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Washington University in St. Louis

**Campaign for Excellence**

$541 million already raised in campaign’s ‘quiet’ phase

**S**aying he is “energized and excited” by the opportunities ahead, Washington University Board of Trustees Chairman William H. Danforth announced the Campaign for Washington University, a major initiative to raise $1 billion in gift support, to assembled reporters and photographers at a news conference Saturday, Sept. 19.

The same evening, the campaign was formally launched at a special event for more than 1,350 invited guests at the America Center on downtown St. Louis. Those attending included community leaders, faculty, student leaders, alumni, parents and friends of St. Louis area, throughout the United States and around the world. (See separate story on page A6.)

The theme of the campaign, “A Partnership for the 21st Century,” emphasizes the important relationship between the University and society: “When we improve Washington University, we improve the St. Louis region, the nation and the world through the University’s educational, research and service mission,” Chancellor Mark S. Wrighton said.

“Strengthening a world-class university is a noble endeavor and an exciting challenge,” Wrighton continued. “The great research universities of the world have always been at the forefront of advancing knowledge. They educate and women who become society’s leaders. They help shape the social, cultural, political, economic and scientific landscapes of society. They offer the best chance of contributing to the betterment of our world. The overspending of this year’s campaign for Washington University is to accelerate our ascent among the world’s premier universities.”

In announcing the campaign, the Board of Trustees identified the following priorities:

- People — $450 million to increase the number of endowed scholarships, professorships and fellowships needed to attract and retain talented students and faculty. Of that goal, $275 million is for endowed professorships and faculty support; and $175 million will go toward endowed scholarships.
- Academic and Student Programs and Libraries — $300 million to provide ongoing and endowed support for new and existing academic programs, enhance student life and strengthen the libraries.
- Facilities — $150 million to underwrite major building and renovation projects.
- Annual Support — $100 million to underwrite annual support to help provide financial aid, scholarships for students and development information resources.

Two prominent businessmen and trustees — Sam Fox, chairman and chief executive officer of Harbour Group Ltd., and John F. McDonnell, retired chairman of the board of McDonnell Douglas Corp. — are co-chairing the campaign. McDonnell launched the pre-announcement leadership phase until the Sept. 19 kickoff, and Fox will lead the public phase from 1998 until its completion in 2003.

Cicero in setting the vision and strategic direction for the project, to oversee its execution and to ensure the results were communicated.

Tom Feeney

Washington University is one of 88 U.S. universities that will share in $91.1 million in four-year grants from the Howard Hughes Medical Institute (HHMI) to improve the quality of science education for American college students. The grants, which range between $1.2 million and $2.2 million, bring to more than $425 million the amount awarded since 1992 through HHMI’s undergraduate grants program, the largest private initiative in U.S. history to enhance undergraduate science education nationwide.

The universities will use the grants to expand research opportunities for undergraduates, update science courses and curricula, attract new faculty in emerging fields of science and modernize laboratories with new scientific equipment and technology. Many also will expand their science outreach programs with nearby schools and community colleges.

Washington University, which has been funded by this program since 1992, will receive $1.6 million over four years to provide wide-ranging services and support for undergraduate and K-12 science education.

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The University will use the new funding to support:

- curriculum development, including interdisciplinary, investigative laboratories and computer-aided approaches in chemistry, biology and biomedical physics; incorporation of research into a general genetics course; and development of a new calculus laboratory model:
  - courses emphasizing investigative, hands-on activity in biology, physics and math for K-8 teachers and undergraduate science volunteers who take hands-on science into K-8 classrooms and a hands-on genetics curriculum for high school students, now in seven area high schools;
  - a research-based program for the University’s pre-freshmen; an information resource center with peer tutoring in first-year biology and proposal-based summer research with a concluding symposium for undergraduates.

