Why Democracies Work or Wither

Studying democracy in some 25 countries, Professor James Gibson reveals that for a democracy to succeed a country must build a democratic culture and not just institutions.
Rebecca Kvam, A.B. '01, is one of five young alumni to discuss their life-changing Peace Corps experiences (page 23).

Professor Panos Kouvelis shares what businesses must do to evolve and be successful in the current global economy. (page 20).

12 Why Democracies Work or Wither
James Gibson, professor of political science, reveals the essential elements for developing and maintaining a viable democracy.

16 The Struggle to End Homelessness
Researchers Carol North, David Pollio, and Edward Spitznagel work tirelessly to understand the causes and possible solutions to one of society's most disturbing problems.

20 Supplying Advice
Professor Panos Kouvelis emphasizes that shifts must be made in today's complex and sophisticated supply chains for businesses to evolve and succeed in the global economy.

23 Bearers of Peace
Young alumni share their transformative experiences of serving in the Peace Corps.

28 Working Wonders
The sense of magic created by award-winning artist Judy Pfaff gives audiences an appreciation for her highly complex artworks and not of the intensive labor involved in producing them.

A 2004 MacArthur Fellow, Judy Pfaff, B.F.A. '71, is adept at all media, and offers a sense of anticipation and surprise at what she might create next (page 28).

Vol. 75, No. 3, Fall 2005

Cover: James Gibson, professor of political science in Arts & Sciences, has received the prestigious 2005 Decade of Behavior Research Award for research that "instructs societies on the importance of context in the maintenance and promotion of democracy" (page 12). (Photo by Joe Angeles)
University Is Large Player in Nanotechnology

The National Heart, Lung, and Blood Institute (NHLBI) of the National Institutes of Health has chosen Washington University as a Program of Excellence in Nanotechnology (PEN). Karen L. Wooley, professor of chemistry in Arts & Sciences, is principal investigator of the program, funded by a five-year, $12.5 million grant from NHLBI.

Nationwide three other PENs also will be established, and Washington University will serve as the administrative center for this initiative.

Collaborators with Wooley include 13 faculty members from Arts & Sciences and the School of Medicine, plus one each from the University of California campuses at Berkeley and Santa Barbara.

Nanotechnology involves the making of materials, devices, and systems of extremely small sizes, generally 1–100 nanometers. (One nanometer is 50,000 times smaller than a human hair.) It enables researchers to take advantage of properties and surface areas to create faster, more efficient chips, sensors, pumps, gears, lasers, new...
Karen L. Wooley, professor of chemistry in Arts & Sciences, is principal investigator for a Program of Excellence in Nanotechnology at the University of St. Louis. Wooley's work focuses on the development of nanoscale agents that can be assembled, labeled, targeted, filled, and activated for eventual diagnosis and treatment of heart, lung, and blood diseases. Wooley says, "The initiatives we'll undertake will provide the leadership for nanoscience and nanotechnology developments that can have clinical applications through this century."

Device Creates Energy from Wastewater

Wastewater is more useful than you might think, according to Lars "Lars" T. Angenent, assistant professor of chemical engineering and a member of the University's Environmental Engineering Science Program. He has created a device called an upflow microbial fuel cell that uses bacteria to treat wastewater and generate electricity.

While its current location in the lab limits the device's size to that of a thermos, it has created electricity and purified artificial wastewater simultaneously for more than five months. Angenent and his researchers—graduate student Zhen "Jason" He and Shelley D. Minteer, assistant professor of chemistry in Arts & Sciences at Saint Louis University—hope to scale up to a size that would be able to handle two million gallons of wastewater and create much more power. "It will take time," Angenent says, "but we believe the process has potential to be used for local electricity generation."

Angenent's process starts with a carbon-based, large-pored foam. This foam, on which the biofilm grows, allows Angenent to run a conductive wire between two electrodes in the cathode and anode chambers, which are separated by a membrane. Organic material in wastewater is oxidized by bacteria on the anode electrode, and the electrons that are produced are given to the electrode that acts as an electron acceptor. The electrons move then through a conductive wire to the electrode in the cathode chamber, creating an electric current. The protons produced during oxidation in the anode chamber move to the cathode chamber by diffusion and react with the electrons and oxygen to produce water.

While most hydrogen fuel cells use catalysts like platinum to aid in the reaction process, Angenent has found that bacteria on the anode electrode can act as a catalyst as well. By optimizing this process, he hopes to get higher currents and scale up the system.

Angenent has filed a provisional U.S. patent on his generation and purification process, and he has received a $40,000 Bear Cub award from the University to continue research and development on the project. With global population on the rise and energy sources depleting quickly, his upflow microbial fuel cell could prove to be a valuable resource in an energy-hungry world.

On her flight's final descent over the Indian Ocean, site of the tsunami, Kinglow saw debris still floating in the water, and on land she saw many tents, now home to many persons. In refugee camps and other places where people were living, her group provided rotating clinics.

Relief workers integrated with the children through art therapy, and Kinglow also played cricket with them, making them laugh for the first time since the disaster.

Returning to American culture was surprisingly hard. "For three weeks in Sri Lanka, I was touched by seeing people with no job, no home, no clothes, no food, and, in many cases, no family members who survived," she says. "Coming back to St. Louis, I was not used to seeing all the spoils of American life."

Recently named Miss Panama U.S. Latina 2005, she will compete in the Miss Latina U.S. Pageant October 1 in Cancun, Mexico. In that role, she hopes to further the cause of those in Sri Lanka.
Scientists Learn About Entrepreneurship

A new program that supplements Ph.D. programs in the Division of Biology and Biomedical Sciences is helping outstanding young scientists learn how scientific discoveries are translated into successful commercial ventures. The Kauffman Fellowship Program in Life Science Entrepreneurship, as it’s titled, is a one-year, cross-school experience that provides an excellent opportunity to learn how science discoveries are evaluated for commercialization potential, how discoveries are translated into products, the steps involved in starting a company, and the wealth of resources available to guide entrepreneurs.

Those chosen as Kauffman Fellows take the semester-long Bio-Entrepreneurship course; have opportunities for applied learning as they collaborate with other researchers and interact with entrepreneurs, venture capitalists, and others; and have workshops with industry experts.

The course, open to Kauffman Fellows, postdoctoral appointees, Ph.D. candidates, and others, is intended for those interested in working in the life sciences industry as a chief scientist, entrepreneur, manager, consultant, or investor.

The Kauffman Fellowship Program—an effort conceived within the Skandalaris Center for Entrepreneurial Studies—connects the Olin School of Business, the School of Medicine, the School of Law, the Graduate School of Arts & Sciences, and other parts of the University. It is funded by a generous grant from the Ewing Marion Kauffman Foundation.

Money Matters: Source of Income, Cash vs. Credit Affect Spending

A dollar is a dollar is a dollar. Or is it? According to a new study, a person is more or less willing to spend, depending on several factors. Where the money comes from matters; for example, money earned from wages holds more value and will be spent more carefully than money won in the lottery. What form the money is in also matters; people spend more with credit cards than they do with cash. People are less aware of how much they spend with credit cards, and they also are “conditioned” to spend with credit cards. That is, credit cards and spending always go together. When people use a credit card, or even see a credit-card logo, they make faster buying decisions and spend more.

Amar Cheema, assistant professor of marketing in the Olin School of Business, studied the effect of credit limits on consumer spending in a paper titled “The Effect of Credit on Spending.”
Sprinter Earns ESPN's National Honor

Natalie Badowski (right), Arts & Sciences Class of ‘07, garnered ESPN The Magazine track and field third-team Academic All-America College Division honors for the 2005 season. Historically, she was the fifth member of the women’s track team to receive the honor, and she was the sixth Bear in all sports to do so in 2004-05.

Badowski helped lead the women’s 4x400-meter relay squad to first-place finishes at the University Athletic Association indoor and outdoor championships and second-place finishes at the 2005 indoor and outdoor NCAA championships. Her relay squad also broke the Washington University record in the event with a time of 3:46.13.

A biology and philosophy-neuroscience-psychology major, Badowski also placed second in the 400 at the UAA indoor and outdoor championships. In addition, she earned Academic All-UAA honors during the 2005 season.

The Washington University women’s track and field team won its sixth straight indoor and outdoor conference titles in 2005. The Bears also finished a program-best ninth at the NCAA indoor championships and took 13th at the NCAA outdoor championships.

Decisions: The Role of Credit Limits and Credibility,” co-authored with Dilip Soman, the Corus Chair in Communication Strategy and professor of marketing at the University of Toronto. The study, published in Marketing Science, found that credit limits increase spending in more ways than just by making more credit available. Specifically, higher credit limits increase consumers’ projection of future earning potential. As projected future earnings increase, consumers spend more and are more likely to get into debt. The study also found that younger consumers are affected more by credit-limit increases than older consumers, because the former are more likely to use the credit limit as a signal for future earning than the latter.

People Around Campus

Paul M. Allen, the Robert L. Kroc Professor of Pathology and Immunology in the School of Medicine, was named president of the American Association of Immunologists.

Shirley K. Baker, dean of University Libraries and vice chancellor for information technology, has been appointed to a three-year term on the PubMed Central National Advisory Committee of the National Institutes of Health.

Christopher J. Byrnes, the Edward H. and Florence G. Skinner Professor in Business Science and dean of the School of Engineering & Applied Science, received the prestigious W.T. and Idalia Reid Prize in Mathematics for 2005 from the Society for Industrial and Applied Mathematics.

Newly elected University trustees are Stephen Distler, retired partner, managing director, and treasurer of Warburg Pincus & Co. of New York City; and Gary Rainwater, chairman & chief executive officer of Ameren Corp., based in St. Louis.

Sabine Eckmann became director of the Mildred Lane Kemper Art Museum on July 1, 2005. She joined the museum in 1999 as curator, and she regularly teaches seminars in the Department of Art History and Archaeology in Arts & Sciences.

