The Business of People
By exposing students to the many facets of organizational behavior, Judi McLean Parks helps prepare them to be more effective business leaders and managers.
Matters of Debate  Many Washington University students helped with preparations for the third presidential debate of the 2000 campaign. Art students Rebecca Goldstein, B.F.A. ’00; Christine Miller, B.F.A. ’00, A.B. ’00; Keri McWilliams, Class of ’01; Samantha Rayman, Class of ’02; and Kendra Gerstein, Class of ’03, for example, contributed by creating designs for commemorative buttons, pins, posters, tote bags, and T-shirts.
2 Frontrunners
Short takes on WU's community of great minds and great ideas.

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Three alumni describe their favorite teachers.

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The effects of the Campaign for Washington University are already being felt across the Hilltop and Medical campuses. Early success has enabled trustees to set a new target of $1.3 billion.

12 Examining the Softer Side of Business
Judi McLean Parks provides her business students with the necessary tools to become the most effective leaders and managers in the workplace.

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20 Unearthing Past Lives
By studying their bones, Professor Erik Trinkaus has learned much about Neandertals and early modern humans. His discoveries are changing our perceptions of who they were.

25 Serving Society by Design
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A series spotlighting key faculty and staff who help make this great University run.
Undergraduates Arian Moses (left), Michelle Burton (center), and Ana Cespedes perform a Caribbean folk dance choreographed by Carmen Dence, a research instructor in radiology, at the first Latino Variety Show, held on April 21 in Wohl Center.

Social Work Education's Reliance on Research Grows

Creating a national center on social work research within the National Institutes of Health is one of several initiatives endorsed by a new coalition of social work deans who met at the University June 23-25, 2000. Deans from the universities of California-Berkeley, Chicago, Michigan, North Carolina, and Pennsylvania discussed strategies for advancing social work education through research.

"An increased reliance on research has helped transform social work education and practice over the last decade, but this trend must be broadened and intensified if the profession hopes to truly fulfill its mission," says Shanti Khinduka, dean of WU's George Warren Brown School of Social Work (GWB), which hosted the meeting.

Convened by Ronald Feldman, dean of social work at Columbia University, the meeting was open to deans and directors of "Research One" schools of social work—schools with $3 million or more in annual outside research funding. The nation has nearly 150 social work schools, but fewer than a quarter meet the criteria for Research One status. GWB received more than $5 million in outside research funding in 1999-2000.

Creating excitement at the meeting was the news that a bipartisan group of legislators has introduced a bill proposing the establishment of a national center to support and conduct basic social work research.

William Danforth Honored with Academic Award

Chancellor Emeritus William H. Danforth is the 20th recipient of the American Association of University Professors' (AAUP) Alexander Meiklejohn Award.

Established in 1958, the Meiklejohn Award recognizes outstanding contributions to academic freedom by a college or university president or governing board. Danforth was honored on June 9 for his unwavering defense of academic freedom throughout his career in higher education.

"I am honored to receive the Alexander Meiklejohn Award from the AAUP, especially since it was previously given to one of my heroes and predecessors as chancellor of Washington University, Ethan A.H. Shepley," says Danforth, now vice chairman of the University's Board of Trustees. "Chancellor Shepley firmly defended academic freedom in the McCarthy era of the 1950s.

"Washington University's tradition of academic freedom is continually renewed and advanced by the local chapter of the AAUP," he continues. "Recognition should really go to that organization...."

Washington University is the first institution to have two recipients of the award.

Chronicling the History of Freedom

Culminating an initiative launched here nearly 15 years ago, the Center for the History of Freedom has announced plans for the 15th and final volume in its landmark series chronicling the birth and development of basic human freedoms.

"This will complete the first effort to treat the evolution of modern freedom," says Richard W. Davis, professor of history in Arts & Sciences and director of the center since 1989. "It will not be the last such history to be attempted, but our volumes and the favorable critical reception they have received show that we have raised a
number of interesting and important issues. We certainly trust and hope that the investigation will go on elsewhere.”

The writing of the final volume, Realms of Freedom in the Modern Chinese World, is scheduled to begin in the current academic year. It will be edited by noted Chinese scholar William C. Kirby, a former dean and professor in Arts & Sciences here and now a history professor at Harvard.

Kirby will write one of the 12 chapters in the volume, as will William C. Jones, the Charles F. Nagel Professor Emeritus of International and Comparative Law. Jones, a leading Chinese legal scholar, will write on “Chinese Law and Liberty in Comparative Historical Perspective.”

The history of freedom project was launched in 1985 by the late J.H. Hexter, a specialist in British history who taught at WU and other leading American universities for more than 60 years. When complete, the one-of-a-kind 15-volume series, published by Stanford University Press, will trace the history of modern freedom from its 17th-century Western origins in England and the Netherlands to its current somewhat erratic and uncertain emergence in China.

Engineering School Honors Microsoft CEO Ballmer

The School of Engineering and Applied Science presented Steve Ballmer, president and CEO of Microsoft Corporation, with its Excellence in Engineering and Technology Award on July 13.

More than 900 people attended the afternoon ceremony at Graham Chapel.

The School gave the award to Ballmer in recognition of Microsoft’s products and technologies for emerging markets, including the recently announced “Next Generation of Windows Services” (NGWS), a platform for desktop personal computers, servers, non-PC devices, and the Internet. The platform is expected to enable a seamless interaction across different computing devices, software services, and data sources.

The School established the Excellence in Engineering and Technology Award to recognize individuals and organizations that have demonstrated exemplary leadership in transforming innovative ideas in engineering into new products and technologies.

Ballmer, 44, joined Microsoft in 1980 and was the first business manager hired by Bill Gates. During the past 20 years, Ballmer has headed several Microsoft divisions, including operating systems development, and sales and support. In July 1998, he was promoted to chief operating officer and was named chief executive officer in January 2000.

Points Are Not Moot for Law Students

Moot courts may, by virtue of their name, sound inconsequential, but last spring students at the School of Law captured genuinely high honors in a number of national lawyering skills competitions.

Third-year students Andrew Ruben and Gilbert Sison and second-year students E. Regan Loyd, Kevin Ray, and Edward Shin ranked third out of 132 U.S. teams and 13th among more than 300 teams worldwide in the 2000 Phillip Jessup International Moot Court World Cup. The team, coached by Leila Nadya Sadat, professor of law, won the Southeast regional competition to advance to the national and international competition.

Third-year students Anastasia Burkham, Jared Montgomery, and René SamOLE reached the quarterfinals in the National Environmental Law Moot Court Competition, in which 75 teams competed. The team’s adviser, Maxine L. Lipeles, who holds a joint appointment in the School of Law and the School of Engineering and Applied Science, directs the law school’s Interdisciplinary Environmental Clinic.

Third-year students Gabrielle Melissa Ince and Bart Starr won Best Brief in the Midwest regional round of the Giles Sutherland Rich Intellectual Property Moot Court Competition, in which more than 20 teams competed. In the Saul Lefkowitz Intellectual Property Law Moot Court Competition, second-year students Heather Dary, John Hein, and Danica Rodemich took second place in the regional round, in which 12 teams competed. Charles R. McManis, professor of law, serves as the adviser for both competitions.

Second-year students Kevin Gordon and Edward Shin won second place in the Midwest regional round of the American Bar Association Client Counseling Competition, out of a dozen teams competing. The faculty adviser is Ann Davis Shields, lecturer in law.

Rare Research

Terry Gleason (l.), a doctoral student in anthropology in Arts & Sciences, and Ingrid Porton, the Saint Louis Zoo’s curator of primates, discuss black-bearded sakis, a rare type of New World monkey. The zoo’s Field Research for Conservation (FRC) Program awarded Gleason an $8,875 grant for a 15-month study of the sakis at a protected lowland reserve in Guyana. The FRC grant is the first awarded for a WU graduate thesis project.
Constructing Career Pathways

One might think finding teenagers willing to give up six weeks of summer vacation to learn about careers in construction would be challenging, but more than a few takers helped launch WU’s new Minority Youth in Construction Program (MYIC). In fact, about 75 African-American teens applied to enroll in the program, and 33 were accepted. And they were committed not only to last summer’s session but for the next three summers.

“We were surprised at the overwhelming response,” says Sandra Marks, director of supplier diversity programs. “We planned on having 25 kids, but the parents were very interested in having their children on the campus.”

Sporting MYIC shirts, the teens donned hard hats and toured construction sites. In addition to learning about various construction trades and career opportunities, they attended daily sessions in Eads Hall to build their math and computer skills.

The students, ages 13–15, also are participating in ongoing personal development and life-skills activities, including oral and written communications, and financial planning.

Ralph Thaman, associate vice chancellor for facilities planning and management, created the program to encourage early interest in construction careers.

Exploring Urban Design Issues

The School of Architecture is launching a new Master of Urban Design degree program, which will focus on contemporary urban issues through a unique blend of architectural, landscape, and planning perspectives. The post-professional degree program, to be offered beginning in fall 2001, will combine course work with research design studios tackling community projects.

“The new one-year degree program is targeted at professional architects, landscape architects, and planners who wish to further their knowledge and become conversant in contemporary metropolitan issues,” says Jacqueline Tatom, assistant professor of architecture and co-director of the program.

Tim Franke, program co-director and assistant professor of architecture, says, “The program will tackle a diverse set of problems through a cross-disciplinary approach to metropolitan design.”

Dean Cynthia Weese, FAIA, noted that the program builds on the School’s long-standing tradition of addressing urban issues through high-quality, innovative design. “Faculty and students lending their design expertise to community solutions has been a hallmark of this School,” she says. “The new program will provide a formal means of combining our strengths in urban design, architectural design, and landscape design to address issues so essential to the future of American cities.”

New Pediatric Research Building Dedicated in Fall Ceremony

Among the priorities in the Campaign for Washington University is $150 million for new construction and renovation to ensure that the physical plant will continue to serve well the needs of this vital, world-class research university.

One of the projects, the new McDonnell Pediatric Research Building, was dedicated September 13, 2000. The 10-story facility consolidates pediatric research activities at Washington University Medical Center, which until now had been conducted at five separate sites, in one building. The School of Medicine and St. Louis Children’s Hospital have worked together on medical research and pediatric health care for more than eight decades.

A $20 million naming gift was provided by James S. McDonnell III, John F. McDonnell, and the James S. McDonnell Charitable Trust.
People Around Campus

Airlines AD of the Year Award. Over the last 22 years, Schael has transformed WU's athletic department into one of the finest in the NCAA Division III. He was presented with the award during NACDA's convention June 9-12 in Orlando, Florida. The award is presented annually to 25 athletic directors from across the United States and Canada.

recent reforms in the federal welfare system, the National Congress of American Indians (NCAI) held a meeting, in conjunction with the symposium, to help tribal leaders develop a collective strategy to influence reauthorization of welfare reform legislation in 2002. "When politicians were haggling over provisions of original welfare reform legislation, no one paid much attention to how these changes would play out in Indian country," says Eddie E. Brown, director of the Buder Center. "If Indian leaders want to have a say in how welfare reform legislation is modified in 2002, we need to reach some consensus soon on what our strategy will be."

Exploring Social Change Through Graphic Design

Typography, generally speaking, is not a hotbed of social activism. Unless, of course, you're talking to Sarah Spurr, associate professor and coordinator of the visual communications area at the School of Art, who regularly teaches a section on graphic design as a tool for social change.

When National Mental Health Awareness Month occurred last May, Spurr invited guest speakers from the Alliance for the Mentally Ill of St. Louis, an affiliate of the National Alliance for the Mentally Ill, to share their stories with the 38 juniors enrolled in her Typography 2 class. In response, the students created a series of posters that address both the facts and the myths surrounding mental illness.

"None of us really knows what mental illness means until we're confronted with it in our own lives," says Spurr. "We may think we know something about depression or schizophrenia, but the reality is that, as a society, we push these illnesses under the rug."

Spurr says the assignment "was to use text and image together to convey a social message, which presented students with some really complex problems. Over four weeks they had to generate their topic, research it, write their own copy, create the illustrations, and art direct the whole piece."

The posters were of two general categories: teaching and advocacy. The first group examined the reality of mental illness, from basic information to symptoms and statistics. The second group addressed topics surrounding the treatment of people who suffer from mental illness.

The University's Board of Trustees elected three new members on May 5:

David V. Habif, Jr., director of Teaneck Radiology in Teaneck, New Jersey; Walter L. Metcalfe, Jr., chairman of Bryan Cave LLP, in St. Louis; and Howard L. Wood, co-founder and director of Charter Communications, Inc., in St. Louis. The board also named two former trustees to emeritus status—Jerome F. Brasch, president of Brasch Manufacturing Co., Inc., in St. Louis, and Alvin J. Siteman, chairman and president of Site Oil Co. of Missouri.

David C. Beebe, the Jules and Doris Stein Research Professor of Ophthalmology and Visual Sciences, has been named president of the Association for Research in Vision and Ophthalmology, the world's largest vision research organization. Beebe is a professor of cell biology and physiology, and director of the Cataract Research Center at the School of Medicine.

Michael R. Cannon has been named executive vice chancellor. Cannon was formerly vice chancellor and general counsel.

Richard A. Chole, the Lindburg Professor and head of otolaryngology at the medical school, has been named a director of the board of the American Board of Otolaryngology. The 25-member board oversees accreditation of doctors who have trained in otolaryngology.

C. Robert Cloninger, the Wallace Renard Professor of Psychiatry at the School of Medicine, received an award from the American Society of Addiction Medicine for broadening the understanding of the addiction process through research.

Alex S. Evers, the Henry Eliot Mallinckrodt Professor and head of the anesthesiology department at the School of Medicine, is the new president of the Association of University Anesthesiologists. He is a professor of internal medicine and of molecular biology and pharmacology.

Stuart I. Greenbaum, dean and professor of finance at the John M. Olin School of Business, was named the first Bank of America Professor. The chair was established to honor Andrew B. Craig, III upon his retirement in 1998 as chairman of NationsBank, now Bank of America.

Jeff Pike has been reappointed dean of the School of Art. In addition to overseeing the School, he will participate in the development of the Visual Arts and Design Center (VADC) as a member of the VADC Executive Committee. He also serves as associate professor of art in the illustration concentration.

Robert A. Pollak, the Herrnreich Distinguished Professor of Economics in Arts & Sciences and in the Olin School of Business, has received the Mindel C. Sheps Award, sponsored by the University of North Carolina at Chapel Hill and the Population Association of America. The award is given biennially for outstanding contributions to mathematical demography and related fields.

Robert H. Waterston, the James S. McDonnell Professor of Genetics and head of the Department of Genetics at the School of Medicine, was elected to the National Academy of Sciences on May 2. Election to the academy is considered one of the highest honors that can be bestowed on an American scientist or engineer.

Patty Jo Watson, the Edward Mallinckrodt Distinguished University Professor of Anthropology in Arts & Sciences, has been elected to the American Philosophical Society. The 250-year-old scholarly organization promotes "useful knowledge in the sciences and humanities through excellence in scholarly research, professional meetings, publications, library resources, and scholarly outreach."
RUNNERS

A Dream Come True
Janet Joerling-Leonard (right) is the 25th recipient of the Women's Society's Elizabeth Gray Danforth Scholarship, a full-tuition grant for outstanding community college transfer students. A wife, mother of four, and straight-A student, Joerling-Leonard previously attended Meramec Community College, where she was president of Phi Theta Kappa, the community college honor society. Accepting the scholarship at the society's annual meeting April 19, she met Elizabeth Gray Danforth (left) and said, "It has been a dream of mine for 20 years to come to Washington U. I jumped up and down when I found out," she says.

Seed Capital Aids Student Businesses
With a little seed capital, some promising ideas generated by students in the Hatchery™ entrepreneurship program at the John M. Olin School of Business might grow into big businesses. That's the thought behind the Skundalaris Seed Capital Fund, established through a $1 million pledge by Robert J. and Julie Skundalaris of Bloomfield Hills, Michigan, as part of the Campaign for Washington University. "I know firsthand that having sufficient capital at the right time can spell the difference between success and failure for a new business," says Robert Skundalaris, a venture capitalist who funds companies through BlueStone Capital Partners, TRADE.COM, E-Grad.com, Big Net Inc., Noble International Ltd., three bank holding companies, and Twenty-First Century Advisors.