This year’s fall symposium, the concluding event of the HHMI-sponsored summer undergraduate research program, was held Sept. 12 in McDonnell Hall. Forty-five undergraduates fellows presented talks and posters. (See Grant, page 7)

Committee proposes ways to improve research support services

A steering committee with a mandate to evaluate Washington University’s research support services has issued its report along with recommendations to improve grant support and technology transfer services. In October 1997, Chancellor Mark S. Wrighton commissioned a Universitywide analysis of research activities, asking Theodore J. Cicero, Ph.D., vice chancellor for research, to spearhead the initiative.

Cicero launched the Research Support Services Assessment Project in response, to assess the satisfaction of faculty, administra-

tor's and students with the quality and services provided by the University’s research administration functions, to develop data-driven analyses of the existing processes and policies to uncover issues related to the federal government's goal of on-line management of grants and to determine whether opportunities exist to improve service to the faculty.

Wrighton also appointed a steering committee to work with Cicero in setting the vision and strategic direction for the project, to oversee its execution and to ensure the results were communicated.

The steering committee concluded that, overall, the level of faculty satisfaction with research administration is low and that the current process is fragmented and overlapping. The complexity of the process is heightened by internal and external environmental factors — regulatory and non-regulatory — that are increasing the burden on the administration and faculty.

The committee concluded as well that the University must develop better technology to comply with federal directives to submit grants electronically, to improve the financial reporting system that tracks and manages charges to research grants and to support a more complex research environment.

It also found that lack of training and appropriate communication are of concern to faculty. “The most common problems and policies in response to the environment and the needs of our faculty,” Cicero said. “Washington University is a first-class institution, and we are grateful to the people who support us.”

The committee recommended the following ways to improve the University’s research support services:

- a vision for research administration and design improvements to parallel processes based on the vision; the development of comprehensive enhancements in our information technology systems to support current and emerging needs, including electronic research administration, budget summaries and forecasts. (See Research, page 2)
Slip-sliding along
Freshmen Alex Watson (left) and Walter Dodson compete in a bun-gle run at the annual South 60th Day party known as the Swamp. A bun-gle letter to the back wall and stockinged feet add up to a daunting challenge.

Research
Panel wants improved research support services — from page 1
• Develop a program to help faculty in identifying funding sources and immediately initiate strategies to improve communication, training and mentoring in all matters related to pre- and post-award grant activities.

These findings came from the work of a project team appointed by the steering committee. For analysis, the team collected information through interviews, focus groups and surveys with faculty and research administrators. Some 415 faculty and 88 administrators responded to the surveys. The consulting firm Cooper & Lybrand helped conduct the research.

Additionally, the project team analyzed process maps for all research-specific administrative activities to determine the efficiency and effectiveness of the current process and compiled information from internal databases to develop an understanding of the University’s existing systems for managing research grants.

“The is quite clear from the team’s findings that something is broken, that we need to fix it,” Ciccor said. “We are confident that the process we’re recom-

Research steering committee helps assess research support, propose changes

Members of the steering committee appointed by the Chancellor Mark S. Wrighton to help assess research support services and recommend changes include:

- Theodore J. Ciccon, Ph.D., chair, vice chancellor for research
- Linda B. Cottrell, Ph.D., professor of psychiatry
- Kenneth F. Kellon, Ph.D., professor of pediatrics
- Denise A. McCartney, project assistant, dean for manpower and of medicine
- Joseph A. McGarry, senior manager, external reporting
- Jeffrey D. Milbourn, M.D., Ph.D., professor of pathology and of medicine
- John C. Mires, M.D., professor of neurology
- Joel S. Perlmutter, M.D., associate professor of neurology and of radiology

William G. Powedery, M.D., professor of medicine
Enola K. Proctor, Ph.D., professor of social work
Richard A. Bache, executive vice chancellor
Benjamin S. Sandler, vice chancellor for financial policy
Joshua R. Sames, Ph.D., professor of anatomy and of medicine
Bill D. Smith, director of computing and information systems
John Sprague, Ph.D., professor of political science
Bradley T. Thach, M.D., professor of pediatrics
Michael J. Welch, M.D., professor of radiology and of molecular biology and pharmacology
Koren L. Woolley, Ph.D., associate professor of chemistry.

