**Washington University in St. Louis**

**Editor William Rees-Mogg inaugurates T.S. Eliot series here**

**By David Messinger**

Fact: In a recent confidential survey, 37 percent of Washington University students reported that they drank no alcoholic beverages while partying. But, consistently, when asked to judge the typical number of drinks that each student imbibes actually, not one of the 306 respondents said none.

Closing the gap on this perception- vs.-reality continuum is chief among the tasks of Washington University's recently forming Committee on Alcohol. In fact, the title of the ongoing committee's first report — "Between Overreaction and Complacency" — spells out the committee's central concern.

Tugging on one end of the rope, national studies reveal that Washington University students imbibe 25 percent fewer alcoholic beverages than their counterparts, with 18 percent fewer engaging in "binge drinking" and 20 percent fewer purporting in "fairly binge drinking." Data shows that most students here drink responsibly, with 75 percent having four or fewer drinks when they party and 82 percent declaring to live or fewer days per month.

On the other end, anonymous data from the Emergency Service Team (EST) indicate that there are, on average, 59 calls to EST per semester for alcohol-related problems. Students who have already escaped death from alcohol consumption; serious drunk driving accidents have occurred. Falls from balconies, in particular, represent a constant danger. More than $10,000 a year is allotted to alcohol-related South 40 vandalism. Harm to others — 9 percent of WU undergraduates have reported being taken advantage of sexually, for instance — is a central concern.

"As members of the Washington University community, we start with the assumption that each of us will act responsibly," said Joel Anderson, Ph.D., assistant dean in the College of Arts & Sciences, assistant professor of philosophy and co-chair of the Committee on Alcohol. "This is in keeping with the university's spirit.

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**Committee issues report on alcohol**

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**Appleton first Barkeloo-Couzins professor**

**New chair honors two pioneering women lawyers**

**By Ann Richardson**

A associate Dean of Faculty Susan Frelich Appleton, J.D., was installed as the inaugural Appelton Barkeloo & Phoebe Couzins Professor of Law Friday, April 21, in the School of Law's Bryan Care Moot Courtroom. "The new Lemona Barkeloo & Phoebe Couzins chair provides a wonderful means of paying tribute to the outstanding contributions of generations of women to the School of Law," Chancellor Mark S. Wrighton said. "With this inaugural chair, we honor the pathbreaking achievements of two of the nation's earliest women lawyers — and the law school's first women students — as well as the accomplishments of one of the school's most distinguished current women faculty members."

Joel Seligman, J.D., law school dean and the Ethan A.H. Shepley University Professor, also had high praise for Appleton. "Susan Appleton's contributions to the law school have been extraordinary" Seligman said. "She is a nationally recognized scholar, particularly in the areas of family law and reproductive rights, as well as a wonderful mentor and teacher to law students. She also is an invaluable member of the senior administration. I am pleased we can recognize her tremendous accomplishments with this new chair while paying tribute to two women who played such an important role in the school's history."

Appleton is a nationally known expert on family law, including legal aspects of reproductive rights, adoption, welfare reform and surrogate motherhood. She has written extensively on legal issues related to abortion and is an outspoken critic of governmental regulation of the intimate aspects of individuals lives. A member of the law faculty since 1975, she regularly teaches family law, conflict of laws, criminal law and a seminar in reproductive rights. She has served as associate dean since 1998. She is a board member of the University's chapter of the American Association of University Professors and immediate past president of the University's Association of Women Faculty.

Appleton is the co-author of a leading casebook for family law courses, "Modern Family Law: Cases and Materials," published by Aspen Law & Business. Her current work in progress explores how the development of assisted reproduction technology has shaped the Supreme Court's interpretation of the Equal Protection clause.

See Appleton, page 2

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**Hoppin' down the bunny trail**

Sophia Davis, 6, and her 4-year-old brother, Alexander, search high and mostly low to fill their baskets Saturday, April 22, at an Easter egg hunt organized for children of faculty, staff and alumni by the Circle K International and Alpha Phi Omega service organizations. Sophia and Alexander are the children of Warren Davis, assistant dean, and Emily Davis, a graduate student in German, both in Arts & Sciences.

See Appleton, page 2
J., associate dean of faculty at the School of Law, on her installation as the inaugural Lemma Barkeloo & Phoebe Couzins Professor.