"My wife, Julie, and I wanted to supply upfront funding for promising Hatchery students, helping them cover start-up costs until they can secure venture capital funding for the long term."

The couple's daughter, Kristin, is an Arts & Sciences student at the University. Since its inception in 1997, the Olin School's entrepreneurship program has "hatched" numerous successful ventures: The Ice King, selling a frozen confection at shopping malls; "bare ware," a distributor for custom T-shirts; SmithCenter, manufacturers of organic outerwear; and everbank.com, an Internet bank.

The fund's investments typically will be between $10,000 and $20,000, though other amounts may be given at the discretion of the Hatchery™ Advisory Board. Generally, one or two plans will be approved yearly.

About 10 other top business schools have similar funds, but Olin is the only one to have the Hatchery™ program and a seed capital fund, according to Barton Hamilton, assistant professor of economics and management and director of the Hatchery™.

Designing Plans to Revitalize the City
The city of St. Louis, home to 1 million people in 1950, now has only 300,000 residents. Planners and designers nationwide have been struggling with the big question of how to use the resulting vacant land.

Last spring, more than a dozen School of Architecture students had a chance to help answer that question while gaining hands-on design and planning experience in a central area of the city. The 15 graduate-level students participated in a studio taught by Gyo Obata, B.Arch. '45, chair of Hellmuth, Obata + Kassabaum, Inc., and the Ruth and Norman Moore Visiting Professor, and Eric Mumford, assistant professor of architecture.

The studio focused on St. Louis' JeffVanderLou neighborhood. Coincidentally, the neighborhood also is the focus of a Danforth Foundation community reinvigoration initiative. Although the studio is separate from the Danforth initiative, WU students have been welcomed at that group's meetings and have been able to collect information about the residents' priorities and needs.

"This studio reinforces the architecture school's interest in the American city—particularly in St. Louis—on both a theoretical and practical level," says Dean Cynthia Weese. "I believe it is important, as the only architecture school in St. Louis, that we contribute suggestions for solutions to urban problems."

Corrections: The Washington University in St. Louis Magazine staff apologizes for the following errors. In the Mark Levin alumnus feature in the summer 2000 issue, Professor Emeritus of Pathology Paul Lacy's name was misspelled. In Lasting Lessons in the fall 2000 issue, Professor Leslie Laskey's name was misspelled. Also in the fall 2000 issue, the University College feature should have stated that graduate certificates are offered not only in math, but in education, international affairs, and nonprofit management. Please accept our sincere apologies for the oversights.
St. Louis' Literary History Comes Alive
The University's International Writers Center (IWC) has compiled a definitive guidebook on St. Louis' rich literary heritage. Literary St. Louis (Missouri Historical Society Press, 2000) profiles more than 50 authors who have lived and worked in the region, ranging from the world-renowned to the famous-in-their-day to the fascinatingly obscure. The book is edited by William H. Gass, director of the IWC and the David May Distinguished University Professor Emeritus in the Humanities, and Lorin Cuoco, the center's associate director. Emily Pyle, B.F.A. '99, created the book's illustrations.

Future of Research: Digital Archives
Three faculty projects will be made available in digital form, improving access to scholarly resources and providing opportunities for both teaching and research, by the University's Digital Cultural Resources Group (DCRG).

Choosing the projects from a variety of proposals, the DCRG had the following criteria: the creation of a new resource for teaching or research in the arts, humanities, or social sciences; and providing opportunities for the DCRG to learn about issues of copyright, intellectual access, and technology.

Glenn D. Stone, associate professor of anthropology in Arts & Sciences, will oversee the creation of a database of photographs with accompanying narrative drawn from the extensive collection of John W. Bennett, professor emeritus of anthropology and Distinguished Anthropologist in Residence. The database will serve as a record of Bennett's career and discuss what it means to be a cultural anthropologist.

Jeff Singleton, associate professor in the School of Art's fashion design program, will develop a database of photographs of garments from a collection donated to WU by the late Eula Fulton, an important figure in fashion marketing. Singleton's students will expand the resource by contributing drawings and documentation.

Jacqueline Tatom, assistant professor of architecture and director of the School's Metropolitan Research and Design Center, will produce a series of digital maps of the St. Louis area. Using the Geographic Information System program, Tatom will develop a database using information about neighborhoods, buildings, and other features drawn from old maps held by the Missouri Historical Society and contemporary maps provided by city and county offices.

Notable Research
Finding Genes Involved in Depression
Theodore Reich, the Samuel and Mae S. Ludwig Professor of Psychiatry and professor of genetics at the School of Medicine, is helping lead an international team of geneticists in a three-year study that will attempt to uncover the genetic basis of depression.

Reich is the principal investigator for the St. Louis site, one of 10 in the United States and Europe. WU will be the only U.S. center recruiting study participants. Researchers hope that the study, sponsored by British pharmaceutical company Glaxo Wellcome, will provide new insights into genetic and environmental factors associated with unipolar depression—known as clinical depression or major depression.

Reich plans to recruit 120 families in which some members suffer from depression and others do not. Investigators will take advantage of new information from the human genome map as they search for genes related to depression.

Distinguishing "Self" from "Other"
Challenging an important scientific dogma, immunologists have discovered a new way the body distinguishes its cells from foreign cells so it can destroy microbes without harming itself. The findings, reported in the June 16 issue of Science, suggest a new approach to autoimmune disease and ovarian cancer.

Like soldiers, cells that kill harmful bacteria and parasites must recognize invaders so they don't destroy their comrades with friendly fire. Until now, scientists thought that only immune cells called natural killer cells were equipped for the job. These cells scan other cells for a "security badge" called MHC class I. If this badge is missing or altered, the offending cell is destroyed.

But researchers at the School of Medicine have discovered that cells called macrophages, which eat microbes and damaged cells, also can distinguish self from other. Instead of relying on MHC class I, they recognize a cell-surface protein called CD47.

"The beauty of the CD47 system is that a macrophage with a single receptor can discriminate between self and foreign. If it sees a particle with CD47, it knows all is well. If it sees a particle without CD47, it knows the particle is foreign and potentially dangerous," says Per-Arne Oldenburg, lead author of the Science paper and a postdoctoral fellow in the laboratory of Frederik Lindberg, an assistant professor of medicine in the Division of Infectious Diseases and an assistant professor of molecular microbiology.

Researchers Identify Key Enzyme in Aneurysm Development
Up to 9 percent of people older than 65 are carrying a time bomb that one day could kill them in minutes: a weak area in the aorta, the main artery coursing from the heart. When the aorta ruptures, it spills blood into the abdomen, halting circulation. Now, researchers have identified a key enzyme that damages the aortic wall. They also have found that a drug called doxycycline, currently used as an antibiotic, keeps the enzyme in check and helps mice avoid abdominal aortic aneurysms.

"This might turn out to be the first feasible pharmacological therapy for preventing aneurysm expansion in patients," says Robert W. Thompson, associate professor of surgery, of radiology, and of cell biology and physiology at the School of Medicine. Thompson and colleagues reported their findings in the June 1 issue of The Journal of Clinical Investigation.

John Bennett (left), professor emeritus of anthropology, and Glenn Stone, associate professor of anthropology, create a database of Bennett's work.
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.

**Gustav Mesmer** (1905–1981)

**Robert Yeager:**

"Professor Mesmer always emphasized integrity.

"I remember taking a long exam. About one hour into it, there was a loud explosion. Professor Mesmer had picked up a book and slammed it. Looking at two boys who were cheating, he said: 'The exam is over, send your papers to the front. There are some things more important than examinations.' Then came the most eloquent lecture on integrity I have ever heard: 'When everything else is stripped away, you have nothing left.'"

"I have never before or since met anyone with his energy. His mantra was that you don't withhold—you have to push yourself."

"He was always fair. As a scholarship student, I had to do well. And I got straight A's until one exam I bombed. As he came bounding into the amphitheater, he said, 'I have a hunch that many of you did not do as well as you hoped. Like life, sometimes you have tests and you're up to them, sometimes you're not. But if you really know the material, come to my office and answer three questions. Answer them right, and you'll get your "A."'

"Knees shaking, I went to him and said I'd like to take him up on his offer. Handing me a piece of chalk, he asked me to go to the chalkboard. I don't remember the problems, but I got them right. 'Herr Yeager,' he said, 'you get your "A."'"

**Judith Medoff**

"I aced the test!"

**Robert N. Yeager, B.S. ’64, has had five careers (engineer, corporate manager, baking instructor, writer, and consultant) and is now "retired," working as a free-lance writer and personal fitness trainer.

**Sondra Stang** (1928–1990)

**Laural Diane Parker:**

"Diane, this is wonderful writing!" Having Sondra Stang write those words on one of my papers meant more to me than all the nice comments from my other teachers combined. Stang was generous with her time and encouragement, but she bestowed praise only when she felt it was truly deserved.

"She forced me to think about each punctuation mark, each word, every sentence construction I used. 'What do you really mean?' she asked over and over. Her tone was always gentle, caring, but she didn't cut me any slack. I can now see that the greatest compliment she paid me—and all her students—wasn't anything she said or did. It was her attitude. She took us seriously—as struggling writers, as human beings.

"More than anyone, she inspired me to become a teacher. An exacting one—like her. In an age when people all too frequently toss around the phrase 'self-esteem,' as if it's some kind of inalienable right, it takes courage to insist that students earn their writing grades. It's so tempting to lower standards. Besides, marking papers—evaluating them and writing comments—is time consuming. So is conferencing. But it's still the best way to teach writing: one on one.

"I'm glad I saw Professor Stang again before her death and that I had the chance to tell her I was becoming a teacher. Many times since, I've wished I could say to her, 'Thank you, Sondra, most sincerely, for being such a wonderful, caring teacher.'"

**Laural Diane Parker, A.B. ’83, M.A.T. ’89, teaches seventh-grade English and social studies in the Parkway School District, in St. Louis County, Missouri.

**Marilyn Krukowski**

**Allen Saxon:**

"Comparative anatomy was never a course required for medical school admission. However, if you were a pre-med student at WU in 1970, you considered Marilyn Krukowski's Comparative Anatomy and Embryology course to be essential.

"Professor Krukowski, along with Judy Medoff [research instructor], offered a course that integrated anatomy, embryology, evolutionary theory, and introductory physiology in an exciting format. She demonstrated that the field of biology is not composed of disparate disciplines but rather should be viewed from a unified, broad perspective. That perspective has served me well in approaching my past (and continuing) medical education."

"The value of her teaching was emphasized to me a year later when I was in the first year of medical school at Tulane. The workload of the second semester included two tests a week. It was a challenge just to finish the reading assignments, let alone to fully digest the material.

"The night before a test in renal physiology we had 450 pages of reading, which I hadn't completed. Making it worse, the class lectures had been disjointed and hard to follow. Exasperated, I called a friend in the junior class who was also a WU alum.

"When I explained my dilemma, he said, 'You took comparative anatomy, didn't you?' I then reviewed Krukowski's presentation on renal physiology. Those two or three lectures substituted for the 450 pages of physiology reading.

"I aced the test!'"
### Sample Rates of Return

**SINGLE LIFE**

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**TWO LIFE**

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As you review your personal financial plan, you may find that a **Washington University Charitable Gift Annuity** can be helpful to you if you are age 60 or older. Here's one way you can modify your plan and make a significant gift to the University:

If you are age 72 and create a $10,000 Gift Annuity with cash, you will receive the following benefits:

- **Rate of Return**: 7.7%
- **Guaranteed annual income for life**: $770
  - Tax-free portion: $399
  - Taxable portion: $371
    - (for the first 14.5 years; then the entire amount becomes taxable income)
- **Immediate federal income tax deduction**: $4,221*
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  - (first 14.5 years at the 31% tax bracket)

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*Amount of charitable deduction may vary slightly.*
The impact of the Campaign for Washington University is already being felt across the Hilltop and Medical campuses. This unprecedented early success has enabled Washington University trustees to set a new Campaign target of $1.3 billion.

Take a walk across the Hilltop Campus from Skinker Boulevard to Big Bend or drive down Kingshighway along the Medical Campus, and you will see gaping holes in the ground, mounds of dirt, cranes with long booms overhead, and construction workers. Those are just the most visible signs of how the Campaign for Washington University is helping the University better serve its students and the wider world.

Less visible, but arguably more important, is what the Campaign's early success is allowing the University to do in its classrooms and laboratories. All you have to do is watch an energized faculty member—many are holders of the 83 new endowed professorships established during the Campaign—engaging some of the nation's, and the world's, most talented students in exciting new courses and programs.

For instance, Henry (Roddy) L. Roediger, III, the James S. McDonnell Distinguished University Professor and chair of the Department of Psychology in Arts & Sciences, is one of the world's leading memory researchers. Recruited from Rice University in 1996, Roediger's mandate was to build the psychology department, newly housed in a modern $28 million building, into a world-class force. A recent report in Change, by two historians at Vanderbilt University, says that is indeed happening. Based on the number of citations garnered by faculty, Washington University's Department of Psychology is ranked No. 2 in the United States. And, according to Roediger, if the data were calculated before Larry L. Jacoby, one of the most eminent cognitive psychologists in the world, was recruited from McMaster University in Canada earlier this year, "we could conceivably be No. 1 now."

Among the many talented undergraduate students on campus is Tanisha Lewis. When Lewis graduated from McAdory High School in Bessemer, Alabama, with a
Progress was made on a major Campaign initiative—the advancement of biomedical engineering—when ground was broken for Uncas A. Whitaker Hall for Biomedical Engineering on October 2, 2000.

"Our responsibility is to strengthen Washington University so that it can better serve humanity."

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"Our responsibility is to strengthen Washington University so that it can better serve humanity."

4.47 GPA in 1998, she was offered admission to Washington University and nine other colleges, including Harvard, Dartmouth, and Emory. Her decision came down to Harvard or Washington University because she thought she "would get an equally good education enrolling at either one." Thanks in part to a John B. Ervin Scholarship, among the $76.1 million in new scholarship endowment secured to date during the Campaign, her choice was Washington University. She is a junior studying business.

An exciting program—not new, but newly emphasized—that is being enhanced by the Campaign is cancer research. To date, School of Medicine investigators have made major advances in the battle against cancer. Now, thanks to a $35 million investment by Alvin and Ruth Siteman, the new cancer center that is being established will almost double the space currently devoted to cancer research and patient care at Barnes-Jewish Hospital. For patients in St. Louis and the Midwest, the benefits of a world leader for research in cancer diagnosis, treatment, and education are obvious. The Sitemans' $35 million gift is part of the more than $340 million in gifts and commitments already secured for academic program support.

Biomedical engineering is the new initiative that perhaps best typifies the impact the Campaign is having. In 1997, Frank C-P Yin, the Stephen F. and Camilla T. Brauer Professor of Biomedical Engineering, was recruited from Johns Hopkins University to build the new Department of Biomedical Engineering. Yin is recognized worldwide for his contributions to biomechanics and cardiovascular research. The department is already highly regarded nationally, and both graduate and undergraduate enrollment is steadily increasing. In 1999, the Whitaker Foundation awarded two major grants to ensure the success of the department—$10 million toward the construction of Uncas A. Whitaker Hall for Biomedical Engineering and $3 million to assist in recruiting new faculty.

These are just four examples of how the Campaign for Washington University is accelerating the University's ascent among the world's premier universities. Chairman of the Board of Trustees John F. McDonnell says, "The entire Washington University community should be very proud of what has already been achieved. All of us associated with the University are extremely grateful to all those who have contributed to this stunning success. But there is so much more we must do. Success brings with it great responsibility—a duty to ensure that we are good stewards of what we have and the obligation to continue to improve. Our responsibility is to strengthen Washington University so that it can better serve humanity. That is why we must raise the Campaign goal."

Project 21, the University's long-range strategic planning process that preceded the Campaign identified more than $1.5 billion in high-priority needs and opportunities. To date, more than 65,000 alumni, friends, parents, faculty, and staff have made gifts and commitments of $929.4 million.