Steering Committee Changes

Changes include:
• immediately initiate strategies to improve communication, training and mentoring in all matters related to pre- and post-award grant activities
• develop a program to help assess research support services and recommend changes
• Oct. 3 — “The Heart — How it Works and How it Fails” by Sandor J. Kovacs, M.D., Ph.D., professor of medicine and of cardiology

October theme lecture series

• Oct. 9 — Magnetic Resonance Imaging (MRI): Using Spin Magnets to See Inside the Body by Brian T. Saun, Ph.D., research associate in physics and...
Hormonal difference places women at risk for diabetes.

Researchers find gender difference in the handling of fats.

BY BARBRA RODRIGUEZ

Women may be the weaker sex when it comes to handling fats, based on this research, pharma-cological and critical care division, he said. He is also a senior investigator of the Washington University School of Medicine and Barnes-Jewish Hospital.

Salkoff and his colleagues have discovered that some of the findings. For example, it was found that many human potassium channels are expressed in just a few tissues, while others show most of their expression limited to a specific type of nerve and muscle.

The gene families that encode potassium channels and critical care division, he said. He is also a senior investigator of the Washington University School of Medicine and Barnes-Jewish Hospital.

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**Exhibitions**


**Global Media**

**Speaker tackles oligopolies**

Mark Crispin Miller, professor of media studies at New York University, will deliver an Assembly Series lecture titled "Our Masters' Voices: The Growing Power of Global Media" at 11 a.m. Wednesday, Sept. 30, in Graham Chapel. This event is free and open to the public. At 2 p.m. Wednesday, there will be an informal discussion with Miller in the Women's Building Formal Lounge.

At New York University, Miller directs the Project on Media Ownership (PROMO). His writings on film, television, advertising and music have appeared in numerous journals and newspapers, including The Nation and The New York Times. In 1988, he published his first book, "Boarded In: The Culture of TV," followed by "Seeing Through Movies," a collection he edited for Pantheon Books in 1990. He is currently working on two books — "Mad Scientists," a study of propaganda and conformity in the United States, and "Spectacle: Operation Desert Storm and the Triumph of Illusion." Through PROMO, Miller has worked to focus public attention on the growing problem of excessive concentration in the U.S. culture industries. Through several special issues of The Nation, among other ventures, PROMO has helped inform the nation of the oligopolistic sway of just a few giant players over television news, book publishing, popular music and cable TV.

Miller earned a bachelor's degree from Northwestern University in 1971 and a doctorate in English from Johns Hopkins University in 1977. Although he specialized in Renaissance literature, Miller is best known as a media critic. Before joining New York University, he served for a number of years as director of film studies at Johns Hopkins University.

For more information, visit the Assembly Series Web page (http://wpwa.wustl.edu/assembly) or call 935-5265.
Sports Section

Football Bears suffer first loss
After suffering its first loss of the 1998 season last week at Wabash College, Washington University's football team looks to rebound Saturday when the Bears (2-1) host Case Western Reserve University at Francis Field.

Washington University's men's soccer team looks to rebound Saturday when the Bears (1-2-1) host a 21-20 non-conference loss at Wabash College. The Bears, who suffered their first loss of the last four games and fourth this season, saw their attempt at a game-winning drive foilled with a fumbled snap on a fourth-and-one play deep in their opponent's territory with one minute, 59 seconds to play in the game. Sophomore quarterback Greg Lake came off the bench in the second quarter and almost rallied for a second consecutive game after a 33-0 loss. The Bears battled Illinois Wesleyan University and improving their record to 12-2 in the process. The Bears battled Illinois Wesleyan University and improving their record to 12-2 in the process.

Senior forward Lori Thomas' goal wins the Bears' game Thursday against Carnegie Mellon University.