Chancellor Mark S. Wrighton congratulates Susan Frelich Appleton, of Law.

Pioneering women— from page 1

thanks to the University's reproductive technologies affects Joerling-Leonard said, accepting the University's School of Law.

Appleton is a member of the American Students. She was a member of the University of Washington undergraduates, which co-founded and led the Bioethics Commission, report-

New chair honors pioneering women— from page 1

Appleton is a consultant at the New Jersey Bioethics Commission, reporting on how conflict of laws considerations should inform the development of restrictions on surrogate-mother arrangements.

received a bachelor's degree from Vassar College in 1970 and a law degree from the University of California at Berkeley in 1973.

The new chair is named in honor of the law school's first female dean, Barbara Borrello and Phoebe Couzins, who enrolled in 1869 in what was then known as the St. Louis Law School. The school was the second law school in the country to admit women.

Borrello graduated Missouri's first woman law school and the country's second, as well as the country's second law school, and the first woman to try a case before the United States Supreme Court. Couzins became Missouri's first woman law graduate and the third in the United States, and also the country's first woman U.S. Supreme Court clerk. She was founding member of the National Women's Law Center, along with Susan B. Anthony and Elizabeth Cady Stanton.

Appleton's tenure at the University includes teaching assistant, was philosophy chair for the Mortar Board at Washington University in St. Louis, was named in honor of the law school's first female dean, Barbara Borrello and Phoebe Couzins, who enrolled in 1869 in what was then known as the St. Louis Law School. The school was the second law school in the country to admit women.

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Cell-movement studies suggest way to thwart cancer, osteoporosis

By Barbara Rodenbush

S
chool of Medicine researchers have identified molecular interactions that must occur for bone cells to move and that the findings could lead to drugs for treating osteoporosis or the spread of cancer.

"We've discovered the mechanism of podosome assembly, and the exciting part is that it is unique compared with other cell types," said Keith A. Hruska, M.D., the Ina M. Lang Professor of Neurology and professor of cell biology and physiology. He is senior author of a paper on podosomes in the April 21 issue of the Journal of Biological Chemistry that is posted on the journal's Web site. He had a related paper in the Feb. 21 issue of the Journal of Cell Biology.

Studies in the laboratory of Hruska, who heads the Center for Cell-Motion at Washington University in St. Louis, have found that bone cells called osteoclasts are responsible for bone destruction in diseases like cancer and osteoporosis. She and her colleagues have discovered that podosomes are the tiny flat regions on the cell membrane that are rich in molecules that cause osteoclasts to move.

Hruska, who has been a leader of the field of cell biology for 30 years, said he is confident his team's findings will lead to new treatments for cancer and osteoporosis. "The research is a step toward identifying new targets for cancer treatment, and it may help us understand how bone loss occurs in osteoporosis," he said.

One potential drug target is a protein called gelsolin, which is normally found in cells but is absent in podosomes.

Hruska and his colleagues found that osteoclasts are unable to move in the absence of gelsolin.

"I'm excited by these findings," Hruska said. "We've discovered something so unique that may open the door to new treatments for cancer and osteoporosis. We've identified a new target for drug development that may help us understand how bone loss occurs in osteoporosis and how cancer invades bone."

Academic Women's Network presents two mentor awards

This year for the first time, the Academic Women's Network (AWN) at the School of Medicine will present Mentor Awards to faculty members. AWN is giving Student Leadership Awards, which it has presented annually since 1994. The recipients will be recognized at a dinner Tuesday, May 2, at Zinna's Restaurant in Webster Groves. AWN promotes professional and social interactions among female academic faculty to discover and support mutual goals and to assist and mentor female junior faculty and trainees in pursuit of their goals.

The AWN Student Leadership awards recognize individuals who have served as outstanding mentors to female Washington University faculty, graduate students, and medical students.

The 2000 AWN Mentor Awards are Rosalind H. Kaplan, associate professor of medicine and of biochemistry and molecular biophysics, and Kermit A. Koehler, professor of pharmacology and of molecular biology and pharmacology.