Marvin Meinz is director of special development communications projects at the University.

The Campaign directly helps students through scholarship support. Tanisha Lewis, Class of '02, received a John B. Ervin Scholarship. She chose Washington University from among 10 college offers because it felt like home.
Judi McLean Parks, professor of organizational behavior at Washington University's John M. Olin School of Business, has a story to tell. In fact, in a McLean Parks' course, students get to hear many stories—creative metaphors used to exemplify key issues of her research in employer-employee relationships, conflict negotiation, and gender differences in the workplace. One particular parable-like story of revenge, for example, initially drew McLean Parks into the study of conflict.

She recounts the story, set in the 1960s, of a woman rumored to be at least 100 years old, whom everyone called "Grandma." In McLean Parks' paper titled "The Fourth Arm of Justice: The Art and Science of Revenge," Grandma...
Recognizing the Importance of Planned Gifts = Washington University in St. Louis

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

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

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

$ ___________. ☐ Cash ☐ Securities ($ _________ ) ( _________ )

Cost Basis Acquisition Date

First Beneficiary Second Beneficiary
Birthdate Birthdate _______________ _______________

Relationship Relationship _______________ _______________

☐ Please send me your booklet on Charitable Gift Annuities.

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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.

Name ______________________

Address ______________________

City/State/Zip ______________________

Daytime Phone ______________________

(Fold this form and seal edges with tape to mail.)
had the most beautiful roses in town. Across the street lived Earl, a man in his 60s. Earl took care of Grandma by driving her when she had errands, shoveling her walks, mowing her lawn, and even fixing her roof. No matter how often Grandma tried to pay Earl, he refused. Instead, he asked for her rosebushes after her death.

“Well, one day, Grandma felt her time coming. So she went out and poured rock salt on all 32 rosebushes. And then, very carefully, she picked the petals off each and every rose and just as carefully put them in a neat and tidy heap on Earl’s front porch, in retaliation for a long-forgotten score with Earl’s family that only she remembered. ... Grandma lived several more years, and each summer she would sit in her rocking chair in her garden, looking at where her bushes once stood with a satisfied smile crossing her wizened face,” according to the paper.

This story sparked McLean Parks’ fascination with defining “what makes a conflict a conflict.” Looking at the story of Grandma and Earl as an outsider, it would seem Earl worked hard to help Grandma and that she probably owed him the roses. Yet all along, Grandma had harbored anger while Earl had labored with the perception that nothing was wrong.

“I found it intriguing how these differential perceptions overlapped a latent conflict that sat and fermented for years, then flared up all of a sudden,” says McLean Parks. “How do those different perceptions affect one person who doesn’t see a conflict while the other does? How do people resolve such conflicts? These questions form the core of my research.”
FROM ROSEBUSHES TO WORKPLACE RETRIBUTION

For McLean Parks, the Grandma and Earl story is a paradigm for real-world business situations. What happens when a manager (Earl) thinks all his employees (Grandma) are happy when, in fact, they are not? The employees—or employee—are unhappy and believe an injustice has been done, while the manager believes that nothing has been done to create the unhappiness or injustice.

"When this occurs, something needs to be rebalanced, like the need to throw rock salt on the roses," McLean Parks says. "If you are not happy, you may do things such as take an extra 15 to 20 minutes on your break, or you may be rude to a potential customer. These may be small things, but if you have a toxic workplace with a large number of unhappy employees, then the aggregate of their retributions can cost a company a lot of money."

Employees who act out against their employers do so for a variety of reasons. Yet, McLean Parks says more often than not it comes down to employees believing they have suffered an injustice. If employees believe this, whether justifiably or not, they are going to react.

"Employees have this non-legal but nevertheless binding psychological contract with their employer. The contract concerns what they believe they owe the company and what they believe the company owes them. When they perceive that the contract has been violated, they usually will find a way to react," McLean Parks says.

As she has studied employees and employers across the country, McLean Parks has found that employees' desire to be treated with dignity and respect is one of the most-often-mentioned violations to the contract—not low pay or not being promoted. McLean Parks tells a story about "inter-actional justice," in which a man is terminated from a company and escorted out of the building by armed guards. While this may not seem like an injustice, these events happened on "Bring Your Daughter to Work Day." By not firing the man more discreetly, and, in fact, firing him in front of his daughter, the employer sent a message to the other employees that dignity and respect do not matter.

A HALF OR WHOLE ORANGE?

To bridge the gap between McLean Parks' research and her classroom teaching takes another story. This time, two children are fighting over an orange. To stop their squabbling, the mother cuts the orange in two and gives each a half. From the outside, this seems like a good solution. However, one child wanted to make orange juice, while the other wanted the rind to flavor a cake. "Technically, each child could have had a whole orange if there had been more fact-finding," she says.

Opening minds and encouraging discussion during conflict resolution is what flavors McLean Parks' approach to teaching. It is one of the ways she invigorates her students.

Craig Thompson, M.B.A. '97, M.S.C.E. '00, a former student and current teaching assistant, says, "What shows Judi at her best is her ability to reach students. Professional M.B.A.
students, for example, come here after a full day of work to learn about organizational behavior for three hours. Instead of nodding off, everyone is fully engaged and participating in lively discussions.”

In her organizational behavior class, McLean Parks helps students learn how to motivate employees, fairly assess their performance, and get them to follow directions without feeling used.

"Most students come to business school to learn economics, finance, and those types of information. But the students who have aspirations of being managers or leaders need a full set of tools to manage the majority of employees," McLean Parks says. "It’s a good management talent to be able to truly see something from another’s perspective."

THE NOT-SO-SOFT SIDE OF BUSINESS

According to Stuart Greenbaum, dean of the Olin School, McLean Parks works on the human side of management, as opposed to calculating financial ratios or recording transactions according to generally accepted accounting principles. He says, "I like to say that the soft, or human side, is the hard side, and the allegedly hard side is relatively easy. Judi brings a lifetime of scholarship and an enormous human sensitivity to that soft side."

McLean Parks, who came to the University in 1995 and became the first female tenured faculty member in the Olin School of Business in 1999, also teaches future managers and leaders to negotiate and resolve conflicts by using “experiential exercises.” All class members are given the same case to negotiate simultaneously.

"In some ways being a good negotiator is like being a concert pianist," she says. "I wouldn’t want you to have only read about playing the piano before I paid to hear you play. The same is true with negotiation. I wouldn’t want you negotiating on my behalf if all you had ever done was read about it. You have to recognize all the nuances—that is the purpose of the experiential exercises."

Despite being given the same cases, students’ outcomes vary considerably. McLean Parks provides an assessment of each student’s negotiating style and whether it works.

"I talk about the need to be able to use any style of negotiation when the circumstances call for it," she says. "Just like over-wearing our favorite pair of jeans, we fall into patterns where we over-use certain styles of negotiation because that is what makes us feel comfortable. When my M.B.A. students see they have failed their first two or three negotiations, they start looking for better ways to get to an agreement where each party receives a whole orange rather than a half."

Her study of negotiation styles also led McLean Parks to investigate the differences between men and women when dealing with conflict and justice. She discovered that men and women use different criteria and persuasion techniques for coming to conclusions about an issue. She has a story that shows this firsthand.

A parks-and-recreation committee that included men and women met to discuss the possibility of adding a sandbox to a community park. McLean Parks observed the meeting and noticed that men immediately focused on money issues and were more task-oriented. The women, however, wanted to begin with understanding all the issues involved, why people felt the way they did, and how the community would react.

The main issue was the sandbox. Parents in the community had expressed a concern about the cleanliness of it because area cats might use it as a litter box.

"The response of the males was, 'Well, we’ll put a screen on it. It’s not a problem.' The response of the females was, 'If the parents think it’s a problem, it’s a problem, because they might not let their children play in it,'" she says.

According to McLean Parks, it is important for her students not to judge the different responses but to learn when and under which circumstances a certain style is more appropriate to use than the other.

Gender differences are just one other way that McLean Parks leads her students to understand the need to have a full set of skills as a manager or negotiator. She states that a person who cannot structure a negotiation and who doesn’t understand the nuances of negotiation will most likely be hindered in the workplace.

"Males may be more comfortable being assertive, and females may be more comfortable being relational, but nevertheless, both should be able to use all styles when the need arises, because otherwise they won’t have a full toolbox. I wouldn’t want someone who only had half the tools to fix my toilet. I want my students to have all the tools they might need, so they can make a considered judgment about which style to use," she says.

C.B. Adams is a free-lance writer based in St. Louis.

For more Information, contact: www.olin.wustl.edu/faculty/mcleanparks.html.

Winter 2000 Washington University in St. Louis
IVORY TOWERS

The amazing architecture of the Hilltop Campus has its history in some of Britain's greatest campus treasures—an art historian and alumnus details these similarities.

BY NAPIER S. FULLER, A.B. '96
Ask someone where Washington University is located, and you are bound to get three responses—two of which are irksome: Washington, D.C., or Washington State. Show someone a picture of Brookings Quadrangle, and you will probably hear two more wrong answers: Oxford or Cambridge universities. This latter confusion is more welcome, perhaps because Brookings Quadrangle unifies similar elements of architecture found in these ancient English university towns.

Indeed the very notion of a large, fortified quadrangle as an architectural unit of a university has its roots in 14th-century Oxford. After the ravages of the Black Plague and bloody “town-versus-gown” riot, some Oxford scholars left the town permanently and moved to Cambridge. Witnessing Oxford’s misfortunes, the bishop of Winchester sought to create a magnificent college in the 1380s as a training ground for his clergy. He wanted both a lasting memorial to his leadership and a structure that would protect his investment.

The result was a fortress-like quad with lookout towers, battlements, and a highly secure gate. The facade was embellished with sculpture much like a church to present a more pious outward image to the public. The Gothic plan featured niches for religious sculptures, gargoyles, and grotesques. It was truly a “flex space”—ready to shift from scholarly pursuits to medieval warfare in minutes. It was dubbed “New College” for its bold architecture and remains to this day an integral part of Oxford’s urban fabric.

Using New College’s bold design as inspiration, Walter Cope and John Stewardson created many of Washington University’s Hilltop buildings in 1899. The two Philadelphia architects found the quad-type architectural unit appealing for it unifies many separate buildings into a single massive room “with sky for a ceiling which ... can never be disfigured.”

Brookings Quad has always been a safe haven from coal-fired urban grit, and this great room has been protected from the aesthetic chaos of car-lots and modern architecture down the hill. Today, Brookings remains one of the sacred spaces of Washington University—something unchanging and tranquil amid all the new construction. Passing through Brookings Tower, one may notice the inscription, “Cendunt Horae, Opera Manent” (The hours go by, the works remain). The architects likened the Gothic buildings to a tree that must grow upward and outward in the future; while they could not have imagined the growth of science at Washington University and the subsequent
A gatehouse serves both as a landmark of visual identity from the exterior and to control access to the interior of the quad. Brookings Hall (left), the icon of Washington University, and the College Main Gate of St. John’s College in Cambridge (below left) are great examples.

needs for laboratory space, they anticipated Brookings as being the root of this growth.

Whereas Oxford and Cambridge expanded quad-by­quad for the last 700 years upon windy roads, Washington University has a definite east-west axis and grid system set by landscape architects Olmstead, Olmstead, and Eliot, which allowed for additional architectural units to exist without discord and contrast. The landscape architecture and site planning of the campus is quintessentially New World in its grid layout.

Cope and Stewardson created Brookings Hall, the very icon of Washington University, by studying several examples of gatehouses in Cambridge. Most similar to Brookings are the gatehouses of Queens’ College and St. John’s College, Cambridge, which were both built by the same master mason in the 15th century. The gatehouse serves both to control access to the quad and to act as a landmark of visual identity from the outside. Like Brookings, each of the gatehouses has four octagonal turrets and battlements. Because the best masons learned their craft in the construction of chapels, it is not surprising to find the ceiling vault­ing and ornate relief sculpture acting as an embellishment in the gateway. In Cambridge the upper rooms above the gateway were treasured lodgings for the undergraduate president and faculty dean, because the site permitted them to observe the comings and goings of all members of the college. At WU the chamber above the gateway was recently used to observe and track one of Washington University’s more famous trustees, alumnus Steve Fossett, who attempted to circumnavigate the globe in a hot-air balloon.

A CANTERBURY TALE

Ridgley Arcade, a focal point of Brookings Quad, runs along the west side of Brookings Quad and is a thinly veiled reference to the Canterbury Quad at St. John’s College, Oxford. Considered exemplary, the Canterbury Quad was built in 1636 by the archbishop behind existing buildings to house an addition to the library. In Oxford the typical college quad contains the students’ and scholars’ lodgings, the dining hall, and the chapel—no classrooms,
as students learn in tutorials with their teacher in his lodgings. The Canterbury Quad addition to St. John’s obstructed the president’s view of the gardens so it had to be picturesque to compensate for this intrusion of his view. The colonnade along the west side of the quad references the Italian Renaissance with its three orders of columns and sophisticated relief sculptures. The figures depicted in the arcade are either saints or important contributors to the college’s bursary (they were equal in the sculptor’s eye, it seems).

Upon first glance, Ridgley and Canterbury arcades are virtually indistinguishable, but a closer look reveals several differences: Ridgley has much broader classical columns emphasizing continuous form much like an aqueduct. Also it has more garland motifs and less figurative relief than its English model. One won’t find a litany of founders’ coats-of-arms here in the more modest Midwest.

**FIT FOR A KING**

Finally, Graham Chapel finds its impetus in Cambridge as well. The King’s College Chapel is about four times the size of Graham Chapel and is considered to be one of the finest examples of late Gothic architecture in Europe. Construction began in 1446 by the order of Henry VI, founder of King’s, and was completed 101 years later by Henry VIII. The hallmark of the King’s College Chapel is the interior ceiling vaulting, which was both an artistic and engineering marvel at the time. The weight of the lofty limestone ceiling is channeled into unobtrusive buttresses permitting wide stained-glass windows to fill the chapel with light. The interior is one contiguous rectangular space without interior support columns. Graham Chapel closely resembles its English model both on the interior and in the exterior.

**DETAIL-ORIENTED**

Cope and Stewardson also included many grotesques on WU’s buildings. A grotesque is a non-spouting gargoyle that comes in a variety of forms: dragons, demons, dogs, and disliked co-workers. In medieval times, the stone craftsmen were allowed the freedom to create these objects, and they were placed in the upper reaches of walls as visual curiosities and tokens of the craftsmen’s talent. This permitted the craftsmen a bit of creativity, for they spent most of their time executing designs for a superior. To encourage the expression of personal creativity within the framework of discipline and craft is very much the goal of a university; hence it is most fitting that this ancient architectural detail is referenced.

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Graham Chapel (left) was inspired by Cambridge’s King’s College Chapel (far left). Taking 101 years to build, King’s College Chapel is considered one of the finest examples of late Gothic architecture in Europe. Not surprisingly, WU’s Graham Chapel is one of the most beloved buildings on the Hilltop Campus.
By studying their bones, Professor Erik Trinkaus has learned much about Neandertals and early modern humans. His discoveries are changing our perceptions of who they were.

Neandertal man is sometimes called. In the popular consciousness he is the caveman of cartoons and B-grade films—bent-kneed, hunch-shouldered, low-browed, and hairy, wielding a club while he eats oversized haunches of meat.

But such stereotypes are completely unfounded, says paleoanthropologist Erik Trinkaus. In fact, Neandertals, who lived between 100,000 and 28,000 years ago, were not all that different from us.

Trinkaus, professor of anthropology in Arts & Sciences, has made a career of studying Neandertal fossils. He's learned a lot from their bones.

"As a graduate student," he says, "I realized that I could combine biology with my interest in the past and in human behavior, and use them all to try to understand what was going on in the fairly distant human past."

At the same time, he became interested in Neandertals. "A number of fossils had been discovered in Europe and the Middle East."
They had been a hot topic of discussion for most of the 20th century. But in the 1970s, no one really cared very much about them. The real focus of human-origins research was on the early phases—anything less than a million and a half years old just wasn't sexy enough."