James L. Gibson, the Sidney W. Souers Professor of Government in Arts & Sciences, received a 2005 Decade of Behavior Research Award in recognition of his research on democracy issues (see page 12).

Winners of the faculty achievement awards for 2004-05 were Alison M. Goate, the Samuel and Mae S. Ludwig Professor of Genetics in Psychiatry and professor of genetics and of neurology; and Stephen H. Legomsky, the Charles F. Nagel Professor of International and Comparative Law.

Professors John E. Heuser, Henry L. “Roddy” Roediger, III, and Norman J. Schofield have been elected fellows of the American Academy of Arts and Sciences. Heuser is professor of cell biology and physiology in the School of Medicine; Roediger is the James S. McDonnell Distinguished University Professor and dean of academic planning—both in Arts & Sciences; and Schofield is the William R. Tausig Professor of Political Economy in Arts & Sciences.

Mary Ann and E. Desmond “Des” Lee, longtime major supporters of the University, received the 2005 Jane and Whitney Harris Community Service Award, administered by the University.

Kenneth M. Ludmerer, professor of medicine in the School of Medicine and of history in Arts & Sciences, was one of 45 physicians nationwide to be inducted as a master in the American College of Physicians.

Two longtime University leaders—John F. McDonnell, GB’67, and Sam Fox, B.S.B.A. ’71—received the “Search” Award, the highest honor of the University’s Eliot Society (see pp. 34 & 35).

Rebecca Messbarger, associate professor of Italian in the Department of Romance Languages and Literatures, and Mark G. Pegg, associate professor of history, both in Arts & Sciences, are among 10 persons nationwide to receive a New Directions Fellowship from the Andrew W. Mellon Foundation.

William E. Tate, professor and chair of the Department of Education in Arts & Sciences, has been named the Edward Mallinckrodt Distinguished University Professor in Arts & Sciences.

Endel Tulving, the Clark May Harrison Distinguished Visiting Professor of Psychology and Cognitive Neuroscience in Arts & Sciences, is one of six persons to be awarded the 2005 Gairdner International Award for groundbreaking work in medical research.
Students Practice Public-Interest Law

For the past two summers, University law students have volunteered their legal expertise to help American Indians defend their rights. So far, five students have spent the summer at the tribal government headquarters of the Cheyenne River Sioux Tribe in Eagle Butte, South Dakota, as part of the School of Law's American Indian Law and Economic Development Program. This "externship," supervised by Stephen J. Gunn, associate professor of law, gives students hands-on experience in policy development, legislative advocacy, and litigation. In summer 2004, students were involved in streamlining the tribe's collection of laws, which eventually led to the drafting of a single title-based code. They also worked with Gunn, who served as a clerk and tribal attorney with the tribe in the mid-1990s, and attorneys from St. Louis-based Sonnenschein Nath & Horde.

Fossils Show Evolution of Facial Features

Some characteristics of the facial features of our ancestors who lived some 2 to 3 million years ago first developed as the result of natural selection—the genetic process that favors survival of the fittest. In that pre-tool, pre-fire era, early humans needed huge jaws to eat dinner, skulls with heavy ridges for jaw muscles to attach to, and large canines to tear the meat. However, about 1 to 2 million years ago, when our genus of apes, Homo, evolved, it split away from that burly look, and developed a petite skull instead. At about the same time, two major developments relaxed the need for natural selection: the creation of tools, beginning with stone tools, used to kill animals and chop them up, and the use of fire to cook the meat.

Recent research by James M. Cheverud, professor of anatomy in the School of Medicine and of physical anthropology in Arts & Sciences, and his colleague and former student Rebecca Rogers Ackermann, Ph.D. '98, of the University of Cape Town, South Africa, shows there was more than natural selection at work. "Random genetic drift also was at work," Ackermann says.

By making facial measurements on fossil skulls from seven early hominids, and, for comparison, measuring the facial features on skulls of adult humans, gorillas, and chimpanzees, the researchers found that within the genus Homo there was a random pattern of variation. This suggests that genetic drift played more of a role than natural selection. Cheverud says, "With the relaxing of natural selection, facial diversity was free to increase. Hence the vast differences we see today."

 Celebrating One World
Performing as part of the 11th annual International Festival are, from left, Yang Gao, a graduate law student; Huiyun Shan, whose husband is a doctoral student in physics in Arts & Sciences; and Zihan Huang, graduate teaching and research assistant in chemistry in Arts & Sciences. As members of the Chinese Dance Team, part of the Chinese Students and Scholars Association at the University, they presented Qing Feng Xian Qing, or Breeze and Happiness, a Han folk dance portraying a Chinese town on a sunny spring day. The day-long festival, sponsored by the George Warren Brown School of Social Work, featured performances, cuisine, and exhibitions from around the world, as well as a forum on the immigration experience. The event's theme was "Crossroads: Celebrating One World."

This 2.5-million-year-old fossil "robust" skull of an Australopithecus africanus from Sterkfontein Caves in South Africa shows how, at that time, natural selection played a major role in determining facial structures.
Law students interested in practicing public-interest law also had the opportunity to share their legal expertise in Africa during 11 weeks in summer 2005. Eleven students provided legal assistance to indigent and low-income residents in Durban, South Africa, working with that nation's new Legal Aid Board and other public-interest law organizations. Another student worked for the International Court for Rwanda, which holds court in Arusha, Tanzania.

This was the fourth year for the African externship project, spearheaded by Karen Tokarz, professor of law and director of clinical education and alternative dispute resolution programs, who spent a semester with the University of Kwa-Zulu Natal (UKZN) Campus Law Clinic in Durban in fall 2001. To date, 25 students have spent their summers doing legal work in Africa through this project.

Support for the students who choose to work in public-interest law agencies and organizations such as Legal Aid offices in the United States and overseas during the summer comes from the law school's Summer Public Interest Stipend Program and the Dagen-Legomsky International Public Interest Fellowships Fund.

For those who are looking to climb the ladder of influence in the workplace, a recent paper co-authored by Raymond T. Sparrowe, associate professor of organizational behavior at the Olin School of Business, may offer helpful hints. The paper, authored with Robert Liden of the University of Illinois in Chicago, compared two methods to achieve influence: building a high-quality relationship with one's boss, as well as mastering the informal, "water cooler" relationships that lead to the exchange of strategic information and resources. The authors found that developing a high-quality relationship with one's formal leader is beneficial only if that leader is also central in the informal social network of the organization. If the formal leader is not centrally positioned in the informal network, a relationship with him or her could actually be harmful.

"If your leader enjoys a central position in informal social networks, then develop a high-quality exchange relationship and seek opportunities to become known and trusted by the members of his or her inner circle," says Sparrowe. "If your leader is not central, invest in developing your own network of contacts ... or get another boss!"
FRONTRUNNERS

Relay For Life Benefits Cancer Society
Among the 1,600 persons walking laps in the University's third annual Relay For Life, a fundraiser for the American Cancer Society, were, from left, Patrick Weaver, Arts & Sciences Class of '06; and Lauren Seffel and Heather Hutson, both Arts & Sciences Class of '07. All three are volunteers for Uncle Joe's Peer Counseling and Resource Center. The relay was held at Francis Field's Bushyhead Track from 6 p.m. to 6 a.m.—a time span symbolizing a cancer survivor's journey from diagnosis to recovery. The event, which raised more than $224,000, also featured live entertainment, games, food, and a luminaria ceremony to honor those with cancer.

Neurotransmitter May Lead to Early Cancer Diagnosis
School of Medicine researchers have used DNA microarrays together with a new, very sensitive mass spectrometer to discover that the neurotransmitter gamma aminobutyric acid, or GABA, could be indicative of especially aggressive neuroendocrine cancers in their earliest stages.

While studying metastatic neuroendocrine tumors in lab mice, the researchers found elevated levels of GABA, along with a related metabolite that is also a neurotransmitter. They also learned that the GABA was produced by aggressive cancers using a set of biochemical reactions that are not normally used by cells. After comparing the results in mice to humans, the researchers now believe that metastatic neuroendocrine tumor cells may use GABA signaling to communicate with each other and with their environment. Researchers also speculate that measuring the levels of these metabolites may help predict the aggressiveness of neuroendocrine tumors and direct treatment strategies.

"This study illustrates how it is now possible to take global patterns of cellular gene expression, make computer-assisted predictions about metabolism in abnormal versus normal cell populations, and then use these predictions to direct measurements of metabolites thought to be diagnostic makers or key mediators of pathologic processes," explains Jeffrey I. Gordon, the Dr. Robert J. Glaser Distinguished University Professor and director of the University's Center for Genome Sciences. The new instrument, known as a fourier transform ion cyclotron resonance mass spectrometer, was made possible in part through a recent gift to the University from the W.M. Keck Foundation.

Teachers Learn to Jazz It Up
July was all about jazz for 30 high-school teachers who came from throughout the nation to participate in "Teaching Jazz as American Culture," the title of the University's National Endowment for the Humanities Summer Institute for High School Teachers. Some of the nation's most prominent scholars of jazz and American culture led the institute, emphasizing the importance of popular culture and music in the study of the humanities as they helped teachers see ways to incorporate the history of jazz into the larger context of American history. The four-week program focused on topics such as jazz's connections to urban development, gender issues, literature, and the civil rights movement. Weekly live jazz performances, co-sponsored by the nonprofit nightclub and educational initiative Jazz at the Bistro, brought lecture concepts and discussions to life. Another hands-on experience was a trip to the home of Scott Joplin, the father of ragtime.

Gerald L. Early, director of the summer institute, also is director of the University's Center for the Humanities and is professor of African and African American studies and of English—all in Arts & Sciences. A prolific author and editor, he wrote a series of essays that won the 1994 National Book Critics Circle Award for criticism.

Sculpture Is Architect's Outlet
Iain Fraser, M.Arch. '75, professor of architecture, believes that "art has the power to transcend any constraint," a principle that shines through in his distinctive artwork, which straddles the line between architecture and sculpture.