Celebrating life Eight-year-old Bobby Webb and his parents, Susan and Bob Webb, enjoy Transplant 2000, a celebration for transplant recipients and their families. The April 16 event, which drew about 850 people to the St. Louis Science Center, was sponsored by the School of Medicine and the transplant programs at Barnes-Jewish Hospital and at St. Louis Children's Hospital. Bobby, who lives with his family in Sullivan, Ill., received a liver transplant when he was 8 months old.

Sleep expert outlines help for insomniacs

Sleep expert outlines help for insomniacs

I

If you're counting sheep all night, you're not alone, because insomnia affects one in three Americans. If your insomnia is caused by a medical condition, says a School of Medicine expert, you're not alone in that, either.

In March of this year, Post-graduateSleep Medicine, Hrayr T. Attarian, M.D., reviews ways to diagnose and treat insomnia, a disease that afflicts several sleep disorders. "Insomnia is a prominent sleep problem that is often missed or dismissed," said Attarian, assistant professor of neurology and a member of the medical school's Sleep Disorders Center. "Most of the time, it is treated with imperfect methods that focus on sleep cycle and physician.

Insomnia is a lack of quality sleep, not lack of sleep per se; some lucky people rise and shine after only a few hours. And though it often is regarded as just a matter of patient discomfort, insomnia can have severe consequences. They include excessive use of prescription medications, alcohol abuse, self-treatment with over-the-counter substances, which may upset, motor-vehicle accidents and even, some experts believe, a risk of cancer.

Causes of insomnia

Some common causes of insomnia are:

• Lifestyle — people who don't sleep well may drink coffee to open their eyes during the day and alcohol to numb their minds at night, making it harder, not easier, to break the pattern.

• Restless legs — one in 10 Americans get uncomfortable sensations in their legs, and it's not easy to kick them around.

• Exposure — if you can't get in or out of your room or feel threatened by a noise, you're at risk for a sleep-threatening condition that insomnia experts believe may develop and can produce insomnia.

• Abnormal rhythms make sleep difficult, especially when people are awake; then they're awake and asleep for two to three weeks. A doctor also might give a patient a wristwatch-like device called an actigraph, which records periods of sleeping and waking by detecting movement. Surprisingly, tests reveal that some patients who think they don't sleep never actually sleep very well.

• Podosomes also might need to be evaluated in a sleep lab that provides more sophisticated tools for analysis.

Attarian lists the following rules for a good night's sleep: Restrict the time you spend in bed so you're awake when you try to fall asleep, and leave your room if you've been awake for more than 20 minutes. Don't oversleep right before bedtime — no napping or balancing checkbooks. Increase the amount you exercise each day. Remove electronics from your bedroom.

He also recommends: Use darkness for sleep, even if you're trying to get up. Go to bed and get up at the same time each day, even on weekends. If you haven't slept, use prescribed medications, but don't dose yourself with over-the-counter sleep aids.

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Walkway between hospitals opens

The temporary stairs and covered walkway providing direct route between the Children's Hospital and Barnes-Jewish Hospital recently. The stairs and covered walkway are located north of the pharmacist return drive, at a marked crosswalk on Parkview Place, east of the Children's Hospital valet return driveway.

For the safety and convenience of staff, everyone is encouraged to use the direct route between the hospitals, rather than walking through the Children's Hospital valet return area.

Construction of a new permanent link between Children's Hospital and Barnes-Jewish Hospital North will be completed in November.
Exotic, neurotic, erotic: Guthrie offers off-traditional Shakespeare

By LIAM OTTEN

Audiences accustomed to bawdy popular and bawdyrz may be surprised to see themselves in Minniepoe’s: bague and all. Athena’s Minniepoe: a Midsummer Night’s Dream’ to Washington University as part of Edison Theatre’s OAVATIONS! Series May 5-7. Performances begin at 7 p.m., May 5 and 6 and at 2 p.m., May 7.

In ancient Athens, "A Midsummer Night’s Dream’ follows a pair of young lovers, Hermia and Lysander, through four days of magic, deception, romance and fate. Fleeing Hermia’s disapproving father, the couple — pursued by Demetrius, Hermia’s unwanted suitor, and Helena, Demetrius’ own jilted lover — escapes into the forest and into the midst of a spat between the king of fairies, Oberon, and his queen, Titania. Oberon bids his mischievous servant Puck to procure a love potion and use it on Titania, and he does...