But this academic climate left open many opportunities to study more recent fossils, says Trinkaus. "I was actually told, when I was a graduate student, 'Why do you want to work on Neandertals? We know everything there is to know about them.' The fact is, there was a tremendous amount of research that had never been done."
TRINKAUS can no longer avoid the question of origins because his recent research is so relevant to the subject ... and points inevitably to assimilation.

We know now that Neandertals were short, stocky, and incredibly strong. Their brow ridge was heavy, their chins almost nonexistent, their noses quite large. Their build was an adaptation to the climate, for Neandertals lived primarily in cold regions. They were successful hunters, but their lives were difficult, the threat of injury or starvation ever present. They developed tools and weapons and strong survival skills. They cared for the injured and the lame in their small communities. They wore ornaments made of bone and animal teeth. They buried their dead.

This is the story told by their bones.

Trinkaus has interpreted much of this story from the wear and tear on Neandertal bodies. For instance, an unusually large number of Neandertal skeletons have healed broken bones. "It's a feature of survival," says Trinkaus. "There was a very high risk of injury, but they were surviving."

Trinkaus recently co-authored, with Fred Smith, distinguished research professor and chair of the Department of Anthropology at Northern Illinois University, a study (which was conducted at Oxford University along with researchers there) of Neandertal bones from Croatia. By measuring the isotopic ratios of nitrogen-15 in the bones, the researchers determined that Neandertals ate a diet rich in meat. The ratios were similar to those found in the bones of top-level animal predators, such as lions. The findings also indicate a high degree of social organization, necessary for small communities to hunt large mammals successfully, and refute the theory that Neandertals were primarily scavengers.

The Croatian Neandertal remains are significant for another reason. The researchers dated the remains, discovered in a cave at Vindija, to only 28,000 years ago—that's 2,000 years or more later than scientists had previously believed the last Neandertals became extinct.

What's more, early modern humans, theorized by many scientists to have driven Neandertals to extinction, lived in relative proximity to Vindija for thousands of years. This proximity suggests contact and even some degree of assimilation between the two groups.

"It is interesting," says Smith, "that in this time period where there is the possibility of overlap between early moderns and Neandertals, you begin to see Neandertal culture in Europe taking on some characteristics of early modern culture. You also find, at Vindija, biological characteristics that reflect modern human morphology. For example, the faces are smaller, the brow ridges are smaller, there is more of a chin. To me, all of those things suggest a good bit of cultural and biological exchange between the two populations."

These and other discoveries have thrown Trinkaus into the midst of a scientific feud. The debate revolves around two related questions: Were Neandertals displaced or assimilated by early modern humans, and are they our ancestors? (See box on page 24.)
Over the years," Trinkaus says, "I have avoided, to a large extent, the argument about ancestry. My focus has been on the biology—who they were rather than how they relate to us."

Trinkaus can no longer avoid the question of origins because his recent research is so relevant to the subject ... and points inevitably to assimilation. He says, "If you look at the current body of knowledge, both in human paleontology and genetics, I think the issue really is: To what degree were archaic humans like Neandertals assimilated? And how much did it vary geographically?"

"Erik is at the stage where his work defines much for the research agenda of the biology of Neandertals and other early modern humans," says Richard Smith, professor and chair of anthropology in Arts & Sciences. "He's extremely influential and creative. It's exciting to have him around."

"Erik has provided very good description and analyses of some very, very important fossil material," says Fred Smith. "The Shanidar sample from Iraq, for example, which Erik studied in the 1970s and '80s, was crucial to how we view Neandertals today."

Early modern humans, who arrived in Europe about 35,000 years ago, have been somewhat neglected by paleontologists. "In the 1990s," says Trinkaus, "it became increasingly apparent to me that we knew more about Neandertal biology than we did about early modern human biology, the common assumption being that they're just like modern humans. But they are significantly different from us in a variety of characteristics. Starting in the mid-'90s, I began several projects that involved the same biological analyses on early modern human fossil remains that I had done on Neandertals."

The first of these studies was on materials from the Middle East. Then Trinkaus was invited by a Czech archaeologist to help study some early modern remains, dating to about 25,000 to 27,000 years ago, from the Pavlov Hills in the Czech Republic. What he found there was very exciting.

"These are incredibly rich sites," he says. "They have the world's oldest intentionally fired ceramics. They have the world's oldest evidence of textiles. We've found that some of the differences between these early modern humans and Neandertals, in terms of things like strength and endurance, are much less than we originally thought. They are very strongly built."

Although the biology of the Croatian and Czech fossils seems to indicate some assimilation between Neandertals and early modern humans, the findings are inconclusive.

And there the question may have remained, tantalizing yet unanswered, but for an extraordinary find in 1998. Portuguese archaeologists discovered the almost complete skeleton of a child, about 4 years old when he died, who was buried nearly 25,000 years ago.
They invited Trinkaus to examine the skeleton. “I started analyzing it and things started seeming strange to me,” he says. “I thought it was an early modern human. Then it suddenly occurred to me, ‘Some of these features look like a Neandertal. There’s something wrong here.’ I can explain it in no other way but that it’s a hybrid. The child is very much a mosaic.”

The announcement quickly became world news. While the media focused on the interbreeding aspect, Trinkaus was more intrigued with the social and biological implications of the find.

“The burial was of the kind associated with early modern humans. The anatomy was mixed, and so our interpretation was that not only were Neandertals absorbed into the population and treated like people, but the offspring of these so-called mixed marriages were clearly treated with full respect. A child would not be given an elaborate burial ritual unless that individual was considered an important member of the social group. We looked at it very much in a behavioral sense, what this told us about what happened when Neandertals and early modern humans met, at least in this region.”

The Portuguese find does not put an end to the controversy. Some anthropologists dispute Trinkaus’ conclusions, but this is not a bad thing, says physical anthropologist Richard Smith. “Controversy is fundamental to our area of research. In anthropology, controversy is a way of working through the many implications of important ideas. It’s controversial because it’s an important issue. Erik’s positions are carefully thought out and highly defensible.”

Aside from his teaching responsibilities, Trinkaus plans to publish more detailed descriptions of both the Portuguese child and the Czech fossils. A third project involves a study of some 24,000-year-old burials in Russia. Each of his projects includes an international team of experts, and he relishes the exchange of ideas.

“I’ve got plenty to keep me going, even without any more fossils,” Trinkaus says with a smile. “They’re still digging at the Portuguese site. They might find more fossils. We’ll just have to see.”

Terri McClain is a production editor/designer in Washington University’s Publications Office.

For more information, contact: http://arts.wustl.edu/~anthroblurb/b_trink.html.
Serving Society by Design

From affordable urban housing to centers for welfare services, architect Michael Willis, FAIA, and his self-built firm create environments that are visually exciting and address the needs of the human spirit.

By Judy H. Watts
It was like hearing the call of the sea," says Michael Willis of his sudden certainty during a 10th-grade drafting class that he was put on Earth to create buildings. "I said to myself, 'This is it.' But I had no idea how to get there. I didn't even know about architecture school." Willis almost didn't find out. His artist mother was enthusiastic about his epiphany but unable to advise him. So the teenager who had lived in St. Louis' inner-city Pruitt-Igoe housing and Laclede Town—and who was attending Roosevelt High School in South St. Louis at a time when "it was a pretty rare event for a black St. Louisan to be stepping off the bus at Grand and Arsenal"—turned to his guidance counselor for help.

The woman told Willis he should go to trade school. "We went back and forth about it," Willis says, "and she wasn't changing my mind. I was getting extremely frustrated. I simply didn't know how to take the next step."

As if by celestial fiat, "an angel on Earth" in the guise of a counselor named Gloria W. White was in the next room and had heard every word. White, who would later become vice chancellor for human resources at Washington University, called Willis into her office. "You know what? We'll get you into architecture school," she said.

Willis went on to enroll in Arts & Sciences at Washington University; the school he had always considered from his distance "that mysterious and shining place on the hill." The University was rich in remarkable people, he says; it produced friends he cherishes to this day; and it allowed him to explore everything that was important to him.

When he completed his undergraduate work in 1973, Willis entered what proved to be a life-defining joint master's degree program in architecture and social work at WU. Underwritten then by the National Institute of Mental Health, the dual-degree graduate program trained architects to be responsive to many-faceted public housing needs.

Today Willis, A.B. '73, M.Arch. '76, M.S.W. '76, holds a Distinguished Alumni Award from his alma mater and is a member of its School of Architecture National Council. And he is reveling in the work he was born to do. After spending 10 years with St. Louis' Fleming Corporation, in 1988 he single-handedly launched Michael Willis Architects (MWA) in San Francisco but thought of it as a group practice from the start. Again Willis took perfect measure of possibility. The architecture, interiors, and planning firm now has 36 members and offices in San Francisco and Oakland, California, and in Portland, Oregon.

A fellow of the American Institute of Architects, Willis is known for his award-winning firm's integration of community participation and fine urban design in affordable housing and neighborhood revitalization projects. In the Gateway City alone, he has worked on three major neighborhood efforts and is involved in a fourth, the Jeff-VanderLou Neighborhood Master Plan, which is supported by the Danforth Foundation. Other types of projects include the 2-million-square-foot International Terminal at San Francisco Airport, and the planning and design of major industrial, health-care, and educational facilities. MWA's unabridged project list would fill a dozen pages.

The heart of his work is transformation architecture, Willis says. "We look at every project as an opportunity for transformation. We always search for the spirit of the project. We want to create environments, for example, that help integrate the poor into society. We can't carve out a moat, put poor-people housing on it, and slice it off from the rest of the city. The St. Louis example would be Pruitt-Igoe. Well, that doesn't go. We don't do that."

"There is always an expectation about a population and what those people may or may not 'deserve.' What we do is transform not only the [client's and public's] ideas of..."
transitional housing next door to the church. Vertical rows of bay windows help integrate the building into the community; a copper cornice shaped like traditional African headrests seems to point to the church. Willis says he knew the building was successful when he watched a tourist walk in with luggage and ask where to check in.

And at a time when contemporary cultural critics, like their 19th-century counterparts, fret about the dehumanizing effects of machines as well as the sacrifice of quality to profit, MWA is drafting equations that include the needs and preferences of people from all economic strata. Many of the firm's projects are commissioned by water districts—among them an ozonation facility designed to fit the environment in El Sobrante, California, "without compromising one iota the engineering protocols and project necessities." Imaginative features abound, such as a main wing constructed like a skylighted art gallery, with panels of glass showcasing the stainless-steel generator, control panels bathed in turquoise-blue light, and bright red and blue pipes. "Workers can move more easily through the facility," Willis says, "so they do their jobs more efficiently." The building is energy-conserving, easy to maintain, and designed with the workers' comfort, safety, and mental attitude in mind.

Willis says he has always been awed by the great cathedrals of Europe, designed so that all who entered could apprehend the central message of spiritual power and glory. Most of MWA's massive waterworks facilities contain vast vertical galleries where visitors grasp the operation's enormity and worth. "When my clients walked into the ozonation facility, they looked around and nodded their heads. They got the point. And so does the public. And it appears, in a way, I have designed my cathedral."

Judy H. Watts is a freelance writer based in Santa Barbara, California, and is a former editor of this magazine.
This is a story of two sisters who are the same, yet very different—who share something basic and profound, yet have created their own niche in the artistic landscape.
Until they graduated from Washington University in the mid-'60s, twin sisters Manon and Shirley Cleary were identical in nearly every way: they looked alike; they dressed alike; they sounded alike; they thought alike. They even enrolled in identical classes in the School of Art and competed with each other for grades. Since then, though they remain emotionally and, of course, genetically entwined, their paths have diverged, and each has emerged with a distinct artistic persona.

Shirley is the outdoorsy one. Well-known as a landscape artist in western and wildlife galleries in the United States and in New Zealand, her paintings often feature fly-fishing—a sport Shirley fell in love with when she moved to Montana in 1971.

"Fly-fishing isn't just a sport, it's an emotional experience and a way of life. So much of it is about being affected by the environment around you," says Shirley, who uses gouache, a watercolor-like medium, to capture the nuances of light and water that characterize her landscapes. "The message is the joy and love of fishing in an environment that deserves to be preserved."

Her husband, Frank Cooper, often serves as her model. "He's an expert fisherman, he's convenient, and he has all the proper gear, which is an essential part of the sport," she says. A prolific artist, Shirley's work has been featured in many prestigious publications, including American Artist, Art West, Wildlife Art, and The Artist's Magazine, and is sold through more than 15 galleries. The National Arts for the Park Competition accepted six of her paintings, and in 1999 she received the Conservation Award in Communications from Trout Unlimited, a national environmental group, and was named the organization's 2001 Artist of the Year.

In contrast, Manon prefers to stay indoors in her Washington, D.C., studio. Acknowledging that she is harder to pigeonhole as an artist, she describes herself as a figurative artist, whose work wavers among realism, magic realism, and photo-realism. Her most recent solo show centered on "sexy flowers," inspired by photos shot at the Smithsonian's annual orchid exhibit. Earlier subjects have included erotic self-portraits, emotionally disturbing figure drawings, and a series of paintings of rats.

"My work has been more controversial and a tougher sell than Shirley's, so I've always had a day job," says Manon, adding that WU classmates who observed her struggle to make sorority grades her first semester might be shocked to learn that she ended up as professor of art and one-time associate dean of the College of Liberal Arts at the University of the District of Columbia. One of Washington, D.C.'s most recognized and respected artists, her record includes more than 20 solo exhibitions and more than 150 group shows. Her work can be found in public and private collections around the world, including the Brooklyn Museum; Art Institute of Chicago; the American Embassy in Lima, Peru; the National Museum of
Women in the Arts; and the Kasteeve State Museum in Almaty, Kazakhstan.

But both sisters’ artistic and professional self-actualization took a while. During their WU days, neither Shirley nor Manon envisioned a career as a full-time studio artist. They majored in art education, a path considered acceptable by their traditional-minded parents. “We were in art school to become teachers, so we could support ourselves. Our parents didn’t want us to turn into beatniks,” recalls Shirley. After graduating in 1964, both taught art in St. Louis high schools for two years.

Later, they simultaneously enrolled in graduate studies at Temple University’s Tyler School of Art, in Rome, Italy. “We’re thankful, every day, that we went to the schools we went to in the order we attended them,” says Manon. “At Washington U., we received wonderful training in the classical tradition: how to see, how to draw, the craft of making art. In graduate school, when subject matter and self-expression were the focus, we had skills that some others lacked.”

After graduate school, the sisters began to discover that they had different ideas to express. “Even so, we continued to live in the same city and travel parallel paths,” observes Manon. “Everything changed when Shirley moved to Montana. I felt crushed. But her leaving forced us to come to grips with our twin-hood and how freaky it had been. I did a series of drawings based on it.”

But even as their lives diverged, the sisters maintained a deep respect and admiration for each other’s art. “I adore Manon’s work. It’s exquisite. She does the most gorgeous things with color and light, and her graphite drawings are unbelievably rich and deep,” says Shirley, who admits that hanging some of Manon’s more controversial works—such as her Rape series or Men in Plastic Bags—in wildlife-intensive Montana galleries and homes might be problematic.

Manon is a fan of Shirley’s work, too. “She’s an absolute master at creating an illusion of reality,” says Manon. “I admire her ability to paint exactly what she sees. And she can paint smaller than I can see with gouache. She has mastered a medium and technique that most artists wouldn’t touch with a 10-foot pole, let alone make it their primary mode. It’s magic.” Several of Shirley’s works adorn the walls of Manon’s apartment, which is known as a showplace for high-quality art.

Shirley and Manon agree that their success as artists has far exceeded their expectations. Manon puts it this way: “We have invented lives for ourselves that our parents couldn’t have hoped for and that we never could have dreamed up. I never could have imagined what my life has turned out to be.”

Recently, Manon and Shirley have been rediscovering their common ground. In 1999, Shirley spent six weeks in Washington, D.C., collaborating with Manon on a project for an exhibit, The Relationship of Body and Self, at the Cooper Street Gallery in Memphis, Tennessee. For the project, Shirley photographed Manon, who used computer graphics to manipulate the images into a finished conceptual piece. The work was awarded Best of Show.

“I think we both agree that my photos and her creativity combined successfully,” says Shirley. “We’ve been in different worlds in terms of our art, but we really worked well together.”