Volleyball takes third title
The top-ranked volleyball Bears continued to roll in 1998, winning the Washington University Midwest Invitational and improving their record to 12-0 in the process.

Senior forward Lori Thomas' goal wins the Bears' game Thursday against Carnegie Mellon University.

Washington University's men's soccer team, which recently fell from the national rankings, bounced back with a victory in their first match of the season. The WVU defense has allowed just two goals this season and only seven shots on goal in the last four games.

Men's soccer wins a pair
Washington University's men's soccer team, which recently fell from the national rankings, bounced back with a victory in their first match of the season. The WVU defense has allowed just two goals this season and only seven shots on goal in the last four games.

Women's soccer wins UAA opener
Washington University's women's soccer team capped off the 1998 season with a 2-0 win over the University at Holy Cross on Tuesday.

Campus Watch
The following incidents were reported to University Police from Sept. 14-20.

September 24, 1998     5

From left, dancers Clyde Evan Jr., James Colter and Leo Rivera defy gravity in a Puremovement number. The troupe brings its unique mix of African dances and hip-hop to Edison Theatre Oct. 9-11.

Puremovement comes to Edison
R

Rennie Harris Puremovement will bring its robustmound and electrifying blend of hip-hop and African-American dance styles to Edison Theater for a trio of shows (Oct. 9-11).

The program, sponsored by Edison Theatre's OVATIONS! Series and Dance St. Louis, takes place at 8 p.m. Oct. 9 and at 2 p.m. Oct. 11.

For more information, call 935-6433.

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The Campaign for Washington University

Glittering gala kicks off campaign Sept. 19

By Cynthia Georges

R ed roses, champagne and a glittering ballroom set the scene. Cameras flashed and the red carpet beckoned. The guests themselves, however, were the most resplendent of all. Reveling in a new challenge and the promise of good things to come, the University community gathered in the University Center in downtown St. Louis to formally launch the Campaign for Washington University.

Community and student leaders, faculty, alumni, parents and friends from around the world celebrated the announcement of a $1 billion capital campaign that will accelerate Washington University’s ascent among world’s universities well into the next millennium.

"Nothing could be more exciting," said University trustee Lee M. Liberman, chairman emeritus of Laclede Gas, campaign leadership chair for the School of Art and vice chair of capital resources. "We’ve set ourselves a giant goal and we’re convinced we can make it—even exceed it!"

Shanti K. Khinduka, dean of the School of Social Work, was equally enthusiastic. "The supersonic phase of the campaign has just begun, and in spirit it is the most important phase of all. It is a time of celebration and support from all corners of the world, ranging from biomedical engineering one of the University’s greatest strengths, to Project 21, an initiative designed to ensure the University’s leadership in serving the African-American community."

The campaign gala opened the program with a brief welcome. Guest diners on herbed beef tenderloin paired with broiled salmon. Crime brûlée topped with fresh berries and a sprig of mint provided a velvety finish.

Broadway performer and associate professor of English and drama at the University, Shanti K. Khinduka, opened the program with a brief welcome. "The Campaign for Washington University is a momentous occasion," she said. "We are all here to celebrate the University’s future success and the opportunity to make a difference in the lives of current and future generations of students." In her opening words of William H. Danforth, chairman of the Board of Trustees, crystallized the spirit of the event: "What Arnold Toynbee said of civilization," Danforth said, "is also true of a great university. He said, "Civilisation is a process and not a condition, a voyage and not a harbor." We cannot hand on to our successors a finished work or a safe haven. What we can hand on is a restless institution, striving for excellence, working always to be a beacon; for all who love education. I am now that we all want and we are all here.

WU announces $1 billion goal —from page 1

major breakthroughs in the understanding of debilitating and life-threatening diseases to innovative approaches for helping people make a positive transition from welfare to work. "We will make great strides by improving support for existing programs and encouraging development of new areas of learning and research, including pbertic research, biological sciences, visual arts and design, American culture studies, executive education and biomedical engineering — to mention only a few," Wrighton added. "Gifts and commitments received from private sources between July 1, 1995, and June 30, 2004, will count toward the campaign. Of the $541 million already received or committed, toward the goal, the largest single commitment is $100 million received from the Danforth Foundation in November 1997.