But Puck grovels in the forest’s disposition and soon everyone’s affections have become hopelessly confused. Lysander and Demetrius are smitten with Helena, who chides them for mocking her while Titania falls in love with Bottom, an unfortunate actor who has been magically replaced with that of a jackass. For the Guthrie’s new production, artistic director Joe Dowling has created an exotic, neurotic and erotic spectacle that infuses Shakespeare with the energy of a rock concert. Though remaining true to Shakespeare’s original text, Dowling also manages to reference everything from Boy Scouts and valley girls to “South Pacific,” “Rivendare” and “A Fish Called Wanda.” Meanwhile, Keith Thomas’ rascous score samples a list of pop music styles, from doo-wop to heavy metal and rap.

Dowling is widely known for his association with The Abbey Theatre, the national theater of Ireland. In 1970 he founded The Young Abbey, Ireland’s first theater and education group, and in 1973 became artistic director of The Peacock Theatre, the Abbey’s second stage. In 1976 he assumed artistic directorship of the Irish Theatre Company, the Abbey’s national touring troupe, and two years later at the age of 29 became the youngest artistic director in Abbey history.

Dowling left the Abbey in 1985, to become artistic director of Dublin’s oldest commercial theatre, The Garry, where he formed The Garry School of Acting — widely regarded as Ireland’s finest drama school. Since 1990 he has directed extensively in North America, including versions of “Othello,” “Julius Caesar,” “Macbeth” and “Uncle Vanya” for venues including...
U.S. Studies at the U. of St. Louis School of Advanced Study, Harris Lounge, Happy Hall, 805-4722. See also on page 1.

Tuesday, May 2

Wednesday, May 3

1:30 p.m. Molecular Pathobiology Seminar. "Perforin". Joan Poston. Lovejoy Building.

On stage
April 27
7 p.m. St. Louis Nuclear Magnetic Resonance Research Seminar. "Atrial Fibrillation: Therapeutic Implications and Opportunities." David Lambert, Glick and Gershwin.

May 3
10 a.m. "Galapagos: Islands Lost in Time." John Worms, assoc. prof, of molecular biology, N.Y. U. Room 823 McDonnell

Sports
Saturday, April 29
10 a.m. Men's and women's track and field. U of Illinois Chicago.

Sunday, April 30
3 p.m. Chancellor's Concert. WU Symphony Orchestra and WU Chamber Choir. Master of vocals by Jacques Williams, Liebich and Strehlke. Graham Chapel.

Women's tennis 2-2 at invitational
The women's tennis team wrapped up the 2000 regular season by splitting four matches during Invitational Friday and Invitational Saturday, April 21 and 22, in Madison, Wis. The Bears started the weekend by knocking off Penn del University 9-8 before falling to the University of Wisconsin-Eau Claire, 6-3, WU recorded a 5-2 win over Wisconsin-Whitewater before nationally ranked Hope College handed the Bears a 2-5 setback. Freshman Jen Kivitz was a perfect 2-0, winning singles at No. 5, while sophomore Albie Lockwood wrapped up the 2000 regular season by winning singles at three matches with three wins and allowing just six escapes. Freshman Alex Blackburn, and Anne Gregory started the weekend by winning singles at three matches with three wins and allowing just six escapes. Freshman Alex Blackburn, and Anne Gregory had two runs and two RBIs, including her fourth home run of the season, in game two against Missouri Baptist.

Baseball extends streak to nine
The baseball team continues its resurgence from a midseason slump as the Bears have won its last 24 games after three straight losses and nine in a row after three straight losses. The Bears then picked up two big wins over regionally ranked DePauw University, 6-5 and 9-8. In both games senior Ryan Pearl tossed a complete-game win in the first contest, giving up six hits and four earned runs while striking out seven. Ryan Stack got the win in game two with one hit and three hits of one hit relief.

Sports Section
T.S. Eliot Lecture
Who and Where
March 30-31.
T.T.B. Lounge
April 7-10.
T.T.B. Lounge

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Men and women's track
The men's and women's track teams are off to a strong start this season. The men's team is currently ranked 11th in the country and the women's team is ranked 14th. Both teams have recorded impressive performances in recent meets, with several individuals setting personal bests and breaking records.