Fraser recently unveiled Iain Fraser: Places of Mind, a sculpture exhibit at the Sheldon Art Galleries in St. Louis. In the steel- and-wood sculptures, Fraser plays with abstract architectural theories as he experiments with space and form.

Works such as City of Gravity (below) show his use of known forms to evoke unique reactions and associations. "I want to make things that are surprising, yet vaguely familiar," he says. "Each piece suggests possibilities of place and form."

For more information, visit www.ainfraserart.com.
Recognizing the Importance of Planned Gifts  Washington University in St. Louis

☐ Please send me a personalized, confidential calculation using the following information to illustrate the very attractive benefits that I will receive from a Washington University Charitable Gift Annuity or Charitable Remainder Unitrust.

Value $____________________. In the form of:

☐ Cash  ☐ Real Estate ($_________) (Cost Basis) (Acquisition Date)

☐ Securities ($_______) (Cost Basis) (Acquisition Date)

First Beneficiary  Second Beneficiary
Birthdate:__________________  Birthdate:__________________
(Age 60 or over)  (Age 60 or over)
Relationship:______________  Relationship:______________

☐ I would like more information on planning my year-end giving.

☐ I wish to become a Robert S. Brookings Partner. I have included Washington University in my estate plan through my: __will or trust __other

☐ I have a question. Please contact me.

Name _________________________ (Please Print)
Address _________________________
City/State/Zip _________________________
Daytime Phone _________________________ E-mail _________________________

This information is strictly confidential.

(Fold this form and seal edges with tape to mail.)
"A WINNING Strategy for Your Year-End Tax and Gift Planning"

Find out how you can help yourself and the University through a Life Income Plan.

Consider a gift of appreciated securities or real estate—begin planning to:

- Make a life income gift.
- Receive a valuable charitable income tax deduction for 2005.
- Transfer appreciated property to a life income plan and receive significant capital gains tax savings.
- Turn low-yielding assets into attractive income through a gift annuity or charitable trust.

Looking for fixed payments? Consider the gift annuity.

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

<table>
<thead>
<tr>
<th>Fixed rate of return</th>
<th>6.7%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed annual payment for life</td>
<td>$ 670</td>
</tr>
<tr>
<td>Tax-free portion</td>
<td>$ 397</td>
</tr>
<tr>
<td>Taxable income portion</td>
<td>$ 273</td>
</tr>
<tr>
<td>Immediate federal income tax deduction</td>
<td>$4,236</td>
</tr>
</tbody>
</table>

(Your deduction may vary.)

Gift Annuity Sample Rates of Return

<table>
<thead>
<tr>
<th>Single life</th>
<th>Double life</th>
</tr>
</thead>
<tbody>
<tr>
<td>age</td>
<td>rate</td>
</tr>
<tr>
<td>60</td>
<td>5.7%</td>
</tr>
<tr>
<td>65</td>
<td>6.0%</td>
</tr>
<tr>
<td>70</td>
<td>6.5%</td>
</tr>
<tr>
<td>75</td>
<td>7.1%</td>
</tr>
<tr>
<td>80</td>
<td>8.0%</td>
</tr>
<tr>
<td>90</td>
<td>11.3%</td>
</tr>
</tbody>
</table>

You may also fund a gift annuity with appreciated securities.

Do you own appreciated real estate?

Consider gifting the real estate to a Washington University Charitable Remainder Unitrust.

For further information or to request a personalized example, please call 314-935-5848 or 800-835-3503, complete the attached reply card, or e-mail us at plannedgiving@wustl.edu.

Visit us at our Web site at http://plannedgiving.wustl.edu

Seek advice from your tax or legal advisor when considering a charitable gift annuity and/or charitable trust.

“We feel very good about giving to Washington University. We can support the University with annuities, and we receive a higher rate of return than with a Certificate of Deposit.”

—Ken Teel LA46 GR50, Odette Teel

Recognizing the Importance of Planned Gifts
Washington University in St. Louis
Nobel Laureate Comes to Aid of Women in Ethiopia

At long last, Rita Levi-Montalcini is living her childhood dream.

The 95-year-old Nobel laureate—who held court in the biology department at Washington University for three decades before returning to her native Italy and becoming a senator for life—is working to revolutionize the lives of more than 200 women in Africa: In 2001, she declared that her namesake foundation, started with her life savings, would focus on educating them.

“As a very young person, I became enthusiastic about Albert Schweitzer, and I wanted to go to Africa to care for people,” she said in a recent interview at her office in Rome. “I would be very happy to die knowing that these women have a future. Their situation is terrible.”

In Ethiopia, where the Fondazione Levi-Montalcini began its African philanthropy, about $285,000 has been committed to educate 60 women, nine of whom graduated this summer, said Manilo Dell’Ariccia, the country director for Ethiopia at the American Jewish Joint Distribution Committee. He has partnered with Levi-Montalcini to implement her work in Ethiopia.

Though the recent graduates studied nursing, those still in school at Unity University College in Addis Ababa are studying a variety of subjects, including management and law. The remaining scholarship students will study for five years. Because most are from “very primitive society” in Ethiopia’s countryside, it takes a year to simply adjust to “big-city life” in Addis Ababa, Dell’Ariccia said.

The positive effect Levi-Montalcini will have on the students’ lives is almost immeasurable, Dell’Ariccia suggested: “In a country like Ethiopia, the possibility of female students coming from rural areas to study at the university level is almost zero.”

On top of this, he said, Levi-Montalcini’s initial focus on Ethiopia inspired another Italian foundation to give scholarships to Ethiopians. In late 2002, the Fondazione Bruno Zevi was established to “honor the memory of Bruno Zevi, a forceful supporter of the possibility of combining democratic values with the vision of architecture,” according to its Web site.

The Zevi foundation has committed about $90,000 to educate more than a dozen students—female and male—at Unity University. The five-year project, which began in September 2003, is also being coordinated and supervised by the American Jewish Joint Distribution Committee, a 90-year-old philanthropy that is known for sponsoring...
"programs of relief, rescue and renewal" for Jews around the world. (Like the Levi-Montalcini project, the Zevi project is nonsectarian, Dell’Ariccia said.)

And with the help of other Italian donors, Levi-Montalcini said, her foundation has expanded to about 10 countries its effort to educate "intelligent, creative, efficient and enthusiastic" women in Africa.

By giving these women opportunities to lead, Levi-Montalcini, who has never stopped working as a neuroscientist, hopes to improve the desperate situation so many people of both sexes face in Africa—and to help prevent mass migration from the continent.

Levi-Montalcini's desire to help people in Africa took on a new urgency after she read The Geo History of Africa, by Manlio Dinucci, about four years ago.

Dinucci said Levi-Montalcini had called him while reading his book. "She discovered this link" between how she, as a Jew in Italy, was discriminated against during World War II and how girls and women in Ethiopia are discriminated against today, he said.

"She really has the youthful enthusiasm of a young girl," Dinucci said. "So, immediately, she decided to do something."

Ethiopia, the cradle of mankind and now home to about 70 million people, is one of the least developed countries in the world. Ethiopia's gross national income per capita is about $100, compared with about $20,000 in Italy and about $35,000 in the United States.

And, Dinucci said, only 30 percent of female Ethiopians older than 15 are literate, compared with 47 percent of male Ethiopians older than 15. "This means discrimination against women begins in childhood" when many girls are married—sometimes at the age of 7 or 8—to much older men, he said.

"The early marriage has harmful consequences, including health problems and spousal abuse," Dinucci said. "But the main abuse (against women in Ethiopia) is the denial of education: Only a tiny minority has the possibility to attend the university grade."

Askale Sisay Ayele, a Fondazione Levi-Montalcini scholar in her early 20s, said she is sure she would be a "housewife" in her hometown of Gondar were it not for Levi-Montalcini.

Now, despite the fact that both of her parents died when she was a child, Ayele is about one year away from earning a degree in marketing management.

"Women's education is especially important" for the future of Ethiopia, she wrote in an e-mail exchange from Addis Ababa, "because if one woman is educated, her whole family is educated, indirectly." Ayele has six siblings.

Dell’Ariccia said the Levi-Montalcini and Zevi foundations are, indeed, setting the stage for a revolution.

"When we speak about a developing country like Ethiopia, education is one of the main steps to bringing concrete change," he said. "In particular, it's very meaningful in the role the women can have in this situation."

Years from now, Levi-Montalcini will be remembered for "her personal humanity and deep involvement in improving living conditions of the poorest," Dell’Ariccia said.

Today, with her shared Nobel Prize for discovering what makes nerve and skin cells develop and survive and with many other scientific and political achievements to her name, Levi-Montalcini remains a study in selflessness.

"I never cared about myself," Levi-Montalcini said. "I have a career I didn't expect. I have become a public person. I had never expected to become anything but a mild person." (She said she succeeded in life largely because of a "habit of underestimating obstacles" and her "very intuitive mind.")

She said she hopes the scholarships and grants will give African women "the possibility to work, not only to look." And, she hopes, the opportunity to be active in politics, "not only to be slaves of the time.

"A drop of water in the desert can bring flourishing plants," Levi-Montalcini said. "This is what I want, for this work to become exponential."

Dinucci said Levi-Montalcini's concentrated effort could easily serve as "an example of what could be done if there were a real political will of solving the problems of poor people.

"I am confident, and Rita Levi-Montalcini is confident, that every problem can be solved," he said. "Africa is not lost." 

(Reprinted with permission of the St. Louis Post-Dispatch, © 2004.)
Why Democracies Work or Wither

James Gibson, professor of political science, reveals the essential elements for developing and maintaining a viable democracy.

BY RICK SKWIO T

R espect for law and democratic institutions. Tolerance. Equality. To Jim Gibson, these rank as much more than just abstract principles. He’s found that, in the real world of politics, they can spell the difference between freedom and tyranny, between civil liberties and civil war.

Those who strive to foment democracy—whether in Russia, Africa, or the Middle East—would be wise to listen to what Gibson, the Sidney W. Souers Professor of Government, has to say. For, after decades of studying democratic efforts in 25 countries from South Africa to Bulgaria, from Poland to Spain, he’s seen what works and what doesn’t.