'Significant impact'

Wrighton told reporters that the gifts and commitments already made are having a "significant impact" on the University and the community, especially through endowed professorships in fields ranging from biomedical engineering to biology to business to the law school. "It has helped strengthen financial aid and diversity programs, to name just a few," he said.

Campus leaders are pleased to have made substantial progress toward the $1 billion goal. "We are on track to meet the challenge," said Alumnus Sam Fox, chairman and CEO of Harbour Group, Ltd., and chair of the campaign’s public relations committee. "Nothing could be more important than putting Washington University on the map as a great educational institution."

By contributing to the $1 billion Campaign for Washington University, you are helping to ensure that the University stays at the forefront of the cutting edge of knowledge. Your gift will support the University’s mission of education, research and service to the community.

From left, sophomore Hillary Moore, juniors Jacqueline Malnet and Tom Hahb and sophomore Lindsey Cameron are among the students attending the campaign gala.

From left, Kleila Carlson, publications editor at the School of Medicine; Louise Jones, wife of David C. Jones, planned giving officer; and Sue Ghdina, senior director of annual giving, celebrate with the University community at the banquet.

School of Art faculty (from left) Sabina Ott, Jeigh Singleton and Denise Ward-Brown enjoy the festivities at America’s Center.

Gupreet and Kushal Singh traveled from India to attend the celebration weekend and a meeting of the International Advisory Council for Asia. Gupreet Singh is an alumnus and a member of the council.

Brauer Professor of Biomedical Engineering.

Adda Kathleen Brickley, the James W. Carr Professor of Criminal Jurisprudence at the School of Law. "The best law schools in the country are affiliated with the best universities. Being part of a premier educational institution enhances both opportunities for exciting interdisciplinary work and interaction with noted teachers and scholars."

"What Arnold Toynbee said of civilization," Danforth said, "is also true of a great university. He said, "Civilisation is a process and not a condition, a voyage and not a harbor." We cannot hand on to our successors a finished work or a safe haven. What we can hand on is a restless institution, striving for excellence, working always to be a beacon; for all who love education. I am now that we all want and we are all here.

Washington University in St. Louis

WASHINGTON UNIVERSITY IN ST. LOUIS

Master of Ceremonies William H. Webster (left) greets guests at the gala launching the Campaign for Washington University. Webster is an emeritus trustee and a law school alumnus.

Washington University. Webster is an emeritus trustee and a law school alumnus.

Steve F. and Camilla T. Zander Foundation.

Robert M. F. and Camilla T. Zander Foundation.

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Speaking of

Mario Castro, M.D., associate professor of medicine, has been elected to the American Gastroenterological Association's Council of Students and Residents and will soon attend the American College of Gastroenterology's annual scientific meeting in St. Louis.

Of note

Victoria J. Fraser, M.D., associate professor of medicine, has received a four-year $476,782 grant from the National Institute of Neurological Disorders and Stroke for a project titled "BCL-2 Family and P53 Genes in Alzheimer's Disease." Fraser teaches in the departments of neurology and neurosurgery.

Lawrence M. Katner Jr., M.D., associate professor of surgery, recently was elected a member of the American Society of Plastic and Reconstructive Surgeons.

Keith M. Rich, M.D., associate professor of urology, of radiology, and anatomy and neurology and of radiology, received a four-year $575,000 grant from the National Institute of Neurological Disorders and Stroke for a project titled "Hypertrophy of the Lung: Mechanisms and Therapeutic Significance." Rich teaches in the departments of radiology, pathology, and urology.

Guidelines for submitting story: The word limit is 400 words and photographs should be sent in JPEG format. Please include your name and phone number and signpost (degree). Along with a description of your residency activity, to: Kenneth W. Detjen, Office of Communications, Medical School, Washington University in St. Louis, 660 S. Euclid Ave., St. Louis, MO 63110, Campus Box 8002, or WUSTL Record, Hilltop 990327.