Staying in telephone contact two or three times a week, they’ve also been swapping gallery connections and encouraging each other to expand into previously unexplored artistic subject matter and new professional ventures. “We’re going to enjoy crossing into each other’s territory and seeing how it washes,” says Manon. “We’re moving together both emotionally and professionally. Our lives are coming full circle.”

Gloria Shur Bilchik, A.B. ’67, M.A.T. ’68, is a free-lance writer based in St. Louis.
When Tom Hornbein was a youngster growing up at 6955 Waterman in University City, Missouri, he used to climb to the roof of his house. On May 22, 1963, he climbed to the top of the world.

Just after 6 that spring evening, Hornbein and his climbing partner, the late Willi Unsoeld, reached the summit of Mt. Everest. They had pioneered a new route up Everest's West Ridge, still considered one of climbing's greatest achievements. In his book *Everest: The West Ridge* (Sierra Club, 1965), Hornbein describes that approach to the summit:

"Just rock, a dome of snow, the deep blue sky, and a hunk of orange-painted metal from which a shredded American flag cracked in the wind. Nothing more. Except two tiny figures walking together those last few feet to the top of the earth."

Unsoeld and Hornbein spent about 20 minutes on the summit. Then they began the perilous descent via the South Col route, the first traverse of a major Himalayan peak, rejoining other members of the first successful American expedition to Everest.

In the nearly four decades since those moments at the highest spot on Earth, mountains have been a powerful metaphor for ways in which Tom Hornbein has approached his life and career.

He has had a distinguished career as an anesthesiologist, including serving as chairman of the Department of Anesthesiology at the University of Washington School of Medicine in Seattle from 1978 to 1993. And it was the mountains that brought him to medicine.

As an undergraduate studying geology at the University of Colorado, Hornbein says, "I spent a lot of my time climbing—cutting labs and things to do that. I got involved with mountain rescue and teaching first aid." At the end of his junior year, he decided to follow his interests and study medicine, intending to return to live in the mountains as a family practitioner. He applied to medical school, and, he says, "Washington University was willing to consider someone off the beaten premised path" and accepted him. He earned his M.D. in 1956.
Mountains and Medicine

From the melding of mountains and medicine, Hornbein became interested in how people acclimatize to high altitudes. This led to a lifelong research interest in the physiology of breathing and altitude adaptation. In particular, he has focused on the stimuli that prompt an animal to breathe, especially the effect of hypoxia on carotid body sensors and the regulation of brain extracellular fluid acid/base balance. He had begun to think about specializing in surgery, he says, when his surgery professor, Carl Moyer, “suggested anesthesiology to me, which was something I would have never thought of.” Hornbein decided that anesthesiology would allow him to combine his research interests with taking care of patients.

Having received his medical degree, Hornbein interned at King County Hospital in Seattle, then returned to St. Louis for a residency in anesthesiology at Barnes Hospital, followed by a two-year fellowship in the laboratory of Professor Albert Roos, supported by the National Institutes of Health.

“Thinking back to Washington University,” he says, “the individual who impacted most powerfully on my life is Albert Roos. He taught me a lot about science and the passion of being a scientist. In many ways, he was the most influential individual both in my life and science.”

But Hornbein’s passion for mountains did not take a back seat to his passion for science and research. In 1960, he had his first experience of high-altitude climbing in the Karakorum Himalayas when he joined an expedition that climbed Masherbrum. Among the members of that group were Willi Unsoeld and Dick Emerson, who later participated in the Everest expedition.

The climbers on Masherbrum had difficulty with their Swiss-made oxygen masks, and Hornbein became interested in trying to solve the problem. “We found it was very difficult to breathe through them, although we didn’t train or get accustomed to them ahead of time,” he says. “We decided it was easier to climb Masherbrum without oxygen.

“When I came back, I set out to design a simpler mask—one that has a lower resistance to breathing. I came up with the concept of a mask that has only one valve to prevent breathing back into the rubber bladder into which oxygen flows from the tank. When you breathe in, you pull oxygen out of the bag.

“One evening in Wohl auditorium I gave a talk to the medical staff on my Masherbrum trip. One of the surgeons, Gene Bricker, brought up a patient he had operated on a few days before—a massive surgical procedure. Gene told me of his patient’s interest, so I went up and met him. I spent many afternoons visiting with him; his name was Fred Maytag, head of the Maytag Company. He lit up when I told him about this mask. He got his R&D department to work on turning my concept into a mask that would be molded from a single piece of rubber. So they made the masks for the [Everest] expedition.”

During his fellowship in Roos’ laboratory, Hornbein was invited by Norman Dyhrenfurth to join the American Everest expedition, an invitation he readily accepted. “I said that I had some ideas about oxygen masks,” Hornbein recalls. “He said, ‘OK, would you mind being in charge of the oxygen?’”
With his fellowship over in 1961, “The Navy nabbed me,” as Hornbein puts it. While his fellow climbers prepared for the Everest expedition, Hornbein asked the Navy’s permission to be able to join them. “My commanding officer, the admiral in San Diego, was enthusiastic, but back in Washington they said they couldn’t spare anyone, and I was turned down. Then they shipped me off to Thailand because things got a little unsettled along the Mekong River.

“The second request to be permitted to go to Everest, just before I was sent off there, went all the way up to the secretary of the Navy. That was also turned down.”

During the summer of 1962 as the other team members gathered on Mt. Rainier, Hornbein joined them with the oxygen equipment. “I perceived myself as not really being a member of the team,” he says.

Willi Unsoeld, who had been on the 1960 Masherbrum climb, was heading off to become the associate director of the Peace Corps program just beginning in Nepal. He told his boss that Hornbein was not being released by the Navy. “As it turned out,” Hornbein says, “Sargent Shriver (head of the Peace Corps) called his brother-in-law, (President) John Kennedy, who called Bob MacNamara (the secretary of defense).

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“The next Monday morning when I was in the operating room in San Diego, I got this phone call from some admiral who said, ‘I understand you want to go climb Mt. Everest.’ I said, ‘Yes,’ and he said, ‘I’ve been instructed that you may do so, but you’re going to have to leave the Navy.’

“On February 3, 1963, I was discharged from the Navy.”

Tom Hornbein returned from the Everest expedition to a position as assistant professor of anesthesiology and of physiology and biophysics at the University of Washington School of Medicine in Seattle. “I was just starting my academic career,” he says. “I was worried that I would be forever known as ‘the doc who had climbed Everest’; I needed to establish my credentials as a scientist.

“It was almost like a schizophrenic existence. People would ask me to give a talk about Everest, and I was doing that partly to pay off the debt and partly because it’s fun. I certainly got to meet a lot of interesting people this way.

“But I kept it a separate piece of my life until I hit about 50. I realized, or maybe figured out, it didn’t much matter any more.”

He also discovered, he says, “that, ultimately, mountains are the spiritual as well as the professional and social foundation of my life. Everything else has grown from that passion, including my choice of medicine, my choice of specialty, and my research directions.”

His medical career has led to publication of more than 100 journal articles and book chapters, as well as honors ranging from a Distinguished Teaching Award from the University of Washington in 1982 to membership on the prestigious Institute of Medicine.

He retired from clinical practice three years ago but continues to teach. And he continues to climb. Though slowed a bit by age (70 in November) and an artificial hip, “I’m still able to climb pretty actively,” he says. “I can climb rock at a standard higher than those pioneering first ascents decades ago, thanks mainly to the footwear” and other advances in technology.

As he looks back to those ascents of his University City home, he says, “I’ve gotten interested in recent years in the pivotal events in life—the moments that change your life. There are many of them, of course. The one at the top of my list is when my parents made a decision to send me to a camp in Colorado instead of, say, Michigan.”

After Everest

Mary Ellen Benson is the executive editor of this magazine

For more on Thomas Hornbein’s work, visit the Web site myprofile.cos.com/hornbein83.

“Ultimately, mountains are the spiritual as well as the professional and social foundation of my life. Everything else has grown from that passion, including my choice of medicine, my choice of specialty, and my research directions.”

“[When I came back from the Masherbrum climb], I set out to design a simpler mask—one that has a lower resistance to breathing,” Hornbein says. “I came up with the concept of a mask that has only one valve to prevent breathing back into the rubber bladder into which oxygen flows from the tank.” The Maytag Company then used his design to produce masks for the Everest expedition.
William Patient credits his mentors with helping him become a successful businessperson and community leader.

**Learning is not a solitary pursuit.**

William F. Patient, B.S.Ch.E. '57, has drawn that realization from his lifelong pursuit of knowledge and understanding. He easily gives credit where it's due, when he tells how he got from where he started to where he is today. Many friends, acquaintances, and mentors helped transform a young man from southern Illinois into the retired chemical company executive and community leader who helps others have a chance at better lives.

He recalls the high school teachers who helped him get into college. He remembers, with particular respect and affection, the professors who nurtured his ambition and interest in engineering. He praises associates in business who allowed-and encouraged-him to follow his instincts and put his ideas into practice. He speaks most lovingly of his wife, Bonnie, his high school sweetheart and companion for more than four decades.

He also credits others who shared insights about global business and living in diverse cultures, who set an example for community involvement, and who have shared their enthusiasm for Washington University.

But Patient deserves the credit for knowing what he wanted out of life and for seizing opportunities that came his way. Growing up across the river from St. Louis and knowing that only one member of his family had gone to college, he was determined to go. But there was the matter of money.

"The brothers at Central Catholic High School in East St. Louis stepped in and sent me to St. Mary's College in San Antonio, Texas," Patient says. After a couple of years, though, he dropped out because he wanted to be an engineer, and St. Mary's didn't have an engineering program. He came back to St. Louis and went to work at a flour mill.

Patient's job enabled him to attend night school. He went to see Dean Lawrence E. Stout at Washington University's School of Engineering and said he wanted to study engineering the oil industry because I really loved process engineering. I was able to take some graduate courses while I was there. It was a great experience."

But short-lived. A bitter refinery strike persuaded the company to move its R&D facilities from Texas City to Whiting, Indiana. Patient didn't want to go there, so they offered him an alternative: join their new chemical business in Joliet, Illinois.

He did, but, he says, "I eventually decided that the oil company didn't understand the chemical business."

"I wouldn't be where I am if I hadn't had people who cared enough to help me, mentor me, and educate me."

**... My education has been a blessing," Patient says.**

West Virginia, just starting with a new plastic called ABS. "I was fascinated by the plastics business, which wasn't all that big then," he says, joking about the scene from *The Graduate*.

It was a small company, but part of a larger one: Borg-Warner Corporation. That career move in 1962 took him to Borg-Warner for almost 28 years. "When I got there the chemical company was worth
about $30 million. When I left, it was worth a couple of billion,” he says. Patient’s career paralleled the company’s growth. He became vice president for sales and marketing, then vice president for manufacturing, and, in 1980, president of Borg-Warner Chemicals Europe.

The six years he, Bonnie, and their five children spent in Europe—plus assignments in Japan, Australia, and Canada—sharpened Patient’s understanding of global business and his appreciation for the cultures he encountered. His lighthearted appraisal: “Bonnie and I were ‘industrial gypsies.’”

Like many undervalued companies in the ’80s era of mergers, acquisitions, and leveraged buy-outs, Borg-Warner was hotly courted. The company devised its own pre-emptive LBO. Knowing the business would have to be split up, Borg-Warner decided to auction off the chemical company, star of the portfolio, to GE.

Patient stayed for the transition, retiring in 1989 at age 55. Learning he was available, the BF Goodrich Company invited him to talk about their chemical business. “I thought it might be some kind of turn-around thing—I’d stay three or four years, change the business, then go back into retirement,” he says.

“But things didn’t work out that way. After a thorough strategic evaluation, Goodrich decided it didn’t want to be in the PVC business and asked me to take the division public as a new corporation. I didn’t hesitate to say yes to that proposal.”

Thus, the Geon Company, with Patient as chairman, president, and chief executive officer, was born in 1993. Despite its history of leadership in vinyl resins and compounds, the newly independent company was underperforming. Patient and his management team came up with plans to cut costs, improve operating efficiencies, and increase productivity. In 1997, they further reshaped Geon from a domestic commodity chemical company into an international company focused on polymer technology, service, and innovation.

Patient’s second “retirement” in 1999 gave him more time to devote to the community. As chairman of the board of Cleveland State University, he maintains an office in the school’s business administration building a few blocks from Lake Erie in downtown Cleveland and adjacent to Playhouse Square, a reinvigorated theater district that’s part of a striking downtown rebirth. He is a trustee of the Playhouse Square Foundation and other organizations, including the University Hospitals Health System, the Musical Arts Association, and the Greater Cleveland Roundtable. He is also on the board of Navistar International.

“I wouldn’t be where I am if I hadn’t had people who cared enough to help me, mentor me, and educate me. I feel so grateful to Washington University. My education has been a blessing,” he declares.

Which helps explain his current priorities: He is leading an urban university that extends opportunities to economically disadvantaged young people, serving on the Ohio Governor’s Commission on Student Success, and serving as chair of Washington University’s Cleveland Regional Cabinet and on the School of Engineering and Applied Science National Council. Last spring, he presided over the kickoff of the Cleveland Regional Campaign.

Bill Patient has come full circle. The young man helped to achieve his dreams by others now is the mentor, repaying those acts of kindness and caring. The lesson was learned well.

—John W. Hansford
GBG Chair Larry Thomas  B.S.B.A. '77

"The Washington University Web site not only gives alumni a great source of up-to-date information about what's happening on campus, it also offers alumni and visitors a great sense of the University itself through its graphics and links."

New Alumni Board of Governors Chair Urges Online Alum Involvement

The 2000-01 chair of the Alumni Board of Governors, Lawrence E. Thomas, B.S.B.A. '77, wants YOU—especially if YOU haven't been back to campus lately—to participate in the exciting world of today's Washington University. And it doesn't matter whether you live 10 blocks or 10,000 miles from campus.

"As alumni," he says, "we're all life-longers of Washington University." He points out: "Just as our productive careers reflect positively on the University, our Washington University degrees are enhanced by what's taking place there today.

"When I was a student in the '70s, all of us would have said, without question, that Washington University was a great school. Now it's even better and more diverse—both students and faculty—thanks to the leadership of Chancellor Emeritus [William H.] Danforth and now Chancellor [Mark S.] Wighton. And the visibility of Washington University as a whole has greatly increased in the past few years."

Thomas views the current strength and growth of his alma mater from a couple of perspectives.

One is his own career in business. While still a WU undergraduate, he interned at Edward Jones, the St. Louis-based investment brokerage, was hired upon graduation, made partner five years later, and currently heads the firm's Syndicate and Unit Investment groups.

His career as a WU volunteer is equally impressive. It began with the National Black Alumni Council and has never stopped. He is a board member and past president of the Business Alumni Association; was a member of his 10th Class Reunion Committee and co-chaired his 20th; serves on the John M. Olin School of Business National Council; and, in 1998, was elected to the WU Board of Trustees. He received a Distinguished Alumni Award from the University at Founders Day in 1997.

With the WU Alumni Association gone global, though, helping large numbers of alumni actively participate in the life of the University sounds like a tough, even impossible, proposition.

"Technology," Thomas says, "is key to getting folks back in the thick of things on the Washington University campus."

And close at hand, he has an example of how well new systems can revolutionize personal communication.

Rapidly advancing technologies have enabled Edward Jones, which advises only individual investors, to go one-to-one with its clients on their own turf via its 6,000 neighborhood offices here and abroad (one of them probably right around the corner from you).

So as ABG chair, Thomas is in a good position to build on the technology platform initiated by his predecessor, Thomas Lowther, J.D. '62, M.L.A. '99, with the help of Laura Ponte, assistant vice chancellor for alumni relations (laura_ponte@alismail.wustl.edu).

With the WU Alumni Web site [wustl.edu] not only giving alumni a great source of up-to-date information about what's happening on campus, it also offers alumni and visitors a great sense of the University itself through its graphics and links."

The alumni pages [alumni.wustl.edu] already offer a wide and various menu, one that, Thomas says, the Alumni Board of Governors hopes to help make better and better.