In fact, Congress recently did listen to him. In May, Gibson, representing the American Political Science Association, was among a handful of scholars speaking at a Congressional briefing, “The State of Democracy: Engaging a Changing Citizency.” He told Congressional members what he has been telling his students—as well as researching and writing about—for 30 years: why democracies work or wither.

“Some look at democracy as a set of institutions—courts, congress, laws, a constitution, but I view it differently,” says Gibson. “It’s also a set of cultural values: the actions and attitudes in the hearts and minds of average people.”

Thus, the fledgling Russian democracy has a good chance of success despite its leaders’ totalitarian tendencies, says Gibson, thanks to a foundation of essentially democratic attitudes—like a belief in social equality—brought about in part by universal literacy, both remnants of the Soviet system. Conversely, upstart democracies like Iraq and Afghanistan, where people have little experience of egalitarian principles and many are illiterate, face more difficult struggles.

“Democracy’s an acquired taste,” says Gibson, “that is difficult to understand and appreciate. To succeed, a country must build a democratic culture, and that rarely happens very quickly.”

Building a democratic culture

Drawing from his lifelong study of democratization and civil liberties, Gibson cites five crucial commonalities of successful democracies:

Tolerance, which he defines as “putting up with ideas you oppose, allowing all speakers to speak irrespective of content and all parties to compete and organize in the marketplace of ideas.”

Legitimacy of democratic institutions. That is, people must be willing to accept the actions of the principal democratic institutions, such as the legislature and the courts, says Gibson, even when in disagreement. As an example he citing his own research into citizen acceptance of the 2000 Bush vs. Gore Supreme Court decision. “Americans of all stripes were willing to accept the Supreme Court decision regarding the presidential election,” says Gibson, “for the court had built up an invaluable reservoir of goodwill.”

Belief in the equality of all people, which, says Gibson, “is Islam’s big stumbling block,” citing the frequent exclusion of women from civic life, education, and citizenship. “A democracy has to treat its people equally before the law. No exceptions are allowed.”

Questioning Authority. Just as a lack of respect for its institutions can undermine a democracy, so can “too much conformity,” says Gibson. For example, the unquestioning obedience to authority indicative of some Catholic and East Asian societies hampers the growth there of strong democracies, he argues.

“Education,” says Gibson, “is the essential foundation for democracy—education for boys and girls, for women as well as men.”
Much of Professor James Gibson's groundbreaking research over the last decade took place in South Africa; at right is the ballot used in the first free election held there in 1994.
Truth and reconciliation

Gibson's research has followed the march of democracy—and threats to it—around the globe, "wherever it turns interesting." In 1989, it was Moscow. In November 2000, Washington, D.C. In 1994, South Africa.

Much of Gibson's groundbreaking research over the past decade (marked by some 50 publications and $3 million in research support) took place in South Africa. His work there led to two highly acclaimed books: Overcoming Intolerance in South Africa: Experiments in Democratic Persuasion (Amanda Gouws co-author), which won the Alexander L. George Book Award for the best political psychology book of 2003, and his 2004 Overcoming Apartheid: Can Truth Reconcile a Divided Nation?, which won a 2005 Best Book Award from the American Political Science Association's Organized Section on Race, Ethnicity, and Politics.

"South Africa has all the cards stacked against it," says Gibson. "Too poor, too unequal, too heterogeneous. If it succeeds as a democracy, it will be thanks to the truth and reconciliation process," where blame was affixed for past atrocities committed by both the white ruling class as well as African National Congress supporters during the struggle over apartheid. "It had a transformational effect on the country."

That willingness to face the past unblinkingly rather than bury it where it might fester figures importantly in Gibson's theories on democratic viability. In South Africa, his survey of nearly 5,000 citizens, both black and white, revealed one key issue lurking in most political questions:

"Race, race, race," says Gibson, "the black sensitivity to past injustices and the white obliviousness to them." But that research also suggested a larger question applicable to other societies: "How do we deal with injustices of the past—which includes reparations for slavery or the Holocaust?" says Gibson.

Unresolved historical grievances—and in particular land issues, endemic across Africa and throughout the world—have the potential force to destroy democracies, says Gibson: "It's everywhere: Israel, Africa, Northern Ireland, the Southwest United States, the Balkans." When people feel a sense of historical injustice, democracy is threatened.

But Gibson thinks that truth and reconciliation commissions, such as the one that helped heal South Africa's historical wounds, may be the answer to resolving other peoples' grievances.

"But you have to be willing to blame all sides for atrocities, instead of the sort of victors' justice you had after World War II. All must be held to the same standard of human rights," says Gibson. "This may be South Africa's single most important lesson for Iraq. They must be willing to take on not only Saddam Hussein's atrocities but the Americans' as well."

However, the greatest threat today to democracy is not age-old disputes, says Gibson, but illiberal democracies.

"It's fairly easy to set up democracy without liberalism: majority rule without minority rights. This is a problem

---

THE MAKING OF a Civil Libertarian

James Louis Gibson's interest in democratic principles—equality before the law, political tolerance, respect for the institutions of democracy—blossomed in his formative years growing up in the South and Atlanta. When he witnessed society falling short of those ideals, he got involved in the civil rights movement.

His sensitivity to minority rights may have been a result, in part, of his often feeling an outsider as a youth. "My father was in the military, and we moved frequently," says Gibson. "So I came to value tolerance."

His scholarly work on tolerance dates back to the late 1970s. After graduating with honors from Emory University in Atlanta in 1972, he went on earn his Ph.D. in political science at the University of Iowa in 1975 and landed a job as an assistant professor at the
everywhere. Africa is typical: Leaders shut down opposition, and democracy degenerates into majority tyranny.

You end up with the sort of incomplete and false democracies you have in Latin America. If democracy is to succeed,” says Gibson, “you must have respect for the rights of political minorities. Tolerance is the crucial issue.”

However, other issues rank prominently as well. Such as language.

“Cultural heterogeneity is a threat to democracy, with language the biggest challenge.” The reason why multilingual societies rarely succeed as democracies is obvious, says Gibson: “It’s hard to debate issues when you don’t speak the same language. This can pose a threat to developed democracies as well, in the United States, Canada, and Europe.”

Unequalled scholarly achievements

Gibson’s contributions to the world of public policy have earned him the attention of the U.S. Congress and the support of South Africa’s Bishop Desmond Tutu, who wrote the foreword to Overcoming Intolerance in South Africa. And Gibson’s scholarly accomplishments also put him in the top ranks of American political scientists.

Overcoming Intolerance in South Africa was described as “a major leap forward” by Stanford University’s Paul M. Sniderman in a February 2004 review in the Journal of Politics, citing as profound (and profoundly pessimistic) the finding that it is easier to talk people out of a tolerant political position than out of an intolerant one. “By any standard,” says Sniderman, “this is a major finding.”

Earlier this year, Gibson received the prestigious 2005 Decade of Behavior Research Award, presented by a consortium of 86 social-research entities formed to advance behavioral science. In nominating Gibson, the American Political Science Association noted that his research “provides important insights into how democracy functions in the minds of everyday citizens ... Reaching far beyond contemporary scholars in the last decade ... his large corpus of empirically based research instructs societies on the importance of context in the maintenance and promotion of democracy.”

Additionally, Gibson has won five best-paper-of-the-year awards from the American Political Science Association. “Jim stands out because he has had major influences in many areas—including public opinion generally and tolerance in particular,” says Christian Davenport, director of the Radical Information Project and associate professor of government and politics at the University of Maryland. “He’s also influenced research on courts, state repression, human rights violations, and, more recently, transitional justice. This would be extremely impressive if it was done in simply one area, but he has done this in two distinct sub-fields: American politics as well as comparative politics.”

Duke University’s Paula D. McClain, professor of political science, concurs on the importance of Gibson’s work in South Africa, the former Soviet Union, and elsewhere.

“Jim’s goal was to see if former authoritarian countries (and racist in the case of South Africa) were capable of developing the primary bedrock principle for liberal democratic systems—the tolerance by the populace of individuals and ideas that differed from their own,” says McClain, also professor of public policy, and African and African-American studies. “His work is central to the study of democratization and the maintenance of democracy.”

Rick Skwiot is a free-lance writer based in St. Louis.
The Struggle to End Homelessness

By Judy H. Watts

For most Americans who own or rent their homes, the thought of dwelling in a cardboard box, huddling in a downtown doorway or bus station, inhabiting a city park, or lying on a cot surrounded by night sounds of homeless strangers is frightening and almost unthinkable. Yet many citizens do live in such conditions and often are physically or mentally ill and suffering from more than one affliction.

While the extent of homelessness by its nature is impossible to measure accurately, the National Coalition for the Homeless (NCH) cites the Urban Institute in 2000: 3.5 million people, 1.35 million of them children, are likely to experience homelessness in any year. But NCH points out that more important than precise numbers about prevalence is progress in ending the situation.

Ending homelessness, however, is as difficult as the phenomenon is complex. "Nobody completely understands it," says David E. Pollio, professor of social work at the George Warren Brown School of Social Work who also holds an appointment in psychiatry at the School of Medicine. At the social work school's Comorbidity and Addictions Center (CAC), of which Pollio is associate director, investigators probing for answers and evidence include CAC senior research collaborators Carol North, professor of psychiatry at the School of Medicine, and Edward L. Spitznagel, Jr., professor of mathematics in Arts & Sciences and of biostatistics at the medical school. The three are longtime research partners; their progress is considerable.

Designing research for service

The data about homelessness that North, Pollio, and Spitznagel have accumulated on the streets, in shelters, and through agencies in St. Louis City are massive. And while each piece of new knowledge serves the formidable goal of ending the situation someday, the central purpose of the research is service—a principle consonant with the researchers' own history of helping others.