Women's tennis
The women's tennis team is also off to a strong start this season. They have won several close matches and have shown great resilience in their play. The team is currently ranked 25th in the country and is looking to continue their strong performance in upcoming matches.

Baseball
The baseball team is off to a hot start this season. They have won several close games and have shown great offensive and defensive play. The team is currently ranked 35th in the country and is looking to continue their strong performance in upcoming matches.
Alcohol
Report includes 10 recommendations
from page 1

"We started this program especially for the Ph.D. dissertation, and we believe outstanding professional growth and development faculty invest in their students to deserve special attention."

"We have never thought of our graduate students as a source of labor," he said, "but as very advanced students who deserve special attention."

A reception April 18 honored the recipients. They are:
- Dean M. Barch, Ph.D., professor of molecular biology and pharmacology, professor of medicine and director of the Division of Biological and Biomedical Sciences (DBBS), a joint program of Arts & Sciences and the medical school;
- Robert E. Thach, Ph.D., dean of the Graduate School of Arts & Sciences, said that mentoring is something the University faculty take very seriously. "Advising graduate students is a central part of the research process, especially for the PhD dissertation," he said. "It's at the heart of the whole enterprise."

"We have wanted our students to have the opportunity to work on projects outside of their classes," said Robert E. Thach, Ph.D., dean of the Graduate School of Arts & Sciences. "We have helped ensure that faculty and academic staff are involved in referring students with alcohol problems and to involve them in referring students who need help."

"Challenging the concrete recommendations is the development of a social norming approach," said Ebert. "Central message: students' inflated perception of what their peers do is not reality. They perceive that their classmates are drinking more than they actually are."

"The overwhelming consensus is that most of the time, they are responsible most of the time," said James E. McLeod, vice chancellor for student affairs. "The wonderful thing about the same group of students is that they are not telling anybody what to do, it's their own initiative, and they indicated a program will be developed next semester. It's just encouraging and misrepresented."

"I think people are relieved to hear that things are being done, that there's a focus on this issue," Anderson said. "So it's an amazing opportunity for us to look at the community's standards."

"When people do not act responsibly, it is the duty of the community to re-establish those community standards."

Joe Anderson
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"Professional staff be provided for the implementation and evaluation of programs involving high-risk drinking;"

"Student organizations encourage discussion between parents and students about alcohol issues;"

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Joe Anderson
Business school success in six alumni May 2

T

he John M. Olin School of Business will celebrate the 14th annual Distinguished Alumni Awards dinner Tuesday, May 2, at the Ritz-Carlton St. Louis, Clayton. "Each year, we announce that the honorees are Howard and Julie Wood, who will receive Dan's Medal, awarded for exceptional dedication and service to the University," said Priscilla L. Hill-Ardoin, Gunther K. Nohrn, Steven F. Leer and Carl J. Reis, who will receive Distinguished Alumni awards honoring alumni who have attained distinction in their careers.

Howard Wood, who received a bachelor of science in business administration (BSBA) degree in 1963, has played a major role in the development of his alma mater. He currently serves on the National Council, and he served on the 1980-81 Business Task Force, which led the school to become a national leader. He led the alumni association in 1993, and he later served the school’s Distinguished Alumni awards committee as founder. The John M. Olin Business School of Washington University in St. Louis today is a national business school and customizes consulting designs for business forms. In 1999, he joined Cencom Cable Associates as a consultant, forming Cencom Cable Associates Inc., and became chief executive officer. In 1995, he co-founded Charter Communications Inc., one of the nation’s largest cable television companies, with which he now serves as a director.

Joyce Wood, his wife, received a BSBA degree in 1977 and a master’s in business administration (MBA) degree in 1977, after which she joined Arthur Andersen & Co. as a CPA. She was one of the first to benefit from businesses opening their ranks to women. Today she is a principal of Wood & Company, a management consulting firm based in Bonne Terre, Mo., where the couple lives.