Currently, it includes, among many other offerings: The popular online Alumni Directory. It's free of charge, secure, and designed solely for the use of Washington University undergraduate and graduate alumni. Reunion information. "While technology enables us to keep in touch with one another and our University, no matter the distance, there is still nothing
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
like coming ‘home’ to Washington University,” says Thomas. For instance, the popular Reunion staple “Classes Without Quizzes” offers alumni the opportunity to hear—and question—current faculty lecturing on a wide variety of topics. And, of course, Reunion allows one to catch up with the changing face of the Washington University campuses.

WU Alumni Clubs-sponsored events, listed by city. Alumni distant from St. Louis often have the chance to meet University faculty and/or administrative officers, who bring the latest news from campus, and can answer questions about the Washington University of today [see sidebar].

The Alumni and Parents Admission Program (APAP), which involves alumni in the future of the University, as well as the present. Alumni interview students from their area who have applied to WU, and their interview reports provide the undergraduate Admission Committee with additional information about the student that may not have been evident in his or her application.

The Campaign for Washington University and the Annual Fund. Thomas advises alumni, “We’ve had a good year [in 1999–2000], but we have to keep our eye on the ball and meet the challenges of the Campaign. Making a gift to your school through the Alumni Annual Fund is a sound investment in Washington University’s future!”

International Relations. Keep track of University activities on the Pacific Rim through Asia Extra, the quarterly newsletter for the University’s alumni, parents, and friends in Asia.

Passport to Knowledge travel program. Washington University puts the world at your feet. “We value our alumni,” Thomas says, “If you can’t be on campus, we’ll bring the campus to you.

“The accomplishments of our students and faculty, our innovative programs, and our important research show up in the national media all the time. We’ll do our best to have the alumni pages and their links get you behind the scenes of those accomplishments.”

Speaking of national media: What does Thomas think about those college and university rating systems? (In U.S. News and World Report’s 2001 college rankings, WU moved up from #17 to #15 in the Top 20, tying with Brown and Johns Hopkins.)

He is philosophical: “Nobody should pay serious attention to those rankings. Of course,” he laughs, “if you happen to be right up there and applications are booming, as they are, you might be forgiven for feeling good about it.”

And the Presidential Debate?

He laughs again and says, “That kind of visibility helps. After the 1992 presidential debate, people stopped asking me if I had gone to school in Seattle.”
Judith Rupp Hodges, LA 44, wonders what happened to her two friends: Edna Mae Curry (Grad. Architecture) by the school district and Burgess, WU professor, among others, for his mentoring.

SAM Portman, LW 49, LW Law TI Tech. & Info. Mgmt. is the technical librarian for Compaq Computers’ Telecommunications Line of Business in Austin, Texas. She and her husband, David, have been living in Austin since 1987. David is a staff lawyer for Texas’ State Commission on Judicial Conduct. Their son Jacob, an honors graduate from the University of Texas, is a struggling jazz guitarist in the Austin music scene. E-mail: olga.wise@compaq.com.

William T. Boulanger, LA 50, a retired publisher of 50 years, is being honored for 50 years of practicing law—“still learning and still going strong!”

Allan G. Barclay, GR 60, received the 2000 American Psychological Association Award for Distinguished Contributions to Public Service.

Martin A. Frey, LW 65, professor of law at the University of Tulsa, received the Outstanding Professor Award from the Student Bar Association for the sixth time and the Lifetime Service Award from the TU Law Alumni Association. The board of advocates named its 15th Negotiation Competition for him, and the faculty and administration named the courtyard at the new Legal Information Center for him and his wife, Phyllis. Recently published the third edition of Introduction to the Law of Contracts. Following a year-long sabbatical, he will become professor emeritus.

Carl Momar, GR 66, GR 80, professor of music and music division chair at Wayland Baptist University, Plainview, Texas, since 1995. In 2000, he will be the new division chair for the newly formed Division of Fine Arts with departments of music, theater, art, speech, and communication (radio, television, film) at Wayland. In Spring 2000, he presented a Schubert song cycle for his 25th faculty recital at Wayland and was a guest artist in a performance of Mozart’s Great C Minor Mass on a 150th anniversary concert in honor of the founding of William Jewell College in Liberty, Mo., April 14, 2000.

Charles C. Richmond, UC 66, was awarded the Doctor of Education degree by the University of Massachusetts-Amherst on May 20, 2000. He is the executive director of the Institute on Gerontechnology in Peterborough, N.H., which provides computer literacy courses, and computers for senior centers and boys and girls clubs.

Edith E. Cohn, JL 66, is the editor of Caring for Your School-Age Child (Bantam Publishers). George L. Fitzsimmons, LW 67, of Gray, Ritter & Graham, PC, in Little Rock, is a former state chairman of the International Academy of Trial Lawyers and to the State Committee of the American College of Trial Lawyers.

Ralph J. Nagel, AR 67, GR 69, has been elected chairman of the Colorado Commission on Higher Education, which is responsible for 26 public campuses and 150,000 students. He is also a former and president of Meridian Retirement Communities, headquartered in Denver.

Richard J. Gimpelson, EN 68, serves on the board of trustees for the American Association of Gynecologic Laparoscopists. He recently published a chapter in Obstetrics and Gynecology Clinics of North America and is doing research on two topics: the use of contraceptive methods and a new method of endometrial ablation for treatment of abnormal bleeding. He is a member of the Reform Party and was a candidate for U.S. Congress 2nd-District, State
She continues to work in retirement and enjoying life in his wife and three sons. He is surviving on bread and cheese.

Bonnie M. Orkow, SW 70, reports from Colorado that she was elected president of the board of directors for the National Repertory Orchestra. The orchestra performs during the summer in Breckenridge, Colo. Bonnie says she is excited about the chance to help the young musicians, ages 18-28, expand their repertoire. She is currently expanding her own by pursuing a Ph.D. at the University of Denver.

Elinda Fishman Kiss, LA 69, is the recipient of the Thomas H. Mott, Jr. Award for Excellence in Teaching in the Rutgers University School of Business for the year 2000. The award is given to the most outstanding professor at Rutgers University.

Bonnie M. Orkow, SW 70, reports from Colorado that she was elected president of the board of directors for the National Repertory Orchestra. The orchestra performs during the summer in Breckenridge, Colo. Bonnie says she is excited about the chance to help the young musicians, ages 18-28, expand their repertoire. She is currently expanding her own by pursuing a Ph.D. at the University of Denver.

Max Reichard, GR 70, GR 75, professor of history and humanities and interim vice chancellor for academic affairs at Delgado Community College in New Orleans, has been awarded a Fulbright Scholarship to Croatia. He is teaching in the American Studies Program at the University of Zagreb in Croatia during the 2000-01 academic year.

One highlight of Anne Craver's invitation to the Elysee Palace was, according to an idea that she would be invited to attend the official reception at Bastille Day in Washington, D.C., or the state of Washington.

Craver then entered the first of three "salons," finding displays of some of the finest cuisine from every nation of the newly founded European community. She also found free-flowing champagne, which the crowd of 1,000 truly enjoyed. In the second salon, a row of majestic crystal and bronze chandeliers adorned the glass roof, allowing for natural sunlight to illuminate the room during the day. The third room held a large wide-screen TV, which was set up for viewing President Chirac's upcoming speech.

After the tour of the salons, Craver went into the gardens, where white tents guarded delicacies and a band played Glenn Miller and Frank Sinatra tunes. She met Prime Minister Lionel Jospin and Madame "le" Secrétaire Hélène Carré d'Encausse, head of L'Académie Française, with whom she discussed the subject of her dissertation—the poetry of Andrée Chedid, a celebrated French author of Egypto-Lebanese roots.

Finally, President Chirac arrived at the Elysée Palace. After speaking for five minutes, then shaking a few hands, the president was whisked away to meet with more than 1,000 mayors.

Bastille Day was definitely a special invitation was only a special invitation was only a special day.

Above: One highlight of Anne Craver's invitation to the Elysee Palace was meeting Monsieur le Députe Philippe Séguin.

Right: The Elysée Palace is on the Rue du Faubourg St. Honoré in Paris; pictured is the main entrance.

Craver, Ph.D. '00 (comparative literature), a "journée de rêve" [a perfect day].

What made the invitation extra-special is that the Elysée Palace, the French equivalent to the U.S. White House, is normally not open to the public. Only once a year—after the défilé, the military parade on the Champs-Elysées—does the Elysée Palace open its gardens to dignitaries and special guests. And this year guests were invited for the first time to visit the magnificent first-floor "salons." Craver's special invitation was only a prelude to a very special day.

Upon entering the courtyard of the Elysée Palace on July 14, she immediately crossed paths with Monsieur Jean Tiberi, the mayor of Paris. After speaking with him for a few moments, she encountered his political rival for mayor, Monsieur Philippe Séguin, a "député" [the equivalent of a U.S. congressman] and former head of the RPR, a major political party. After passing a beautiful 60-ton white-marble sculpture of 200 flags honoring Napoleon's conquests, Craver met Madame Bernadette Chirac. She had just enough time to tell Madame Chirac about her studies at Washington University, pointing out that the University is located in "St. Louis," not in Washington, D.C., or the state of Washington.

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Bastille Day was definitely an unforgettable and perfect day for Anne Craver.

Jay Northcutt, FA 74, received the Pillar of Parkway Award, which recognizes excellence of character, performance, leadership, and extraordinary service, from the students and faculty at the Parkway School District, in Chesterfield, Mo. He is an art teacher in Bellerive Elementary.

Curtis A. Beck, EN 75, was promoted to 29 March 2000 as manager, Customer Services Department, of the Hawaiian Electric Light Company (HELCO). As manager, Curtis oversees commercial services, education services, rates, sales forecasting, and integrated resources planning activities for the company. He has been with HELCO since 1993. Also, on July 1, he was installed as president of the Hawaii Chapter of Professional Engineers for the 2000-01 fiscal year. He has been a licensed mechanical engineer in the state of Hawaii since 1983.

William S. Daniel, LW 75, served as national co-chair for the American Bar Association’s Property Insurance Law Committee’s CLE Program at the ABA Annual Meeting in New Orleans on 4 March 2000, and was reappointed as vice chair for 2000-01.

Vincent Pereda, SW 75, is employed by U.S. Navy, the Navy Family Service Center in Guam. He has been employed in his job since 1989. As the Navy’s family advocacy representative, he has provided oversight of the family Advocacy Program, which serves families that encounter problems in the area of domestic and family violence.

Vince Venezia, BU 75, says the 25-year Reunion was fun! He still lives in St. Louis, owns his own practice as a CPA and business advisor, and enjoys preching the gospel of Jesus Christ as a volunteer with the Mission Gate Prison Ministry. His oldest son is happily married. Vic and his wife, Sheree, also have twin daughters, who both want to start driving next year.

Terry Gross, LA 76, has “four children, one wife, and one faithful dog.” He is a part-time lawyer and full-time baseball coach, and fishes when he can. If you are in the Panhandle, he invites you to look him up.

Allan Trautman, LA 76, performed puppet characters in several films: The Flinstones in Viva Rock Vegas, Brendan Fraser’s Mon-
Building a Winning Tradition in Sport and Life

For Homer Drew, head coach of the men's basketball team at Valparaiso University since 1988, the challenge to build a winning program "at a school that had not had a winning program in Division I athletics in 16 years" was a great opportunity. Drew came to Valparaiso from Indiana University at South Bend, and he has made good his promise. Amassing six consecutive Mid-Continent Conference championships as well as advancing to the "Sweet 16" of the NCAA tournament in 1998, Drew has instilled a tradition of winning. His Valparaiso team is among college basketball's elite as one of only seven teams in the NCAA to boast six consecutive seasons with 20 or more victories.

"It is natural to take all the credit for such an impressive turnaround. "First of all, success breeds success," says Drew of his team's ability to continue to win. "As we have had success, we are able to attract talented, young student-athletes to come to the university and be a part of a winning program." Drew credits his coaching staff and the administration of Valparaiso with providing "tremendous support and invaluable feedback." The Mid-Continent Conference, however, continually recognizes Drew's talents and has honored him with the Coach of the Year award three times.

"The philosophy of "building a tradition" has always been important to Drew. "In the last eight years, 14 of our players [including son, Bryce Drew, who was drafted in 1998 in the first round by the Houston Rockets] have gone on to play professionally around the world," says Drew. His greatest achievement, he says, is "seeing our young players graduate and go on into their chosen professions. Forty-seven of my former players are currently coaching or teaching." He also plans on "traveling around the world and visiting all of my former players," he adds with a laugh.

One of the most memorable seasons in Drew's tenure at Valparaiso was his team's trip to the "Sweet 16." It was also a very memorable time for the Drew family: "My oldest son, Scott, is an assistant coach for the program, and it was Bryce's senior year," he says. Bryce also scored a buzzer-beater over Ole Miss that advanced the team to the final round of 16. The shot, now a favorite in every college basketball highlight reel, earned Bryce the Play of the Year Award from ESPN. "To be able to be with my two children as they went through college like that I believe was really a blessing from God," says Drew. "Also, to be able to share an experience like that with my family is truly a highlight."

Drew, who earned his master's degree in education at Washington University in 1968, credits the University with helping him develop as a person. "Being at Washington University was a time of growing and learning, I really learned how to deal and communicate with people. Washington University is also where I was able to set a foundation for basketball through my work in the athletic department," says Drew. "The people there were always very helpful." —Justin Ragnar, Class of '02
Andrew Campbell, GR 90, GR 93, has just had his sixth book published, an etiquette guide for sexual and gender minorities, their friends, and families, called *The Bride Wore Black Leather... and He Looked Fabulous!: An Etiquette Guide for the Rest of Us* (Greenery Press).

Kevin William Janer, GR 90, GR 94, was appointed director of neuropsychology for the St. Johnland Rehabilitation Center, following completion of a National Institutes of Health fellowship in neurology and psychiatry at the New York Hospital-Cornell Medical Center. He is now the founder and clinical director of Neurobehavioral Health Associates, a private mental health-care agency. In his “spare time,” he serves as the惟属 president of Educational Behavioral Sciences Affairs for RxMaxWell, Incorporated, a for-profit health and patient wellness education technology company. He lives in the eastern town of Long Island, but spends much of his non-working time attending art, music, and theater events in New York City with his partner, Michael.

Stephanie L. (Sindler) Jensen, LA 90, is a full-time mom living in Houston.

Richard Laugesen, GR 90, GR 93, married his wife, Emily, LA 89, GR 92, has a new daughter, Mariah Corinne Laugesen, born January 8, 2000. Rick is a visiting researcher in the Wu's Department of Mathematics, and Emily teaches in the music department.

Jennifer L. Miller-Tichota, FA 90, and husband Jon, LA 86, have moved to the San Francisco area, where he has accepted a position with Alza Pharmaceuticals as director of commercial development. E-mail: jmtichota@alza.com.

Lee-Ann Laffey, LA 91, GR 92, received her Ph.D. in 1988 from Indiana University-Bloomington and is an assistant professor of Spanish and Latin American literature at Elmhurst College in Elmhurst, Ill. She has won the President's Award for Excellence in Teaching, and each summer she has received a major research grant for the study of Latin American women writers. She has published a host of articles on contemporary Latin American and Mexican women novelists.


AnnelBeth Litt, LA 91, is a physician in private practice (internal medicine) in New York City and assistant professor of medicine at the University of New York Medical College. She recently married Mark Levenson.

Kristen (McKeel) Malhotra, LA 91, GR 94, GR 00, received her Ph.D. in clinical neuropsychology from UBS Warburg in May 2000. She and her husband, Rajan, have two sons, Raj, 4, and Milan, 2. Kathleen Olowin, LA 91, and husband Honey Tongue announced the birth of their daughter, Rachel Irene, on April 3, 2000. He joins big brother Matthew, who was 4 1/2 at the time. The Olowins still live in Channahon, Ill., where Aaron continues to work as a systems engineer for Litton Marine, and Kathleen is home full-time with the boys.

Andrew M. Portteus, LA 91, began a fellowship in child and adolescent psychiatry at the University of North Carolina in Chapel Hill, where he recently completed his training in adult psychiatry. He was selected as a Jansen Clinical Research Scholar by the American Psychiatric Association for his proposal to investigate predictors that might help to reclassify in pediatric onset schizophrenia. E-mail: aportteus@css.unc.edu.