Studying homelessness in St. Louis since 1987, North, a psychiatrist who has training as an epidemiologist, has been a volunteer and a health-care provider to area homeless and indigent populations for many years; Pollio, also active in his community, ran a drop-in center and group program for street people before joining the School of Social Work in 1994; and statistician Spitznagel—who reins in the variables and designs social research that is unbiased and sound—works tirelessly with colleagues in psychiatry, anesthesiology, cancer epidemiology, otolaryngology, and infectious diseases—plus "a huge number" of people at the social work school, including 12 Ph.D. students a year.

North, Pollio, and Spitznagel study the "literally homeless," which they define as people currently without a stable residence and living in a public shelter or unsheltered location without a personal mailing address for 14 consecutive days. "They're the folks who need social services immediately," says Pollio.

Edward L. Spitznagel, Jr., professor of mathematics in Arts & Sciences and of biostatistics at the medical school. The three are longtime research partners; their progress is considerable.
With support from the National Institute on Drug Abuse, North, serving as principal investigator, and Pollio led research in the city of St. Louis—"Service Use, Needs, Costs, and Outcomes from Drug Abuse in St. Louis," or SUNCODA—that will affect services and policy. In part by introducing an important longitudinal dimension, the study built on methods developed in earlier landmark studies by Lee Nelken Robins, now professor emerita of sociology in psychiatry, in 1980, and by North and the late Elizabeth Smith, associate professor of psychiatry, in 1990. SUNCODA followed the progress of 400 homeless adult men and women over two years to determine what services the homeless were using, how they used them over time, how needs matched available services, and what happened to the people as they used the services.

To obtain a representative sample, interviewers recruited participants randomly and year-round from night centers and day shelters in numbers based on total occupants and systematically searched streets and public areas. ("I also designed a way to 'lock in' the interviewers so they couldn't say, 'Oh, that person looks more interesting to me than the other,'" says Spitznagel.) Each SUNCODA participant was interviewed three times for two to three hours, a year apart, and briefly every three months.

"We did all kinds of things to be sure they stayed in touch with us," explains North. "We set up a drop-in center where they could get coffee; we handed out calendars; we had them call in. We even put up posters on buses and kiosks.

"The attention the people received as we gathered information likely wasn't a significant factor in their lives," she adds, "but it probably provided some kind of anchor—just to have someone to talk to and connect with once in a while."
"We collected so much information," says Pollio, "and it was so methodologically sophisticated that we'll be working with this material for years!"

**A sense of the homeless**

The documented profile is grim, and necessarily qualified in part. Among the findings: • "The media-propagated notion that the homeless are primarily de-institutionalized mentally ill people is inaccurate," says North. • Contrary to popular perception, only 10 percent of homeless people have schizophrenia—although that illness, which affects 1 to 2 percent of the general population, is overrepresented among the homeless. • Alcohol and drug-abuse problems and economic troubles are far more prevalent than schizophrenia, but to say simply that addiction causes homelessness is a mistake. (Addiction and illness, and particularly having two disorders at once, are likely risk factors for homelessness, but something else is likely going on, the researchers believe.) • "A form of depression is the most common psychiatric diagnosis excluding drug and alcohol abuse, and it seems in part related to the miseries of being homeless," says North. • One-fourth of homeless men sampled met criteria for antisocial personality disorder. • As North, et al., reported in the *American Journal of Public Health* (January 2004, Vol. 94, No. 1), mood and substance-use disorders have dramatically increased since 1980, and the proportion of minorities among the homeless has risen as well.

**Tilting at dragons**

North and Pollio's approach to research springs from their idealism and intellectual synergy. "There are just all sorts of important questions to pursue!" says Pollio.

Does the current trend to provide one-stop shopping for services miss any groups? (A paper to be published in 2005 reveals that persons aren't necessarily missed by combined-care systems, but their multiple mental health conditions are.) What about the distance people travel to services? (Another research paper-in-progress shows that NIMBY, the "Not in my back yard" reaction, is not about actual homeless behavior but about "housed" prejudice.)

A future research path will be testing "the tenant-of-last-resort hypothesis." Trying to understand causes of homelessness, North, Pollio, and Spitznagel sought a...
"Truly preventing homelessness means intervening with people at high risk of becoming homeless ... So if we're correct, we'll identify properties containing people at high risk ... and intervene for the first time, so they are never homeless," says Professor Pollio.

comparison group by returning to the last rental address homeless people used. They hoped to find renters much like the homeless; instead, they often found abandoned buildings, parking lots, or gentrification. They realized then that people who rent to individuals with poor work histories, mental illness, or addiction have only one other option—to let the building be abandoned. "So the people who became homeless had not been tenants of choice," says Pollio, "but they occupied a niche in the housing market. The housing abandoned them.

"Truly preventing homelessness means intervening with people at high risk of becoming homeless in the future. So if we're correct, we'll identify properties containing people at high risk of homelessness and intervene for the first time, so they are never homeless."

While such targeted prevention would be a tremendous achievement, identifying every risk category for homelessness seems lifetimes away. "The only way to really stop homelessness from happening is to make housing a civil right," says Pollio, "and I don't think this country is quite ready to do that."

North, Pollio, and Spitznagel do think, based on research, that the costs of cutting social services is higher in the long-term than the costs of providing them in the first place. "What's more, data we have support this interpretation," says Pollio. "Homelessness prevalence is a downstream product of not-well-thought-out public policy." When the three researchers and their colleagues examined 20-year data they drew upon for a recent journal article, they realized that social policies implemented in conjunction with or before each sample predicted changes in the homeless population.

"Basically, we believe that the influx of mentally ill in the 1980s data traces to the consequences of the Community Mental Health Centers Act," says Pollio—and soaring drug addiction, especially crack cocaine, between 1990 and 2000 correlates to "this odd policy of zero tolerance for substance abuse—that people are kicked out of programs if they're using."

Pollio wonders, too—and emphasizes that this concern is not yet data-based—about a connection between women and children being the fastest-growing homeless constituency and TANF (Temporary Assistance for Needy Families), which removes the safety net for people whose welfare benefits expire after five years. That takes him to what he calls a "scary" possibility: "Missouri and other states are cutting Medicaid eligibility, which formerly was 100 percent of poverty level, by roughly 20 percent. Who will be dumped? The answer: A portion of the working poor," he says. "This is an inference drawn from data, not from imagination."

In the meantime, the SUNCODA study promises to yield information that will be critical to the lives of the roughly 5,000 people North estimates are homeless in St. Louis each year—and, in time, to the lives of millions of Americans nationwide. "I think we'll find out how well the services agencies provide actually meet homeless individuals' needs," says North. "And we will learn what other factors affect whether people even get to the appropriate facility for treatment."

With an eye to prevention as well as improved services, Pollio plans to continue his work on feeder populations such as runaway youth—and says his productive collaborations with North (Spitznagel calls the pair "very, very creative") will continue after fall 2005, when she becomes the Ray and Nancy Hunt Professor of Psychiatry at the University of Texas Southwestern Medical Center at Dallas. These researchers now plan to expand their collaborative efforts to address the combined problems of homeless populations bridging both urban areas. "It is my hope that this work will enable us to help solve some of the serious social problems that have contributed to homelessness—and make a tangible difference," says North. "We wouldn't be doing this research if we didn't believe that."

"Carol and I see the world the same way," says Pollio. (Both have won Mortimer Goodman service awards from the National Alliance for the Mentally Ill in different years for outstanding contributions to improving mental health through services.) "You have to act as if what you do will change things fundamentally. Whatever happens in my life, I'll know I've left the world better for having tried."

Judy H. Watts is a freelance writer based in Santa Barbara, California, and a former editor of this magazine.
Supplying Advice

Supply chains are nothing new. From Bronze Age spears to Industrial Age automobiles, people have relied on supply chains to obtain materials necessary to manufacture products. Supply chain management has also been around for as long as people have tried to ensure that material is consistently and efficiently available.

Yet, like so many other things in this accelerated, globalized Information Age, supply chains have been gaining in importance, complexity, and sophistication over the past 15 to 20 years. And tied into this rise in significance has been the career of Panos Kouvelis, the first Emerson Distinguished Professor of Operations and Manufacturing Management and director of the Boeing Center for Technology, Information, and Manufacturing at the Olin School of Business.

How to grow a supply chain scholar

It is safe to assume that not many children have ever said, “When I grow up, I want to study supply chain management.” Kouvelis, born in Greece, was no exception. But he was always good at math, which led him to study mechanical engineering at the National Technical University of Athens, where he graduated in 1983.

From his studies, Kouvelis developed an interest in how large manufacturing systems operate, how they can be improved, and how they deal with inventories and monitor supplies. This interest led him to the University of Southern California, where he earned a Master of Science in Industrial and Systems Engineering (M.S.I.S.E.) degree and an M.B.A. degree, both of which he received in 1985. At first, Kouvelis had plans to earn his degrees and find a good job with a company in the United States, but without a green card, he found his options limited.

“It was much easier to pursue a doctoral degree hoping I could find a permanent placement later on, especially since the focus of my research had settled on operations and supply chain management,” he says.

He received his Ph.D. from Stanford University in 1988. In these intervening 17 years, Kouvelis has mined his field of choice and created his own research supply chain that has led to the publication of two books, Global Operations and Logistics: Text and Cases and Robust Discrete Optimization and Its Applications, and more than 70 papers in top-quality academic journals.

“Panos has been the senior researcher in the field of supply chain and operations management at the Olin School for the past several years,” says Stuart Greenbaum, the Bank of America Professor and former dean of the Olin School. “He is a very energetic and original researcher, as well as a key teaching faculty member, and he is active in leadership activities at the School.”

Identifying new links in supply chains

Supply chain management has become one of the “it” topics in business in recent years. As Kouvelis puts it, “The emphasis in integrated supply chain management is the next step in the evolution of business. It is a very old activity with some very new challenges.”

This is due, in part, to the shift in the way companies produce and distribute their goods. Forty or 50 years ago, the predominant model was vertical integration.
Companies controlled most, if not all, of the activities associated with ordering or obtaining material, producing their goods, and distributing them until they reached the hands of consumers.