Campus Authors

William H. Gass, Ph.D., the David May Distinguished University Professor in the Humanities and director of the International Writers Center in Arts and Sciences

Carnegie Sonata and Other Novellas


From the award-winning author of "The Tunnel" and "Finding a Form" comes four interconnected novels that explore the meaning of mystery and God.

In the first, "Carnegie Sonata," Gass rediscovers Descartes' philosophy. God is a laughable, constant state ofumble. Mind is razor sharp. Gass' housewife who is a modern-day Cassandra. And Matter is, what and who else but the helpless and confused husband. In the second, "The Mane of Secret Beavers," God appears in the form of a demon slayer. Lucifer, the Gass hero, is a mirror image of a young man named Latner and his development from a demonic adulthood to a self-possessed philosophy.

In "Gass: Explores Next, Matter," Gass explores the mind's ability to escape. A young woman growing up in rural Iowa finds herself being touched by the physical world as she loses herself in the poetry of Elizabeth Bishop. And in "The Mane of Secret Beavers," God appears in the form of a demon slayer. Lucifer, the Gass hero, is a mirror image of a young man named Latner and his development from a demonic adulthood to a self-possessed philosophy.

Grant

Science education funds to expand outreach programs

Since 1988, more than 30,000 nationwide have been involved in scientific research with funding from the HHMI program. More than 85,000 elementary, middle and high school students and more than 26,000 teachers have participated in outreach programs.

School of Law to honor four at annual alumni dinner Oct. 2

The School of Law will honor four outstanding alumni at its 26th annual Alumni Dinner Oct. 2 at the Ritz-Carlton Hotel St. Louis. Those receiving Distinguished Alumni Awards are: Leo David W. Dejen, Thomas C. Hullverson, Leon M. Rosenblum, and 25th Anniversaries of Graduation. The University's Distinguished Alumni Awards are presented to alumni whose achievements have been truly outstanding, whether in a traditional legal career or in a wide variety of other related career paths. In addition to career achievement, consideration is given to their noteworthy contributions to education, civic causes, professional societies and public service.

Detjen has been a partner in the New York firm of Walter, Costin, Alexander & Greene since 1983, primarily representing European clients in international transactions. He is the author of the book "The Germans in Missouri, 1900-1918" as well as several legal handbooks published in the United States and Germany. Since 1986, Detjen has been executive director of the International Law Practice Group, established by the New York State Bar Association.

Hullverson was an original member of the School's National Council. Hullverson is a founding partner of the St. Louis firm of Rosenblum, Goldeneder, Silverstein and Zafft. During his long and distinguished career, he has argued cases before the U.S. Supreme Court, various federal appellate courts and the Missouri Supreme Court.

Rosenblum was an original faculty member of the law school's Master of Laws Taxation Program instituted in 1966 and served as an adjunct law professor until 1993. He received a bachelor's degree from the College of Arts and Sciences in 1943 and a law degree in 1947 from the law school, where he was selected to the Order of the Coif.

Obituaries

Carol Kay, former faculty member

C Kay, an interdisciplinary scholar of the 18th century American literature and culture, died Sept. 12, 1998, at 51, at her home in Pittsburgh, Pennsylvania.

Kay was an associate professor of English at the University of Pittsburgh, where she taught since 1979. She also taught at Princeton University, New College and New York University. She was the author of "Political Construction?" (1988), an authoritative volume on 18th-century fiction and politics.

WILLIAM H. GASS

Gass explores the mind's ability to escape. A young woman growing up in rural Iowa finds herself being touched by the physical world as she loses herself in the poetry of Elizabeth Bishop.

