “When The Who toured in 1996–97, I saw fans who were 60 years old, as well as their grandchildren. I even and my two young daughters there,” Lehman says. His partner in the firm and at home is wife Heidi Lehman, A.B. ’82; their daughters are Carly, 9, and Lindsay, 6.

“These classic groups are back, they’re big, they’re cashing in, and they’re introducing a whole new market to their music,” he adds. “It’s not just my kids, but the neighbors’ kids and so on; everybody loves them!” —Jim Russell

The Who’s lead singer Roger Daltrey (l.) recently gave Michael Lehman (r.) an autographed Gibson guitar.

1940s

Pauline Altergut, BU 40; 3/98.
Carolyn Bauman Isaacs, LA 40; 12/98.
Paul P. Keim, LW 40; 1/99.
Joseph P. Mira, MD 40; 7/98.
Wenzel D. Smith, LA 40; 12/98.
Julian G. Stone, SW 40; 4/98.
Carl E. Barker, Jr., LW 41; 10/98.
Edmund L. Detering, LA 41, GR 48; 10/98.
F. Russell Fette, LA 41; 4/98.
Samuel W. Gollub, LA 41, MD 41; 1/99.
Donald D. Lorenz, LA 41, LW 41; 1/99.
Samuel B. Murphy, LA 41, LW 41; 6/98.
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Please tell me your class year:_________ School or college: ____________
Phone:____________

Georgia R. (Flamme) Taute, LA 46; 9/98.

Frank Werner Arens, EN 50; 10/98.

Frank Werner Arens, BU 49; 10/98.

Robert A. Catalpa, EN 60; 8/98.

Mary Adrian (Durr) Pustmueller, NU 53; 10/98.

Robert A. Catalpa, EN 60; 8/98.

Mary Adrian (Durr) Pustmueller, NU 53; 10/98.

Robert A. Catalpa, EN 60; 8/98.

Mary Adrian (Durr) Pustmueller, NU 53; 10/98.

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Robert A. Catalpa, EN 60; 8/98.

Mary Adrian (Durr) Pustmueller, NU 53; 10/98.

Robert A. Catalpa, EN 60; 8/98.

Mary Adrian (Durr) Pustmueller, NU 53; 10/98.
In Remembrance

Isidore Silver

Isidore Silver, the Rosa May Distinguished University Professor Emeritus in the Humanities in Arts & Sciences, who joined the faculty in 1957, died January 22, 1999, at Delmar Gardens West in St. Louis. He was 92.

Silver was the world’s foremost authority on French Renaissance poet Pierre de Ronsard and centered majorities of his work on the 16th-century poet. In recognition of his work, Silver was named a chevalier of the National Order of the Legion of Honor in 1985 by then-French president François Mitterand.

In addition, as a tribute upon his retirement from the University in 1975, Silver was the first American to be honored with the French governmental insignia of Commandeur de l’Ordre des Palmes Académiques. He was active in building the East Asian Library within the University in 1960s, he was director of the Washington-Waseda exchange program, in the early 1960s developed Japanese and Chinese language programs in the secondary schools of St. Louis (the Mark Twain Institute).

He served as president of the Association of Chinese Language Teachers for two terms and as president of the Midwest Conference on Asian Studies. In the later 1960s, he was director of the Washington-Waseda exchange program, in the course of which he served as an associate director of the International Division of Waseda University in Tokyo. He also was proud of his involvement in the establishment of “sister city” programs between St. Louis and Nanjing, China, in 1979 and with Suwa, Japan, in 1974.

Spector wrote two books in the field of modern Chinese history - Li Hung-chang and the Huai Army and The Essential Mao and co-authored Guide to the Memorials of Seven Leading Officials of 19th Century China and Our Oriental Americans.

In honor of his accomplishments, the University established the annual Stanley Spector Lecture in East Asian History and Civilization in 1994. Spector received a bachelor’s degree in education in 1946 from the City College of New York. He served briefly in the U.S. Naval Reserve during World War II and subsequently earned a doctorate in East Asian history in 1954 from the University of Washington in Seattle, with additional study at the London School of Oriental and African Studies in 1950-51. Among the survivors are his wife, Betty Spector, a brother, Bertram Spector of Juno Beach, Fla.; a daughter, Stephanie Van Denberg of Long Island, N.Y.; two sons, Lee Spector of Woodbury Heights, N.J., and Jon Spector of Atlanta, Ga.; two stepsons, Pat Lee Spector of Ladue and David V. Lee of Cape Girardeau, Mo.; five grandchildren; and a great-granddaughter.
Leadership at Its Finest

William A. Peck, M.D.
Dean, Washington University School of Medicine
Executive Vice Chancellor for Medical Affairs

BY STEVE KOHLER

One of those fortunate people for whom personality, ability, and enthusiasm mesh perfectly with profession, William A. Peck says of his work: "For me, this is it. It feels as if I started yesterday." Peck gestures to include in his statement the school, its neighborhood, and the larger backdrop of American health care. All are arenas in which he holds considerable influence.