"In the past 15 years, companies have begun to do less and less manufacturing themselves and have begun to buy or outsource quite a lot from other suppliers in China, India, and other parts of the world," Kouvelis says. "These companies now have to monitor these longer, more complex, more uncertain and risky supply chains. The challenge they face is how to integrate these activities even when they actually own only a small part of the process."

The successful answer to this challenge, according to Kouvelis, is to find ways to exchange information and create visibility among all the partners' activities with appropriate contractual mechanisms that create incentives for all parties to do the right things.

"Fundamentally, ownership and control do not necessarily have to go together as long as we have information integration, visibility of the overall chain of activities by different firms, and appropriate incentives," he says. "Companies have to monitor supply chains, but the supply chains need to continuously adapt because the business environment is much more competitive, technologies are moving and changing faster, and the life cycles of the products are much shorter."

The technological infrastructure exists now to support the necessary exchange of information and visibility, thanks in part to modern
In addition to his own research activities, Panos Kouvelis is director of the Boeing Center for Technology, Information, and Manufacturing (BCTIM). The BCTIM is a center set up jointly by Washington University's Olin School of Business, the Boeing Company, and other corporate partners.

The center supports an umbrella of activities, including research associated with the use of technologies in manufacturing and broadening supply chains, as well as sponsoring conferences and other types of initiatives in the areas of operations, supply chains, and interdisciplinary studies.

"The center has a cross-functional agenda, so we can include researchers from within the Olin School as well as faculty from other departments on campus and from other universities—those who have an interest in how technology affects the strategy of a firm or how technology affects supply chain practices," Kouvelis says.

The center is an important part of the research-driven Olin School and is one of three main research centers, according to Stuart Greenbaum, who recently retired as dean of the Olin School.

"Panos brings his energy and intellectual leadership to running the center," Greenbaum says. "He's a first-rate researcher himself and a first-rate judge of research. He is the one who has to decide what the center's agenda will be and how to allocate its fund. And he has done this with consummate skill."

capital requirements (negative cash-to-cash cycles often of more than one month).

"Businesses move fast. They have lots of smart people. Sometimes, their practices are quite amazing," he says. "We have a laboratory that often surprises us. That's what I find fascinating about the world of business research."

Putting the tag on anti-terrorism

In the past few years, Kouvelis' "laboratory" has widened to include global supply chain security. In the aftermath of 9/11, Kouvelis began studying ways in which supply chains could endanger America.

"One of the most vulnerable points we face is the 10 to 15 million shipping containers that enter the U.S. each year. They are coming from all parts of the world, and each of them could potentially be some kind of weapon of mass destruction if it is not properly checked," he says.

The seemingly simple solution would be to increase the percentage of containers inspected at U.S. ports. Currently, approximately 1 percent of containers are inspected.

"Trying to inspect everything is not economically feasible, however, because it would require a lead time of a few months before any container could leave a particular port," he says. "Most firms live with only a week's worth of inventory. This delay could cripple the economy."

A better solution is to move back along the global supply chain and act in a preventive, not reactive, manner. This approach focuses on having containers checked at their port of origination and properly identified. Such identification would rely on a relatively new technology called radio frequency identification (RFID) tags/transponders, or smart tags, and the use of electronic seals. The RFID tags are small objects, such as an adhesive sticker, that can be attached to or incorporated into a product. Each tag contains an antenna to enable it to receive and respond to radio frequency queries from an RFID transceiver. Smart tags came to the fore when Wal-Mart began investigating whether to use them in some or all of the products it sells.

"All of the security measures will happen with a company's strategic partner in Hong Kong or Singapore or wherever," he says. "Smart tags can contain a lot of information, and used together with electronic seals, we will know if at any point in time a particular container was tampered with on its way to the U.S."

The incentive for a U.S. company's foreign partner to engage in this process is that verified, secured shipments will move through the system faster than those that are unverified.

"They will have the incentive to do the right things, create the right processes, have the right documentation and procedures, and to invest in technologies that will allow us to secure shipments from the time they are loaded until they arrive, and to ensure they have not been tampered with," Kouvelis says. "This is still a relatively new technology and it will be challenging to implement—but it is better than the alternative."

C.B. Adams is a freelance writer based in St. Charles, Missouri.
Bearers of Peace

Young alumni share their transformative experiences of serving in the Peace Corps.

BY BETSY ROGERS

Above: An aspiring physician, Cristopher Gualberto (back row), A.B. ’02, was a public health educator in Kiang Karantaba, the Gambia. Gualberto is pictured with his host father, Karamo Kambi (left), a carpenter, and children from the village.
Helping children with health and education matters is of major import to those in the Peace Corps, above is a child from Ankazobe, Madagascar, where Katherine Brickson (next photo) is serving.

Rob Chamberlin never planned to be a doctor. But when he graduated from Washington University in 1999 with a mechanical engineering degree, an M.B.A., and a new zeal for social justice, he went to Haiti with the Peace Corps, and there he met a physician operating a clinic in the central mountains. The encounter changed his future. “He helped me understand,” Chamberlin says, “how being a doctor, providing care, and advocating for patients is a great way to live out justice.”

This fall, Chamberlin has begun medical studies at Boston University.

Personal transformation is a common theme among University alumni who have served in the Peace Corps. “This experience has been unique and eye-opening in every way,” says Elitza Barzakova, A.B. ‘02 (French and international studies), who is just finishing two years in Mali, West Africa. “It has changed my views of the world and has given me a much deeper understanding of just how different one culture can be from another.”

Katherine Brickson, A.B. ‘01 (African and Afro-American studies), would agree. “My Peace Corps experience has been immeasurably important to me,” she says. It has demonstrated that she is indeed capable and adventurous, adaptable and flexible. “Living abroad in the Peace Corps setting has shown me that I can live under almost any circumstances,” she adds. These were invaluable discoveries for Brickson, who aspires to a career in international aid work.

For Rebecca Kvam, A.B. ‘01, public service and her Peace Corps experience have led to Indiana University’s Kelly School of Business to hone management skills for a career helping businesses in developing nations. She’s especially interested in Bulgaria, where the Peace Corps stationed her from March 2003 to December 2004.

Unlike Chamberlin, Cristopher Gualberto, A.B. ’02, had planned a medical career before he left for his assignment in Kiang Karantaba, a Gambian village. He majored in philosophy, minored in physics, and completed a pre-med curriculum. Still, he considers his Peace Corps experience a watershed. “It provided an excellent opportunity for thought: about one’s place in the world, one’s ethical duty, the meaning of culture, and upon the U.S. itself, its mission in the world,” he muses. “It really opens you up to what it means to be human.”

Gualberto, now back home in Quincy, Illinois, and applying to medical school, said his Washington University experience was formative in shaping his commitment to service. “I was really involved in service projects at the University,” he says. “Washington University is a wonderful environment, with many opportunities for community service.”

Chamberlin, too, credits the University with awakening his passion for service. He became involved through the Campus Y and Catholic Student Center. Alternative Spring Breaks took him to West Virginia, where he helped build a Habitat for Humanity house, and to the Arizona-Mexico border, leading an environmental restoration team. “In talking with other students and reflecting on these experiences,” he observes, “I moved from seeing them as charity to understanding them as justice issues.”

Studying anthropology and political science at the University, Kvam discovered that she had a keen interest in other cultures and travel. She spent her junior year in London and taught English for a year in South Korea. “I enjoyed it, but I saw that I would only be a foreigner,” she says. “I wanted to learn more about the people. I’d been researching the Peace Corps, and I believe it’s one of the organization’s great benefits—to really immerse us in the culture and the community.”

Peace Corps volunteers can serve in any of 138 countries across the globe, working in education, health, the environment, business, or agriculture. Brickson is a health educator in Ankazobe, Madagascar. She works with pregnant women, teaching them about family planning, nutrition,
While studying anthropology and political science as an undergraduate, Rebecca Kvam, A.B. ’01, discovered a keen interest in other cultures. She taught English in Petrich, Bulgaria, a town of 30,000, during her Peace Corps assignment.

Starting medical school this fall, Rob Chamberlin (center), B.S. ’99, M.B.A. ’99, spent his Peace Corps service in Vialet, Haiti, where he learned “how being a doctor, providing care, and advocating for patients is a great way to live out justice.”

“This experience has been … eye-opening in every way,” says Elitza Barzakova. “It has changed my views of the world and has given me a much deeper understanding of just how different one culture can be from another.”

Elitza Barzakova (right), A.B. ’02 (French and international studies), is serving in Mali, West Africa, as a Small Enterprise Development volunteer. Here she works with young girls during a girls’ leadership camp.

vaccination schedules for their children, and prenatal care. She has also given lessons at the community’s schools about AIDS and HIV prevention.

Gualberto, too, was a public health educator. “I worked a lot on HIV/AIDS education projects for various villages,” he explains. He worked in a malaria clinic and started a small medical library there. He taught health in the schools and started a small school library as well.

Kvam served in Petrich, Bulgaria, teaching English in this town of 30,000. She also spotted a need for a fitness center at the school and wrote a proposal requesting funding. To raise the $2,000 local match, she collected Bulgarian recipes, translated them into English, compiled them into a cookbook, and sold them to family and friends. The project raised the needed $2,000, and a $5,500 U.S. government grant funded the balance.

In a country where after-school activities are rare, the center provides a welcome place for youngsters to play and exercise.

Chamberlin spent his Peace Corps years in Vialet, about 30 miles—and “a jam-packed, three-hour bus ride”—west of Port-au-Prince, the Haitian capital. The Peace Corps assigned him to work with Kes Popilé, a micro-financing organization similar to a credit union. Kes Popilé provides capital to help grow small businesses.

“We lent money, especially to ‘market ladies,’” Chamberlin explains. Market ladies buy goods in the
Katherine Brickson trained in the village of Amparanivo in Madagascar. Peace Corps volunteers share living conditions with those they serve.