In 1993, he co-founded the world’s largest cable television company, in which he has served as chief executive officer of Affiliated Communications Inc., a national business forms company focused on custom designs for business forms. In 1999, he became a family operation, in which he handled sales and management duties and his wife, Doris, BSBA 1968, and handled all accounting functions. The company added staff, including the couple’s son, Andy, in 1982, and today, with Andy as president, the company employs 160 and has annual sales of $30 million. Now known as Branca Group, it finds a bottom for the use of psychotropic medications by young children. Her comments, which received an MBA degree in 1988, were vice president—regional for SBC Communications Inc. In June 1999, she manages regulatory matters before the Federal Communications Commission that affect SBC and its subsidiaries. In her current position, which she took in June 1999, she manages regulatory matters before the Federal Communications Commission that affect SBC and other affiliates. Many of these disorders appear during preschool years and have become more widely recognized in recent years by health care providers and others.

Misdiagnosing a child’s normal response to stress may result in treating children with psychotropic medications. Many of these disorders appear during preschool years and have become more widely recognized in recent years by health care providers and others. Misdiagnosing a child’s normal response to stress may result in treating children with psychotropic medications. Many of these disorders appear during preschool years and have become more widely recognized in recent years by health care providers and others. Misdiagnosing a child’s normal response to stress may result in treating children with psychotropic medications. Many of these disorders appear during preschool years and have become more widely recognized in recent years by health care providers and others.

Not using psychotropic drugs in children could carry higher risk than using them

An article in the February Journal of the American Academy of Child and Adolescent Psychiatry detailed the findings of a study that was not designed to determine whether physicians were prescribing the right medication for the right disorders, but rather to determine whether the effects of long-term brain development. To reduce the possibility, an appropriate clinician should be consulted before starting preschoolers on psychotropic medications.

More research on childhood medications is needed also. Beyond that, a closer look at the facts is warranted. Understanding the need to treat a behaviorally disturbed preschooler could help parents choose the medication best suited to their child and the medication itself. The most behaviorally disturbed 2 percent of preschoolers are at substantially increased risk for substance use, such as violent offens and other serious problems as adults. Medications also work for these outcomes, or allow such children to participate in positive activities such as learning to communicate emotions or making friends. This is akin to providing a pharmaceutical-free diet to children with the genetic disorder phenylketonuria to spare them from developing severe mental retardation. Why deny children an upsur? Perhaps because it seems dehumanizing to use biologic agents to affect what is traditionally considered to be a matter of the "mind or "con- science," especially in very young children. However, being human depends on our capacity to make choices about our behavior and our lives, which psychotropic treatments cannot provide in positive activities such as learning to communicate emotions or making friends.

Ironically, children first develop psychological autonomy, and this capacity to make meaningful choices during the preschool period, and "because the risk of not using any psychotropic medications was not studied in the current study was not designed to determine whether physicians were prescribing the right medication for the right disorders, but rather to determine whether the effects of long-term brain development. To reduce the possibility, an appropriate clinician should be consulted before starting preschoolers on psychotropic medications." More research on childhood medications is needed also. Beyond that, a closer look at the facts is warranted. Understanding the need to treat a behaviorally disturbed preschooler could help parents choose the medication best suited to their child and the medication itself. The most behaviorally disturbed 2 percent of preschoolers are at substantially increased risk for substance use, such as violent offens and other serious problems as adults. Medications also work for these outcomes, or allow such children to participate in positive activities such as learning to communicate emotions or making friends. This is akin to providing a pharmaceutical-free diet to children with the genetic disorder phenylketonuria to spare them from developing severe mental retardation. Why deny children an upsur? Perhaps because it seems dehumanizing to use biologic agents to affect what is traditionally considered to be a matter of the "mind or "con- science," especially in very young children. However, being human depends on our capacity to make choices about our behavior and our lives, which psychotropic treatments cannot provide in positive activities such as learning to communicate emotions or making friends.
Ralph H. Thaman Jr. (right), director of facilities and management, goes over University building plans with Steven G. Rackers, manager of capital projects and records, in his office.

**Shaping spaces for learning**

Ralph Thaman keeps steady hand on plant's helm

By CHRISTINE FARMER

A first-long and fulfilling career as an engineer at Anheuser-Busch. As managing director of operations, Ralph H. Thaman Jr. retired in 1992 and thought he would take some time off to contemplate his future, but in the same week he accepted a job overseeing the facilities department at Washington University.

"People would say to me then, 'You're 56 years old. Why are you leaving?'" Thaman said. "I had a great time at Anheuser-Busch, but I left because I really wanted to do something different after 30 years. I really didn't know it would be Wash U. when I decided to retire, but that happened almost immediately. And it's been great."