Jen Glubka Ayers, LA 92, and husband Jerry Ayers, LA 92, and their Seattle-based rock band Honey Tongue would like to thank all you WU alums who came out to venues across the country to see Honey Tongue perform live (summer East Coast tour and fall U.S. tour). For Honey Tongue music samples, photos, upcoming tour info, and more, and to contact Jen or Graham, visit HoneyTongue.com. Web site at: www.honeytongue.net.
Satisfied with the show, she recently worked with such pop stars as Marc Anthony and Faith Hill. "It’s so satisfying when at noon the camera fades to black and you say, ‘we just put a show together.’ It’s an incredible feeling."

Beyond the excitement of her job, Silber still finds plenty to do in her spare time, including rollerblading, weight lifting, and acting in New York’s community theater scene. Two of her other pastimes are enjoying fine wine and traveling. Naturally, her recent vacation in Napa Valley was "incredible, like taking an extended wine class."

She remembers her years studying business at WU fondly, and says it prepared her for business and traveling. "I identify with the show’s timing on the screen, ensuring that the show will make it off the air, and the remaining segments will get adequate airtime."

One of her favorite aspects is dealing with performers who appear on the show. She works with musicians to break down songs bar by bar, and discusses the staging. She has recently worked with such pop stars as Marc Anthony and Faith Hill. "It’s so satisfying when at noon the camera fades to black and you say, ‘we just put a show together.’ It’s an incredible feeling."

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She remembers her years studying business at WU fondly, and says it prepared her for the fast-paced environment of her career. "Television is very cutthroat—the supply far exceeds the demand for good people in the business. My years at the University taught me to be strong and work really hard, and I’ve done well because of that." Her drive and intensity continue to lead her toward new opportunities; she’s gradually moving into associate directing on The View and other projects.

While The View presents fascinating personalities on the screen every day, Silber’s enthusiastic nature tells us that there’s another great personality just outside the screen, ensuring that the show’s live broadcasts are a continued success.

—Ryan Rhea, A.B. ’96
They live in Manhattan, where first ISS crew launch on a Soyuz-U and the Baikonur Cosmodrome in Kazakhstan. They stay busy shuttling between Moscow and Chicago. E-mail: kuensle@wildmarrd.com.

Laura (Friedman) Williams, LA 93, married David Lengyel, GR 93, of St. Louis. Laura, a literary agent and David is the manager of a video production company. E-mail: laura@williams3media.com.

Rachel Cohen, LA 93, married Jay Kim on June 11, 2000, in Tucson, Ariz. They live in the Washington, D.C., area, where Rachel is an account executive in the health-care practice of Porter Novelli, a public relations agency. E-mail: rachel@rankin.com.

John Ives, GB 93, has joined a technology-focused venture capital firm, RockMountain Ventures, as a development officer.

John F. Kuenstler, LW 93, has joined an investment group, the manager of the Moscow Technology and Business Center, and will be working with people living with HIV/AIDS and cancer. E-mail: jfkuensle@comcast.net.

David Lengyel, GR 93, was awarded the NASA Exceptional Service Medal in May 2000. He is the manager of the Moscow Technical Liaison Office and the International Space Station Program and stays busy shuttling between Mission Control in Korkol, Russia, and the Baikonur launch site in Kazakhstan. He prepared that prepared the first ISS crew launch on a Soyuz-U booster in late October 2000.

E-mail: David.M.Lengyel@NASA.GOV.

Jason Mirikiti, BU 93, was hired as executive director of Shiloh Summer Camp, a Christian camp for inner-city youth in Ohio and make new one wife, Jill, had a baby girl, Abigail Jordan Mirikiti, on September 6, 2000.

Mitch Parker, EN 93, GB 93, and Margie (Maier) Parker, BU 93, live in Westfield, N.J., and made their home in Westfield, N.J., in November 28, 1999. They reside in Burlingame, Calif.

Amy Patel, EN 93, has just completed his master’s of manufacturing engineering degree from Northwestern University in June 2000. E-mail: amar@nualumni.com.

Christopher J. Petri, BU 93, was named an associate in the law firm of Gallop, Johnson & Neuman, L.C., of St. Louis.

Benjamin Rosenbloom, LA 93, is making a career transition in 2001 and looking to connect with folks in the city. He is also rowing again, picking up what he started with the WU crew team and looking to connect with old rowing buddies in the area.


Jennifer (Berman) Yoken, BU 93, and husband Jonathan Yoken, LA 93, welcomed their first child, Hannah Elizabeth, on February 23, 2000. They reside in Philadelphia, Pa., where Jennifer has taken time off from her position as education director of Junior Achievement Philadelphia’s Chevy Eye Institute to stay at home with Hannah. Jonathan is chief resident of ophthalmology at University of Pennsylvania’s Scheie Eye Institute and is applying for a fellowship position in vitreoretinal surgery.

E-mail: Bmkenlen@aol.com.

Susan M. "Shellie" Yussman, LA 93, completed her pediatrics residency in Portland, Ore., and just moved to Rochester, N.Y., to start an adolescent medicine fellowship and a master’s in public health. E-mail: susan_yussman@urmc.rochester.edu.

Allison (Blow) Gilbert, LA 94, married Kenyatta Gilbert in September 1999. Kenyatta is a Ph.D. candidate at Princeton Theological Seminary. Allison is starting her second year of residency in pediatrics at Robert Wood Johnson University Hospital, New Brunswick, N.J. They make their home in Westfield, N.J. E-mail: allyyattag@cs.com.

John Hohlen, GB 94, married Karen Stotle on May 27, 2000. The couple resides in Chesterfield, Mo. John is a software engineer with Bridge Information Systems in Creve Coeur, Mo. E-mail: jhohlen@bridge.com.

Catherine Shoemaker Kevl, LA 94, PT 97, married Michael Patrick Kevl on June 17, 2000, in Springfield, Mo. They still live in Meridian, Miss., and Elizabeth will continue to work as a physical therapist in an outpatient clinic for another year or so until they move closer to a pilot base. Mike is a first officer with Continental Airlines and Daniel is in the U.S. Navy Reserve. They have a black lab puppy named Yale.

Phil Miller, SW 94, is an active-duty commissioned officer in the U.S. Air Force, working clinically as a family advocate. Phil, along with wife Shelli Altopp-Miller, SW 94, and children Evangeline and Gannon, are stationed at Pope Air Force Base, Fayetteville, N.C. Shelli enjoys being a full-time mom and homemaker.

Debra Esther Pester, LA 94, now in-house counsel at LHS/Sema Group Telecoms in Atlanta, co-authored a chapter, "Building a Legally Bulletproof Website," that appeared in the Holland’s M-Business (RIA/Warren, Gorham & Lamont, 2000). She is also now the proud aunt of Samuel Benjamin Spinn, son of Michelle, LA 96, and Daniel Spinn, LA 96. E-mail: pester@yahoo.com.

Shannon Williams, BU 94, married Michael Higgins on May 13, 2000, in St. Louis. They live in the Cleveland, Ohio, area, where Shannon is pursuing an M.P.H. at George Washington University, and Michael is a senior director of member services at the Advisory Board Company. Members of the wedding party included Laura Williams, LA 96, Amy Black, LA 94, Amy Orner, LA 94, Rainie (Reiter) Gordon, BU 94, Lauren (Ruttkamp) Schanker, BU 94, and Kim Nash, LA 94.

Matt Britton, LW 95, and wife Libby celebrated the birth of their fourth child, Luke, in May 2000. We regret reporting Luke was the couple’s first child in the summer issue.

Mark W. Clark, LW 95, joined Barnes & Thornburg, Indiana’s largest law firm, in its Indianapolis office.

Timothy Parsons, LA 95, moved to Pittsburgh for graduate school at Carnegie Mellon University, where he will be pursuing an M.B.A.

George Rietz, LA 95, GR 97, and Jennifer (Shapiro) Rietz, LA 94, have a son, Jacob Howard, born May 27, 2000. They live in Nashville. George teaches Latin to seventh- and eighth-graders; Jen is a consultant with Mary Kay Cosmetics. E-mail: georgeandjen@mindspring.com.

Erin Schatz, LA 95, is an attorney in the Labor and Employment Department at McGuire Woods Battle & Boothe in Atlanta. E-mail: eschatz@mwbw.com.

Lissette Alvarez, LA 96, graduated from Tuane School of Law in New Orleans in 1996. She has studied international law, specifically public international law with an emphasis on human rights. She is a member of the Florida Bar. In the last year, she has traveled to Europe and Kenya, and completed an internship in Costa Rica at the Inter-American Court of Human Rights. She has since relocated to Wochington, D.C.

Jason D. Dodson, LW 96, and David N. Bohrer, LW 96, have joined the law firm of Simon, Gray & Fasspanante, LLC, of St. Louis.

Jason Florimonte, LA 96, and Jerylin Jordan, FA 97, were married March 26, 2000, on the island of Oahu in Hawaii. Luke and Hannah, who are happily enjoying our lives together! Aloha . . .” E-mail: jerylin@hotmail.com or florimjm@eudoramail.com.

Richard Gray, LW 96, and Tara L. Jensen, LW 96, were married in September 1997 and are proud parents to Avery Jensen Gray, born March 30, 2000. Richard is at Shook Hardy & Bacon, and Tara is an appellate public defender with the Missouri Public Defender (both in Kansas City).

Laurel Green, LA 96, married Richard Stein, LA 95, in Cleveland, Ohio, on October 9, 1999. Laurel is an attorney with the Cleveland law firm Morgan, Maddox & Devito Co., LPA. Richard is a second-year resident in internal medicine at Metro Health Medical Center in Cleveland.

Aarne M. Moore, FA 96, was promoted to senior art director of creative services at Eric Mower and Associates, which has offices in several cities in New York state.

Karla Rae Petersen, LA 96, married Ivan David Zeitz, LA 96, on May 13, 2000, in San Francisco. Karla is a neurosciences Ph.D. candidate at the University of California, San Francisco. Ivan graduated in May 2000 from the UCSF School of Medicine. After a medical internship, he will begin an anesthesiology residency at UCSF. Members of the wedding party included Kristin Hunt, LA 96, Takumi Sato, LA 96, Melissa Schwartzberg, LA 96, and Barath Vasudevan, EN 96.

David Kirsch, LA 96, and Rohit Udipi, BU 96, also attended.

Seth Promisel, BU 96, and Amy Blumhof, BU 97, are engaged to be married. They are planning a wedding for August 2001.

John E. Kneller, LW 93, was named partner at Wildman, Harrold, Allen & Dixon in Chicago. He concentrates his practice in labor and employment law and advises clients.

Suzy Lechner, LA 93, "finally" received her Ph.D. in clinical health psychology in June. She also accepted a postdoctoral fellowship position at the Center for Psycho-Oncology Research at the Behavioral Medicine Research Center at the University of Miami, and will be working with people living with HIV/AIDS and cancer. E-mail: suzy_l@bwh.harvard.edu.

David Lengyel, GR 93, was awarded the NASA Exceptional Service Medal in May 2000. He is the manager of the Moscow Technical Liaison Office and the International Space Station Program and stays busy shuttling between Mission Control in Korkol, Russia, and the Baikonur launch site in Kazakhstan. He prepared that prepared the first ISS crew launch on a Soyuz-U booster in late October 2000.
Celebrating Success the Fun Way

For Greg Sullivan, working should be a choice, not a chore, and these days, it's a choice he really enjoys. His company—G. A. Sullivan, a leader in the emerging IT industry—has been listed in 1997, 1998, and 2000 on INC. Magazine's list of the 500 “fastest-growing private companies in America.” Sullivan hopes that working at G. A. Sullivan is also a choice and not a chore for his roughly 360 employees. “I always tell my employees that I work here by choice as well. I want it to be fun; it's important as you don't always know what tomorrow will bring.”

For Sullivan, an early choice that changed his life was becoming a business owner. After graduating with a systems science and mathematics degree from the School of Engineering and Applied Science in 1981, he went to work with the consulting company MARC. In 1982, Sullivan lost his MARC job. With only $300 and working out of his apartment, Sullivan created G. A. Sullivan; his initial goal was to provide custom software to businesses that used the-then fairly new IBM PC as part of their operations.

“When IBM introduced the first PC, the company sent out demo models to generate interest,” he says. “I would go to ComputerLand between 5 and 10 in the morning to program its demo.” Sullivan saw that computers would be vital to businesses in the future, and he recognized the need for software development. G. A. Sullivan grew, albeit slowly, along with the computer industry, providing innovative software for St. Louis businesses.

In 1992, Sullivan recognized another technological revolution—the Internet. He began an intensive reorganization and restructured his company, creating the G. A. Sullivan of today. “We are an e-business solution provider,” he says. “We help companies leverage the Internet in their business strategy.”

Throughout his career, Sullivan has maintained an attitude of fun and lightness that pervades his company. “One of my key philosophies is to celebrate success along the way. It's not about waiting until retirement and then looking back on your accomplishments.” Sullivan's “celebrating” comes in a variety of manners: He has sprayed Silly String™ on sales personnel to celebrate a first sale; he throws parties for company milestones, occasionally showing up in costume; he wears a bunny suit when tensions and workloads are running high; and he offers his employees trust and respect. His employees recognize their boss' relaxed, playful attitude; last year, turnover was roughly 7 percent in an industry where 20+ percent is common. The St. Louis Business Journal recently honored G. A. Sullivan with a Laclede award for “corporate culture,” recognizing the company among the “best places to work.”

G. A. Sullivan is not entirely fun and games, however. “Industry leadership is our primary goal. And leaders should contribute to their industry, not just take from it,” he says. And lead they do. G. A. Sullivan's employees have written a series of technical publications that have become standards in the computer field. Sullivan speaks at industry gatherings and trade shows. He and his staff travel across the globe presenting seminars on industry-related topics to clients, other companies, and the public. Since 1992, G. A. Sullivan's revenue growth rate has been 9,455 percent. The employee roster has grown from five to more than 360 with a network of eight offices in St. Louis; Atlanta; Cincinnati; Kansas City; San Antonio; Fairview Heights, Illinois; Nashville; and the Netherlands. And Sullivan has received numerous local and national awards, including being named the 1999 Small Business Administration National Small Business Person of the Year. Asked what success has been the most celebrated: “The most fun occurs every time we have a happy customer. If our consultants deliver high-quality work, there is no better success than that.” —Greg Peters, Class of '01
Kelly Wolford, LA 99, has been living in Japan for the last year teaching English on a teeny-tiny island, where she is one of only 20 or so other foreigners. Although "it has been an amazing experience (and the kids are beautifully)," she is "definitely" ready to head back to the States this summer. She'll be living at home in Nebraska for the next year, then heading off to law school in 2001. E-mail: kcwolfo@ yahoo.com.

Ben Looker, LA 00, and Jeff Lash, BU 00, each received individual awards for "Outstanding Musicalanship" when they performed at the Wichita Jazz Festival April 21, 2000. The two are members of the WU student jazz quartet, insides-Out, which received the highest possible rating at the festival.

Michael E. Quennoz, LA 00, is pursuing a master's degree in underwater archaeology in fall 2000.

In Memoriam

1920s
Bernice (Donihow) Braznell, BU 27; 8/00.
Elva Mae (Hott) Magness, NU 28, NU 37; 8/00.
Mary Helen (Barlett) Thompson, LA 28; 8/00.
Hadley A. Quade, EN 31; 7/00.

1930s
Isadore Kowarsky, EN 33; 7/00.

ClassMates

The ClassMates editor can be reached by mailing this form and also by fax and electronic mail. By fax: 314-935-8533. By e-mail: classmates@ismail.wustl.edu. Send U.S. mail to: ClassMates, Washington University in St. Louis, Campus Box 1086, 7509 Forsyth Blvd., St. Louis, MO 63105-2103.

Name:

Address:

Class Year: School or College: Phone:

Check here if this is a new address.