Eliza Barzakova (second from left) is in Ségou, Mali, a city of more than 100,000, teaching various business skills to local artisans—bakers, weavers, sculptors, and photographers.

Cris Gualberto took this photo of Mariama and her daughter in the village of Pakalinding, the Gambia. Gualberto says he was welcomed very warmly into the community by his host family and his fellow workers in the clinic.

Brickson says Ankazobe is rural and rustic, though some houses, including hers, have electricity. They do not have running water, but she has a communal pump in her yard, providing her with water and a steady stream of visitors during its hours of operation. Homes generally are built by hand of sticks, mud, and thatch.

Volunteers share living conditions with the people they serve. Barzakova has been in Ségou, a city of more than 100,000, where markets and restaurants offer diverse and nutritious foods. She’s had electricity, running water, and even cell phone service—along with crushing year-round heat. She has a cat to keep her company and a mountain bike for transportation.

Brickson says Ankazobe is rural and rustic, though some houses, including hers, have electricity. They do not have running water, but she has a communal pump in her yard, providing her with water and a steady stream of visitors during its hours of operation. Homes generally are built by hand of sticks, mud, and thatch.

Gualberto was in the Gambia’s Kiang West National Park area and lived amidst grassy plains and patches of forest, close to the River Gambia. “It’s a very beautiful area,” he says. He stayed with the family of a carpenter named Karamo Kambi in a mud-brick compound with corrugated metal roofing. A tall mango tree shades a small courtyard in front. “It is a really idyllic place,” Gualberto says. “I was welcomed very warmly into the community by my family and my fellow workers in the clinic.” He.

city and resell them in the countryside on market day. Kes Poplè might start a client out with a $25 loan, increasing the amount over time if she is successful until her business can sustain itself. Putting his M.B.A. skills to work, Chamberlin trained Haitians in keeping accounts, conducting audits, and developing criteria for loan recipients and loan amounts.

Like Chamberlin, Barzakova is sharing business skills as a Small Enterprise Development volunteer. She works with the Chambre de Métiers, a regional government institution in Mali that provides support to artisans—bakers, weavers, sculptors, photographers. “I help the Chambre with its organization and promotion, and I work individually with the artisans, teaching them the business skills they need to be competitive,” she says. She has taught her Malian coworkers computer skills they can use to streamline the office and to help artisans with needs like business cards and newsletters. And she helps individual artisans with accounting, marketing, and management.

The challenges are sometimes startling. Helping a craftsman—who may be completely illiterate—with accounting, for instance, “can mean that I will have to teach him to write numbers and then to fill out an accounting sheet, designed specifically for illiterate people, by using images and numbers,” Barzakova explains.

There are personal challenges as well. For Chamberlin, the first year was a struggle. “I was lonely; I missed my Washington University friends; and I was trying to learn the language,” he recalls. Still, he fell in love with the Haitians. “It’s humbling how welcoming they are,” he says. “They know that they’re poor, and they suffer, yet they don’t let that define them. They still maintain a great spirit and a natural gift for celebration, dancing, and laughter.”

Brickson, too, acknowledges frustrations and obstacles. “But when you get past them,” she adds, “and get a glimpse of, ‘Oh this is what I’m here for,’ it’s wonderful. It’s the best decision I’ve ever made.”

Volunteers share living conditions with the people they serve. Barzakova has been in Ségou, a city of more than 100,000, where markets and restaurants offer diverse and nutritious foods. She’s had electricity, running water, and even cell phone service—along with crushing year-round heat. She has a cat to keep her company and a mountain bike for transportation.

Brickson says Ankazobe is rural and rustic, though some houses, including hers, have electricity. They do not have running water, but she has a communal pump in her yard, providing her with water and a steady stream of visitors during its hours of operation. Homes generally are built by hand of sticks, mud, and thatch.

Gualberto was in the Gambia’s Kiang West National Park area and lived amidst grassy plains and patches of forest, close to the River Gambia. “It’s a very beautiful area,” he says. He stayed with the family of a carpenter named Karamo Kambi in a mud-brick compound with corrugated metal roofing. A tall mango tree shades a small courtyard in front. “It is a really idyllic place,” Gualberto says. “I was welcomed very warmly into the community by my family and my fellow workers in the clinic.” He.
Rebecca Kvam (in back row in mask, right of young woman in red hat) organized the first-ever Halloween celebration, which included a pumpkin-carving lesson, a school carnival, and a parade through the town’s center, in Petrich, Bulgaria.

became especially close to two Kambi sons, Dawda and Omar; a WU frisbee sailed often across their yard.

In Bulgaria, Kvam lived in a beautiful mountainous region, occupying the second floor of a very old house, with an older couple living below. “The older women in the neighborhood would always gather outside my house on these little benches and talk until the sun went down,” Kvam recalls. “They were very interested in what I was doing and what I was eating. I baked them chocolate chip cookies—they’d never had them. I was very much a part of the family.”

A consistent refrain among the University’s volunteers is an ongoing interest in the regions where they’ve served. Barzakova hopes to stay in Africa at least one more year, and Brickson wants to live and work there. “It’s amazing,” she says of this vast continent. She treasures Africa’s gentle pace and warm hearts. During a medical leave at home in St. Louis last spring, she stayed in close touch with Malagasy friends. “The best feeling for me is knowing that I’m integrated. I have little kids who know me and come to my house every day. Even more than being successful with the work is knowing that I am part of the community.”

Gualberto, too, would like to return to Africa. While in Gambia, he met numerous British doctors who had successfully integrated medical relief work there with their professional practices at home—a possibility that intrigues him.

Kvam plans to return to Bulgaria next year. Meanwhile, she has also managed to bring some of Bulgaria to the United States: This past April she invited her Bulgarian principal and his wife, a close teacher friend and her daughter to Muncie, Indiana, sponsored by the local university. They toured the university and Midwest schools for two weeks.

Chamberlin has returned twice to Haiti. After medical school, he hopes to go back again, armed with a specialty in infectious diseases and his love for this suffering people. “I’ll always keep a connection to Haiti,” he vows. “It is such a privilege to have served there.”

Alumni Answer the Call

Washington University and its alumni have a longstanding history with the Peace Corps. Since the organization’s inception in early 1961, more than 455 University alumni have answered the call, serving “their country in the cause of peace by living and working in developing countries,” as then-Senator John F. Kennedy first challenged students at the University of Michigan.

Scot Roskelley, a Peace Corps public affairs officer in Chicago, says that Washington University is consistently represented among each year’s corps volunteers. Washington University students get their first introduction to the Peace Corps from Fran Noonan, the corps’ St. Louis representative. Noonan is always hard at work meeting with students to discuss the organization and its mission. She works with Career Center staff members and attends job fairs at all local universities. She holds general information meetings monthly. And she never lets a potential applicant fall through the cracks.

“I respond immediately to inquiries,” she says. “I do voice-mail religiously. And I follow each applicant through the process.”

Of Noonan’s performance, Roskelley says, “We are particularly thrilled with our campus representative in St. Louis.” Noonan, who is based at Washington University and serves college campuses throughout the metropolitan area, is a Peace Corps veteran herself. She believes that Washington University produces so many volunteers for a variety of reasons: the campus-wide emphasis on public service, the international complexion of the University community and the exposure it offers to diverse cultures, and an appreciation of the benefits of international experience among students and their parents.
Working Wonders

The sense of magic created by award-winning artist Judy Pfaff gives audiences an appreciation for her highly complex artworks and not of the intensive labor involved in producing them.

By Kristin Tennant
For more than 30 years, Judy Pfaff has steadily earned her established place in the art world—a standing that's evident in a long list of honors, including a 2004 MacArthur Fellowship and works in such prestigious institutions as the Whitney Museum of American Art.

But for one so firmly planted, Pfaff, B.F.A. '71, is difficult to pin down. She hasn't settled into a predictable aesthetic or subject matter in her work. This sense of anticipation and surprise at what she might make next perhaps has been her signature, even since her earliest days as an artist when she refused to be categorized as a painter, sculptor, printmaker, or installation artist. Pfaff is adept at all media, at blurring the lines between them, and at following her instincts rather than logic.

"I really act on what I currently feel and think, not by what I'm used to or known for," Pfaff says. "I'm not bound by a signature material or style. My work, from one show to the next, is very additive. It's like my schooling—I take what I learn from one piece and add it to wherever I begin the next one."

The bulk of Pfaff's work is site-based installation—she doesn't know exactly what she's going to create until she gets into the space and begins putting it together. This process gives Pfaff freedom to reflect an immediacy of thought and life experience, as well. For instance, her April 2005 exhibition, at the Braunstein/Quay Gallery in San Francisco, was on the calendar months in advance but emerged as an installation about friendship, intimacy, and tragedy. In the two-person exhibition, she shared the gallery with Jane Rosen, a close friend for more than 30 years.

"There was a certain amount of nostalgia in the show for me, which reflects where I am in my life right now," Pfaff says. "Something quite tragic had recently happened; a mutual friend of ours [Pfaff and Rosen] died at
Christmas. Most of what I created in the gallery was above your head—you had to look up into it and almost enter it like you would a chapel or other small, intimate space.

Although Pfaff calls herself a “dyed-in-the-wool abstractionist,” she freely admits themes in her life shape her art. At one point, while temporarily working in the attic of a Victorian house as she transitioned between studios, Pfaff noticed the past—everything from references to her grandmother to the intricate patterns of antique lace doilies—creeping into her work.

“If something happens to me—if I move somewhere, or meet someone, or travel too long, or at times when I’m involved in interpersonal things or gardening all the time, or a loved one dies—it pulls my work in that direction. It’s codified, but I think these themes are revealed in the work even if it’s not on the surface.”

But the bulk of Pfaff’s vocation is about the labor, not the thought process. Her work involves creating highly complex structures out of a wide range of materials, requiring a set of complicated engineering skills and fabrication techniques. Pfaff says she comes from “real working-class stock” in England, and she likens herself more to the “common guy”—someone who “gets a new tool and becomes obsessed with what it can do,” and “guys who work with stone and build garages”—than to other artists.