Executive Vice Chancellor Richard A. Roloff called Thaman when he heard that he was retiring. "It was a lucky day for me when Ralph agreed to join Wash U. as the university's director of facilities and management," Roloff said. "Ralph is very smart and has a special interest in team building spending time at a project's design. His efforts have created one of the best university facilities groups in the country. It is a tribute to Ralph that our facilities department is regularly ranked among the top facilities groups who are striving to emulate Wash U."

**Building boom**

Thaman, also an associate vice chancellor, supervises 162 employees and is responsible for all of the facilities operations, including design and construction of new buildings, repairs and renovations of existing buildings, grounds and buildings maintenance and managing utility distribution systems.

While Thaman is modest about his work, it has been recognized by his leadership that Anheuser-Busch and Goldfabriks halls, the Psychology Building, the Danforth, Leh, Gregg, Nemec, Shapley and Wheeler residential houses and the Millbrook parking facility were built. Renovations to the Campus, Eads Hall, Holmes Lounge and Graham Chapel also have been completed during his eight years here. Currently work on the Charles F. Knight Education Center and the small group housing project is under way.

This directorial support is in the mission of the University, which is research and education, Thaman said, "because the better we manage the University, the better we build them, the better education and research can take place. So it's really important that what we do is right."

Thaman said, "It's important to talk about the improvement, the upgrading and maintenance of all the facilities." He said, "Going to zones was key to doing a better job."

Upon his arrival Thaman implemented the zone concept, dividing the Hilltop and West campuses into six areas. Maintenance employees are assigned to specific zones, allowing for better accountability and time management and giving employers a sense of pride in their area.

"The University receives many compliments about the beauty of the campus, and facilities employees deserve the credit," Thaman said. "Our whole goal is to continually upgrade and improve the campus and its facilities," he said. "The people have done this — it's not Ralph Thaman."

Despite his humility, those from businesses hired by the University join Roloff in singing his praises. "I think Ralph brings a high level of professionalism to the facilities program at Washington University, especially at this time when there is so much work being planned and executed," said Gene Macker, principal of Macker Mitchell, Associates Architects in St. Louis. "Ralph has been very easy to work with. He understands how large organizations work, and he knows how to work with people."

Thaman is credited not only with increasing his department's performance, but also with improving employee morale. "Ralph has made major improvements to our facilities operation," said Steven G. Rackers, manager of capital projects and records. "We deal with some high-stress situations, and Ralph keeps things light-hearted with his sense of humor, which is great for morale. He is a pleasure to work with."

Since his arrival, facilities employees have barbecued every year in their parking lot on opening day of the St. Louis Cardinals' season, in fund-raising efforts for the United Way. The department had a carnival complete with a dunking tank, a bake sale, a raffle and bratwursts for sale. Thaman and his employees also form a team to compete in softball on Staff Day when he takes to the mound for pitching duties.

"This is a pretty close-knit group now," Thaman said. "The people have done this — it's not Ralph Thaman."

Individual photos of three grandsons and three granddaughters decorate his office, and there is a barometer on his mouse pad. He rattles off all their names and ages, counting from 10 weeks to 11 years, without missing a beat and isn't afraid to admit that he loves spoiling them. Also in his office sits an old soup can with orange-painted pasta shells glued to it holding pens on his desk. His daughter, now 38, made it in first grade.

Thaman grew up in the St. Louis area, graduating from Washington University in 1959 with a degree in mechanical engineering. In 1959 from the University of Cincinnati and later continued his studies at the Ohio State University, where he earned a graduate degree in mechanical engineering.

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Four generations of Thaman's family last Christmas — (back row, from left) son-in-law, Robert Pavlak; Ralph Thaman; (second row) mother-in-law, Dorothy Ploudre; daughter, Rebecca Pavelka; wife, Sharon; granddaughter Audrey; daughter-in-law, Kelli; son, Douglas; granddaughter Allison; (third row) grandson, Jackson; and (front) grandson, Jacob. In this photo, Kelli was pregnant with Nate, Thaman's sixth grandchild, who was born in February. This is a tribute to Ralph Thaman. "It was a lucky day for me when Ralph agreed to join Washington University as director of facilities and management."

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