Please tell my classmates (use an additional sheet of paper if necessary):

Irving Halperin, GR 57; 9/00.
M. F. Long, GB 57; 6/00.
Philip L. Curn, BU 59, LW 62; 8/00.
Michael Kovic, EN 59; 8/00.
Alan L. Lake, UC 59; 8/00.
Kathryn M. Miller, UC 59, GR 60; 7/00.

1960s
Aaron S. Dennis, BU 60; 6/00.
Maurice V. Foley, UC 60; 8/00.
Archibald H. Hosier, Jr., AR 60; 7/00.
Thomas L. Regot, LA 60; 8/00.
Raymond Gregg Richardson, MD 60; 6/00.
Rochelle (Edelman) Scissors, LA 60; 7/00.
John F. Tullock, UC 60; 8/00.
Jean Van Ness, UC 62; 8/00.
Harry O. Cutler, UC 63, LW 66; 7/00.
Lula Mae Edmunds, UC 64; 7/00.
Harvey Reznick, LA 64, LW 67; 9/00.
Arline E. Rodgers, TI 66; 7/00.
Robert L. Ruesing, UC 68; 8/00.
Amelia (Fields) Casmier, GN 69; 8/00.

1970s
Frank W. Bute, UC 70; 6/00.
Laurence P. Caplan, GB 71; 7/00.
Dianne Grant (Spencer) Mubarak-Thomas, LA 73; 8/00.
Martha Lynne (Jander) Dickson, GR 74; 8/00.
Thomas Dwayne Scott, HA 77; 8/00.

1980s
Jeffrey Shaw Collins, LA 84; 7/00.
Mark Dale Cooper, MD 84; 6/00.

1990s
Mary Margaret Huebener, UC 94, GR 97; 7/00.

In Remembrance

Samuel B. Guze

Samuel B. Guze, the Spencer T. Olin Professor of Psychiatry and former head of psychiatry and vice chancellor for medical affairs at Washington University, died July 19, 2000, of bone marrow disease. He was 76.

Guze was one of the most influential psychiatrists in the world. His scientific and biological approach to the field of psychiatry began in the 1950s helped shape the practice of psychiatry today. He believed that psychiatric patients should be approached the same way general physicians approach all patients, thus helping move psychiatry into the mainstream of medical science.

"Sam Guze was a man ahead of his time—not only as one of the founding fathers of the scientific approach to psychiatry, but also as
an administrator," says William A. Peck, executive vice chancellor for medical affairs and dean of the School of Medicine. "His vision for the medical school kept us progressive and focused during times of great change."

Guze was also one of the first psychiatrists to use twins to study the role of heredity in psychiatric illnesses. He and his colleagues made key discoveries concerning the genetic predisposition to certain conditions, such as alcoholism and schizophrenia.

Born in New York City, Guze attended the City College of New York, Washington University, and the School of Medicine, receiving his medical degree in 1945. An intern who switched to psychiatry, Guze was also an associate professor of medicine in the Department of Medicine. He joined the WU faculty in 1951. Guze was an outstanding administrator, serving as vice chancellor and president of the University’s Medical Center from 1971 until 1989. He was head of the Department of Psychiatry from 1975 to 1989, and from 1993 to 1997. The Samuel B. Guze Professorships in Psychiatry were established in 1998, and it was first awarded to his former student and the current head of the psychiatry department, Charles F. Zornitski.

Guze published more than 200 scientific papers and several books. In 1980, he helped compile the American Psychiatric Association’s DSM-III, Diagnostic and Statistical Manual of Mental Disorders. He received numerous awards including the Samnt Prize in Mental Health from the Institute of Medicine, and the Samuel Hamilton Medal and the Paul Hocch Award Medal from the American Psychopathological Association.

He was a member of numerous societies, including the Institute of Medicine, Alpha Omega Alpha, Sigma Xi, and the Psychiatric Research Society, and a fellow of the American Psychiatric Association, American College of Physicians, American Association for the Advancement of Science, and Royal College of Psychiatrists.

"Sam Guze was one of the greatest superstars of Washington University—a brilliant scientist, an outstanding physician, a wise and trusted leader, an intellectual of breadth and depth, a man of strong character, and a wonderful friend," says William H. Danforth, professor of medicine, chancellor emeritus of the University, and vice chair of its Board of Trustees.

Guze is survived by his wife of 54 years, Joy Campbell Guze; a son, Jonathan D. Guze; a daughter, Jeremy Ann Opitz; and five grandchildren.

Johns W. Hopkins III

Johns W. Hopkins III, professor emeritus of biology, died July 20, 2000, from injuries suffered in an automobile accident. He was 67. Hopkins taught biology at Washington University for 33 years before retiring last year. He came to WU at age 33, succeeding Viktor Hamburger, the Edward Mallinckrodt Distinguished University Professor and chair of the department, thus becoming one of the youngest biology chairs in the nation. He was known as a devoted teacher for several innovations in the University’s introductory biology course. His own research centered on the synthesis of messenger-RNA and later the problem of calcium uptake.

Hopkins was an indirect descendant of the late Maryland philanthropist Johns Hopkins. He is survived by his wife, Margaret Lowry Hopkins; a son, Johns W. Hopkins, Jr.; and a sister, Ann Hopkins Gregory.

William E. Simon

William E. Simon, former secretary of the treasury, financier, and philanthropist, died June 3, 2000, in Santa Barbara, California, at age 72, of complications from pulmonary fibrosis. Simon was best known as a major player on Wall Street, who served as secretary of the treasury during the Nixon and Ford administrations. He also served as head of the Federal Energy Office.

After his stint in Washington, Simon returned to private business. In 1977, he took on the presidency of the John M. Olin Foundation, at the request of his good friend John M. Olin. The John M. Olin Foundation is a New York grant-making organization that helps support programs and institutions promoting a better understanding of and appreciation for the principles of the free-enterprise system.

In 1988, the foundation initiated a five-year challenge grant with the John M. Olin School of Business. At its completion in 1992, $30 million was raised, most of which business part of the School’s endowment. The grant also contributed to the establishment of two new academic centers at the Management Center and the Business, Law, and Economic Center. For his efforts, Simon was awarded the Robert S. Brookings Award in 1993. He was also influential in the development of the University’s Center for the Study of American Business, which was founded in 1975.

Simon also served as a consultant to several financial companies, started his own private investment firm with his two sons, wrote two best-selling books, A Time for Truth (1978) and A Time for Action (1980), and became a self-made billionaire and generous philanthropist.

Lloyd Norman Simpson

Lloyd Norman Simpson, a former biomedical electronics instrumentator, engineer and assistant professor emeritus in neurology and neurosurgery at Washington University School of Medicine, died August 22, 2000. Simpson suffered from Alzheimer’s disease, succumbing at age 77.

Retiring in 1985, Simpson taught at the School of Medicine for 37 years, where he specialized in medical instrumentation and the maintenance of electrical recording equipment for measuring electrical activity in human muscles, nerves, and the brain—an innovative field of medicine at the time. He also taught doctoral students how to use this technology. He became known for his advances in the fields of electroencephalography and electromyography.

Simpson graduated from the University of Minnesota in 1943, then served in the U.S. Army from 1943 to 1946. He is survived by his wife, Mary Ellen Simpson, and a daughter, Kathleen Feeler.

Scott O. Swofford

Scott O. Swofford, assistant football coach at WU, died September 3, 2000, of a heart attack. He was 50 years old. Swofford was in only his second season with Washington University. He died in the team’s offices while reviewing film from the Bears’ 37-0 win over Westminster College the night before. A memorial service was held on the 50-yard line at Francis Field on September 6.

Besides coaching the Bears’ running backs and special teams, Swofford was also a health, physical education, and driver’s education teacher at Wentzville High School. He was head football coach at Wentzville from 1986 to 1998, where he led the team to their best season in the school’s history.

Swofford was born in South St. Louis, Missouri, where he grew up. He attended the University of Missouri, where he earned a bachelor’s degree in education in 1972. As a four-year starting linebacker, he was named team captain and Most Valuable Player in 1971. He also earned all-district and all-conference recognition. In addition, he coached and captured the rugby team for four years, finishing third in the 1971 NCAA tournament. He later returned to serve as an assistant football coach at the college.

Swofford also served as an assistant football coach at Central Missouri State University in Warrensburg, where he earned a master’s degree in education in 1977. He would then go on to coach many schools during his career, among them Grandview High School, where he led the team to its first winning season in school history.

Larry Kindbom, the University’s head football coach, said that Swofford will be missed by the lives of many people.” Among his many activities, Swofford served as vice president of the St. Louis Metro Coaches Association from 1994 to 2000. He also served in the Fellowship of Christian Athletes and the St. Louis Falcons rugby team.

He is survived by his wife, Runa Swofford, their son, Samuel Oscar Swofford III, a sophomore at WU and team manager; Clint Youngerman, and Chad Youngerman; a daughter, Sonja Youngerman; a son-in-law, Jeni Youngerman; his mother, Doris Swofford; three sisters, Shelley Richardson, Stacey Rhodes, and Shawn Williams; and two grandchildren.

Elliot A. Wallach

Dr. Elliot A. Wallach, a former administrative professor and professor of dermatology in medicine at the University’s School of Medicine, died August 26, 2000, at age 79, from complications of cancer.

Wallach was a dermatologist in private practice in Belleville, Illinois, and St. Louis, who, besides teaching at WU, also taught at the Saint Louis University Medical School. Known for his devotion to his profession, Wallach practiced medicine for some 45 years, serving in local, national, and international dermatological societies.

Wallach grew up in Brooklyn, New York, attended the College of William and Mary in Virginia, and then moved to St. Louis, where he graduated from the Saint Louis University Medical School. His wife, Ellen, an artist and actress, was an art student in the 1940s at Washington University.

Two years ago, the Elliot A. Wallach Lecture Series was established at Washington University School of Medicine.

Wallach was survived by his wife: two sons, John Wallach and Peter Wallach; a daughter, Suzanne Wallach Drier; and two granddaughters.
Transforming the University

BY CANDACE O'CONNOR

From the South 40 dormitories on the Hilltop Campus to the new clinical buildings at the Medical Center, exciting construction projects are changing the face of Washington University. At the epicenter of this building boom is Richard Roloff, executive vice chancellor since 1991. His strong background in commercial development and finance, combined with his dedication to the University, have made him the ideal person to spearhead this campus-wide transformation.

On the Hilltop Campus alone, he has already been involved with the construction of McDonnell Hall, Goldfarb Hall, the Psychology Building, Anheuser-Busch Hall, and the new residential colleges. The Arts & Sciences Laboratory Science Building, Charles F. Knight Executive Education Center, small-group housing, and major parking improvements are underway.

At the same time, Roloff has also participated in the complete renovation of existing buildings—especially Brookings, Duncker, and Eads—along with the successful restoration of Holmes Lounge in Ridgley Hall.

And more changes are in the offing. In his North Brookings office, Roloff keeps a 10-year plan with all the projects being built, designed, or contemplated over the next decade. This plan is not a static blueprint; it is updated monthly, carefully balancing the University's needs with its ability to pay for change. Some items on this list are new buildings for earth and planetary sciences and biomedical engineering, the Visual Arts and Design Center, and the University Center.

All of this makes for a daunting workload—but Roloff's responsibilities extend still further. He also oversees the entire administrative function of the University, from lawn maintenance and trash collection to financial investment.

He even finds time to initiate new programs. One is the Supplier Diversity Initiative, which has increased the participation of women and minorities in construction projects and in supplying material and services to the University. Another is a program, which he instituted seven years ago, to address more than $100 million of deferred-maintenance projects through a depreciation fund to which each school annually contributes. In this coming year alone, the fund will provide more than $12.5 million to upgrade campus buildings and grounds.

"Dick Roloff is a kind of magician," says James E. McLeod, vice chancellor for students and dean of the College of Arts &
Scientists. “He starts quietly—that is one of his hallmarks; I’ve never yet heard him raise his voice. Then he burrows deeply into a project, almost miraculously gets it going, then finally pulls it out of a hat—and it is a beautiful outcome.”

But Roloff, a modest man, downplays his role in the success of the University’s operation. Instead, he prefers to give credit to others, especially the young staff members who are the leaders of the future. The belief they all feel in the University’s extraordinary academic endeavors—and their desire for the University’s future success—give meaning to their efforts, he says.

“We have a wonderful faculty and they need good spaces in which to work,” Roloff says. “We also exist in a world in which prospective freshmen and their parents look at the academic buildings, dormitories, even places to eat, in deciding whether their children should go to school here. So we are maintaining a competitive edge with the quality of our buildings.”

Roloff has a personal, as well as professional, loyalty to Washington University. In 1951, he graduated from the School of Engineering with a degree in industrial engineering. His father, Robert Roloff, had also earned his business degree in 1920. And during his student days, Richard Roloff met his future wife, Peggy M. Rodgers, A.B. ’52.

After graduation, Roloff served in the Coast Guard, then settled in south Texas, where he engaged in the home construction business, had a large farming operation, and served as president of the Merchants Marine State Bank. In 1969, he moved to St. Louis to become executive vice president of the Alfred H. Mayer Company, a residential development firm. Later, he served for 18 years as president of Capitol Land Co. and was instrumental in developing Plaza Frontenac, the Ritz-Carlton Hotel, and other major shopping center, office, and apartment developments.

He was elected a trustee of Washington University in 1985, serving until 1991. As a major volunteer commitment, he worked successfully to build up the Washington University Medical Center Redevelopment Corporation, with a particular focus on stabilizing the residential area north of the Medical Center.

By 1991, Roloff thought he had retired from professional life—until Chancellor William Danforth stopped by one day and talked him into joining a transition team for a couple of years that would smooth the way for Danforth’s successor. Roloff liked the work so much that he stayed on in a role that he calls “a very satisfying capstone to my career.”

“I’d like to express my appreciation for the time I have spent at Washington University,” says Roloff, who this year received the Dean’s Medal from Arts & Sciences. “I am deeply grateful that Bill Danforth offered me the opportunity to work here, and that Mark Wrighton, whom I admire greatly, has given me a chance to continue—there is nothing I would rather do.”

Candace O’Connor is a freelance writer based in St. Louis.

Peer Review

“Dick Roloff combines brilliance in business, engineering, and finance with a refreshing amount of common sense. We are fortunate to have such a depth of corporate talent being devoted to improving Washington University.”

—Christopher I. Byrnes, Dean, School of Engineering and Applied Science

“No one has worked more selflessly or effectively for Washington University than Dick Roloff. He has built the infrastructure that makes progress possible. He has modernized the financial systems, improved maintenance on the Hilltop, and added beauty to the grounds. He has overseen the immense construction on the Hilltop and Medical campuses, preserving both architectural and financial integrity. Without him we would not have the Washington University of today.”

—William H. Danforth, Chancellor Emeritus

“Both as executive vice chancellor and as dean of Arts & Sciences, I work closely with Dick, and I can tell you that he is an inspiration to all of us at the University. In addition to his work in the financial and administrative areas, he is responsible for the renovation, construction, and maintenance of our classrooms, laboratories, dormitories, and offices. His vision and hard work—and the resulting improvements to the campus—have helped us attract great students and faculty, and enhance our research and teaching programs.”

—Edward S. Macias, Executive Vice Chancellor and Dean, Arts & Sciences

“Dick Roloff has been an extraordinarily effective leader of the Washington University administration. He has overseen an era of unprecedented growth in facilities and improvement in their quality. He has led these developments with uncommon sensitivity to the people served, with great creativity, and with the proper balance of consultation and action. Students, faculty, and staff owe Dick an enormous debt for his tireless work on their behalf.”

—Mark S. Wrighton, Chancellor

“The Washington Spirit” spotlights key faculty members and administrators who advance and support our great University’s teaching and learning, research, scholarship, and service for the present and future generations.
Third Time's a Charm  On October 17, 2000, the University hosted the third presidential debate of the 2000 campaign. Having hosted the second presidential debate in 1992 and prepared to host the first in 1996 (prior to its cancellation), the WU community was ready to turn the Field House into a “town hall.” During the debate, Vice President Al Gore (left) and Texas Governor George W. Bush answered questions from members of the 140 town-hall participants. WU students were among the other 900 special guests who sat in the Field House bleacher seats out of view.