Now into his 10th year as dean of the School of Medicine—a tenure almost three times the norm for his colleagues—Peck’s long service has helped him define and reach goals, but it is not the primary reason for his success in moving the school into the ranks of the nation’s very finest. Most important, he says, has been commitment to a vision. “The job is continually to enhance the school’s important missions. We are leaders in health care, community service, research, and medical education at all levels—uniquely situated to develop new knowledge through basic research and deliver it to patients.”

Peck’s avenue to making that happen is to “create an environment in which success is possible.” Mandate won’t work; consensus development and collegial leadership are the keys. “The school’s advance is accomplished by many people—department heads, researchers, clinicians, teachers, and administrators. I promote an environment that lets them pursue their potential,” he says.

He considers each faculty member to be an independent producer, a situation very different from a corporate setting in which there might be one or a few products. “This is a compendium, in which the individual creators of intellectual property are the empowered entities of the institution,” he says.

Gratified that he has been able to gain the confidence of his colleagues that makes it possible for him to lead, Peck has recruited 15 department heads in the last 10 years and created the Department of Orthopaedic Surgery. Research accomplishments too numerous to recount, a solidified relationship with the affiliated teaching hospitals, and the opportunities that alignment with BJC Health System present to advance health care in the region also rank as touchstones of Peck’s tenure.
And he cites the importance of recent efforts to make the curriculum appropriate and flexible, "restructuring undergraduate medical education—upgrading and modernizing it." The reason he gives for working so hard to excel is that "as a result, it allows us to attract the best students."

More broadly, Peck is concerned about the Central West End and Forest Park Southeast, the neighborhoods in which the Medical Center resides. A revitalization initiative that was begun prior to his deanship (and relates more to his role as the University's executive vice chancellor for medical affairs) has accelerated and is paying dividends. A major effort is under way to enhance the Forest Park Southeast area in partnership with BJC. "We heard from outspoken skeptics who didn't believe we could do it. But I pushed hard, and the revitalization is on track," he says.

Being something of a "pusher"—as well as a consensus builder—is one of the character traits Peck considers necessary for a dean to be successful. "Health care, research, and medical education are all changing, and we must be agents for change," he says, implying the assertiveness required.

Other Peck prerequisites for a dean: a sense of humor, a willingness to accept criticism, an inquisitive nature, and the capacity to get by on little sleep. An ability to relax away from work has helped Peck do his complicated job, and an admitted tendency toward perfectionism has sometimes hindered him. An active pianist with a CD in production, Peck also relaxes at the keyboard.

But near the top of the required skills list is what Peck calls active listening. "It's not easy to listen actively. You must feel the interest and avoid jumping to conclusions," he advises. With such a mixed set of skills attached, "lots of people make ineffective deans," he quips.

On the national front, Peck serves as chair of the Association of American Medical Colleges and on the board of Research!America, a not-for-profit alliance working to promote medical research. Via those organizations and his Congressional interactions, he has campaigned for enhanced support for the National Institutes of Health. He calls a 15 percent increase in federal NIH appropriations for fiscal '99 "a master stroke."

His current efforts focus on making all health-care insurers—not just Medicare—responsible for paying for medical education. The idea is gaining popularity in Congress, Peck says. And he is passionately interested in extending health insurance to a greater percentage of Americans, especially children. "More than 45 million Americans have no health insurance, many of them involuntarily," Peck says. "And the data are clear: If you're not insured, you may not receive the best health care."

For a man with such big responsibilities, Peck's issues finally come down to individuals: the youngster without insurance; the student to be nurtured; his wife Pat, whom he calls "a wise adviser and counselor." In the end, Peck says that the deanship is not a reward position, and that his nature is not to seek power. Instead, his biggest satisfactions and his greatest rewards come from interacting one-on-one with faculty and with medical students, both academically and at the gatherings he regularly hosts. "I draw great sustenance from the students. They impress me to a stunning degree, and I can report that the future of medicine is in great hands," he says.
Study in Canvas  As book bags in several styles suggest, this updated 16-foot tipi on a Hilltop Campus lawn is filled with students. With two professors, 18 freshmen sat comfortably around a fire, ate jerky and parched corn, recounted stories of long-ago heroes—and added another dimension to their study of the Plains Indians.