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When impatience becomes a virtue

Douglas C. Schmidt, Ph.D., turns an impetuous nature into countless benefits for consumers, corporations and institutions worldwide

BY TONY FITZPATRICK

Douglas C. Schmidt, Ph.D., associate professor of computer science and at the School of Medicine's Mallinckrodt Institute of Radiology, has authored more than 100 scholarly publications and traveled the world giving computing tutorials and lectures. Affable, animated and power-packed from 20 years of weight-training and ballroom dancing, he is recognized as one of the most dynamic young teachers in the School of Engineering and Applied Science.

Schmidt said at least part of his international success in computing is owed to his impatient nature. "I'm fundamentally impatient and find doing the same thing over and over again frustrating and a waste of time," Schmidt said in his fifth-floor Bryan Hall office, in which a prominent feature is a poster of Arnold Schwarzenegger in his pre-terminator days. "As a graduate student, I began to see that there was a lot of community in the software arena," he continued. "Diverse companies, laboratories and institutions were having to spend countless hours and lots of money to write software from scratch for their applications, despite the fact that most of the software functions shared a lot of common features that were not being exploited. What was needed was a core middleware infrastructure that could be used over and over again with diverse operating systems, networks and hardware. The approach that I came up with is largely a way to avoid busywork and redundancy."

The concept Schmidt pondered in his graduate school days has led to the development of packages he's named ACE and TAO (pronounced "tow") now being used in organizations ranging from the U.S. Navy to the CRBN Physics Laboratory in Switzerland to Boeing Advanced Avionics Systems and Siemens Medical Instruments Corp., among many others.

"Boeing was building all the software for those planes from scratch, over and over again," Schmidt explained. "What ACE and TAO provide is a way to have a common software architecture for them all. This middleware infrastructure allows Boeing to make planes basically all work the same from a software point of view, rather than having to redefine the functions independently multiple times."

The giant medical imaging company Siemens was in a similar dilemma. Siemens manufactures computed-tomography, ultrasound and magnetic resonance imaging instruments throughout the world. In the 1990s, Siemens conceived an ambitious project to come up with a common software architecture that would be the foundation for the instrument control processes of their different machines. Siemens representatives contacted Schmidt, after learning of his research, to see if they could work on his project and he was doing with Barnes-Jewish Hospital and the medical school's Electronics Radiology Laboratory. Schmidt began working with Siemens in 1994, his first year at the University, and they have sponsored his work ever since.

To understand ACE and TAO, it's helpful to think of computer systems as comprised of layers like a cake or a stack of pancakes. The stack is aligned like this: the network and hardware are on the bottom; followed by the operating system — Unix, Windows NT, Windows 95, for example — then in Schmidt's scheme, ACE and TAO middleware, and finally the application. Each layer is "convenient" with the other through interfaces and protocols to achieve the end result of the application, say navigating a fighter airplane or transmitting a medical image.

While ACE effectively hides operating systems differences, TAO is used to shield yet more details from a system's lower-level software and hardware. TAO has made its biggest impact by enhancing time-critical applications such as fighter aircraft, air traffic control, medical image acquisition and multimedia, such as teleconferencing.

"When I started playing with my own computer, I found I had a great aptitude for computing, but there just hadn't been any opportunity to explore it when I was younger," he said. Schmidt is highly valued by his department and the engineering school, according to Catalin Roman, Ph.D., professor and chair of the Department of Computer Science.

"Doug is pure energy," Roman said. "Everything he does is an Olympic event, he is teaching a new and innovating class and spending his work in print or raising money for his ambitious research agenda. It is indeed rare for a young faculty member to bring so much visibility to the department and the University in such a short time span."

Schmidt teaches two under-graduate courses, one in operating systems and the other in design patterns and frameworks. He also teaches graduate courses in operating systems and distributed system software development.

Schmidt's accomplishments are all the more impressive considering his background. He holds bachelor's and master's degrees in sociology, attained in 1984 and 1986, respectively, from the College of William and Mary. While pursuing the master's degree, he found himself drawn into the lore of computing just when the personal computer revolution was taking off.

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Changing fields

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