“I never felt I was in as elite a world as I am,” she says, referring to the art world. “I love meeting the suppliers of my materials and talking to people who work with the same materials every day, doing more typical trades with them. These are just normal people, and they’re very fascinated with what we’re doing in the studio. They’re attracted to the pioneering spirit of the large-scale handiwork.”

While the process is labor-intensive and involves working with a team of assistants to solve complicated fabrication problems, the result Pfaff hopes to achieve with her installations is a sense of effortless wonder.

“Do you know the way a child imagines what an artist or moviemaker does? Like at the beginning of Disney films, where they take a single paintbrush and with a single stroke create a full-color, sparkling scene? That’s what I’m after,” Pfaff says. “My whole life is about the labor, but I want my work to seem magical when it’s done, like a vision that transports people.”

It’s with this sense of magic that Pfaff straddles two worlds—having access to elite galleries and museums like the Museum of Modern Art in New York while simultaneously speaking to those who generally don’t consider themselves artistically literate.

“I think there’s a lot of mischief and a sense of permission in my work,” Pfaff explains. “It’s open-ended. You don’t have to read about it or get lots of information. You can simply approach it and evaluate it at face value, with your own ideas and interpretations.”

Pfaff also has a talent for communicating with students. In her role as the Richard B. Fisher Professor in the Arts and director of the studio art program at Bard College, in New York, Pfaff not only guides students in the development of their ideas and the actual making of objects, but she also passes along wisdom gleaned from more than three decades in the studio and art world. Her advice ranges from reality checks, such as the time and money it takes to be an artist, to the importance of
gathering a close community of smart people around you for good dialogue.

"You can work hard and have a daily practice in your studio, but if it happens without a conversation—without being a part of the larger art world—the work will suffer," Pfaff says. "I tell my students not to let the intense conversation that began for them in art school fade. I have great artist friends who have really inspired me and functioned like a family over the years."

And for students who are having what Pfaff calls a "crisis of faith" about their vocation—who are questioning why they are doing this seemingly self-indulgent work in a world with so many problems—Pfaff shares with them her own path through that territory, and then gives them space to work through the issue on their own.

"Anyone who's really thinking about their place in the world has these questions," she says. "I just try to be a good person and connect with the outside world and do work that is honest," she says. "I get a lot of generosity and good will in response to my work, so I seem to be connecting with the things people are thinking about. I hope I can help someone turn a corner. And, besides, this is my only voice. This is what I happen to be good at, so this is how I participate in the world."

Kristin Tennant is a free-lance writer based in Urbana, Illinois.

“My whole life is about the labor, but I want my work to seem magical when it’s done, like a vision that transports people.”
In 1955, just out of the U.S. Army and armed with the Olin School B.S.B.A. he earned in 1953, Donald R. Frahm went to work for Continental Casualty Co. in St. Louis. By 1974, having advanced to senior vice president for marketing and underwriting at the company’s Chicago offices, he left to join The Hartford Insurance Group, then known as ITT Hartford, as vice president for commercial liability underwriting.

He became senior vice president in 1976, executive vice president in 1979, president and chief operating officer in 1983, and chairman and chief executive officer in 1988. He took over leadership of The Hartford at a time of difficulty for the company and the insurance industry, but managed during his term as chairman to increase revenues by some 50 percent.

Asked to sum up his success, he offers: “hard work; the desire to learn more, to understand, to do better; and the most important thing—having good people working with you.” When The Hartford Group became an independent company again in 1995 after 25 years as a subsidiary of ITT, Frahm was asked by The Hartford Courant about the company’s turnaround from 1988 to 1996 under his leadership. The Courant’s 1996 “Business Leader of the Year” said: “All I did was create an environment in which it could happen. I try not to get in the way of people who know what they’re doing. I think that’s a strength.”

Although sometimes criticized for not pushing people hard enough, Frahm followed his belief that “if people take things as their own idea and do it, then what they do comes out much better than if you tell them to do something.”

He is known by colleagues at The Hartford for being tough on himself, being honest, and being matter-of-fact in his approach. If one of the company’s businesses wasn’t one of the best performers in its field, he said as his chairmanship came to a close, “then we shouldn’t be a player, because we believe [in the market] you’re either very good or you’re not there. It’s the strong getting stronger and the weak disappearing.” One of his best decisions, he believes, was to sell off the company’s health insurance and managed-care business, never a top performer, to expand the life insurance operations.

The architect of an internationally successful business, Frahm is highly respected in the insurance industry and its professional associations as a true leader—modest, low-key, a good listener, but tenacious and aggressive in pursuing issues and causes he believes in. When he speaks, industry CEOs pay attention.

He has been active in both major insurance industry professional associations. As a member of the American Insurance Association, he pushed for the reform of Superfund (the federal legislation intended to clean up hazardous waste sites) and spent a lot of time in Washington, D.C., as chair of an industry task force that investigated Superfund in the 1980s. He also chaired the Insurance Information Institute, the property-casualty industry’s public relations arm, which has the major responsibility for insurance industry communications.
The return to independence for The Hartford was the culmination of Frahm's leadership and 23-year career with the company. It was also a cause for celebration in the Hartford region. Besides the obvious economic benefit of once again housing a corporate headquarters, the city of Hartford gains from The Hartford's policy of encouraging its employees to embrace local causes and its executives to serve on the boards of local groups. In addition, about two-thirds of the company's annual charitable contributions are directed to the Hartford area.

The Hartford has a longtime reputation for maintaining a strong community focus and involvement, and Frahm is a strong proponent of the corporate role in a region's economic stability and quality of life. He believes the company's first responsibility to the community is to remain strong and grow. "The stronger we are, the more we can contribute to the community."

The committee that selected him as the Courant's 1996 "Business Leader of the Year" said Frahm exemplified the meaning of "good citizen" and understood the obligations associated with privilege and influence. As a member of the Greater Hartford Chamber of Commerce, Frahm involved The Hartford in a major strategic housing and redevelopment project. He also has been a corporator of the Connecticut Children's Medical Center (which The Hartford helped fund), a director of the Connecticut Business and Industry Association and the Connecticut Bank & Trust Co., and a member of the advisory committee of Community Health Services in Hartford. Seven years after his retirement as chairman, Frahm went off the board of The Hartford in May 2004.

He continues to serve on the boards of the University of Hartford, where he is chairman of the audit committee, and Hartford Hospital and its parent organization, where he has served as member and chairman of the executive committee, member of its board of directors, and chair of its 150th anniversary campaign. His service also extends beyond Hartford to his alma mater, Washington University, with membership on the Olin National Council, Boston Regional Cabinet, and the National Corporate Network.

These commitments, and others, make his "retirement" anything but idle.

St. Louis native Frahm has always been an athlete, lettering in baseball at Washington University, along with being a member of Sigma Chi, Lock and Chain, and Thurteen. He continues to be an active tennis player, competing mostly in New England tournaments under the auspices of the United States Tennis Association (USTA). He has held several No. 1 rankings in the over-60 and over-70 age groups in the USTA's New England section. One of his doubles partners described him as "a good sport, but an aggressive player who hits the ball hard," perhaps a reflection of his management style.

He and his wife, Jean, spend a lot of time and have a lot of fun with their three grandchildren, all under 4 years old. The Frahms enjoy traveling, including last year's trip to Patagonia, which featured a hiking trip in the Andes, and the previous year's journey to Japan, Australia, and New Zealand. He also is playing more golf during his family's stays each year in Florida, and he has more time for reading his favorite subject, history, and tackling The New York Times crossword puzzles.

Life Benefactors of the Eliot Society, he and Jean are annual members of the Danforth Circle, sponsors of the Jean and Donald Frahm Scholarship in Business, and donors of the Frahm Family Professorship in the Olin School of Business. Frahm was honored with the Distinguished Business Alumni Award in 1989 and the Distinguished Alumni Award at Founders Day in 1996. One of the couple's three children, Mark, also graduated from the University with an M.B.A. from Olin in 2000.

A strong advocate of education, Frahm admires the growing interaction between the business community in St. Louis and the education community at Washington University, as well as the interaction between students and faculty. His commitment to Washington University and the University of Hartford, his personal sponsorship of scholarships, and his advocacy of business-education partnerships influenced his successor as chairman of The Hartford to honor him with the Donald R. Frahm Hartford Scholar Program, which targets students pursuing an M.B.A. with opportunities for summer internships—a fitting tribute to commemorate an important leader at the company he served so well.

As asked to sum up his success, he offers: "hard work; the desire to learn more, to understand, to do better; and the most important thing—having good people working with you."

—John W. Hansford
Washington University opened up the world for me,” recalls Mel Brown, the 2005–06 chair of the Alumni Board of Governors. “I grew up in a small town, and going to college here absolutely changed my life. There were great professors who challenged us to ask questions—they made us want to learn.”

Brown’s experience as a student became the foundation for a lifelong involvement with the University. He was elected to the Board of Trustees in December 1999 and served four years. In July 2004, he became an ex officio trustee when he was named executive vice chair of the Alumni Board of Governors (ABG), and he will continue on the Board as ABG chair.

“Scholarship support made it possible for me to attend Washington University,” Brown says, and he believes in returning the favor. He gave his first scholarships in 1984 to the Olin School of Business in memory of his late wife, Jacqueline Hirsch Brown, A.B. ‘63, who died in 1981. Their sons, Benjamin, M.S.W. ‘92, and Mark, J.D. ’95, also graduated from the University, as did Brown’s daughters-in-law, Stephanie Zetcher Brown, M.S.W. ’94, and Rebecca Berkeley Brown, J.D. ’96.

Brown has supported an annual scholarship at the School of Law for many years, and in 2002 he established the Mel Brown Family Loan Repayment Assistance Program to help graduates of the law school who choose to pursue careers in public service. He was co-chair of the School’s Building Through Strength campaign and served on the Eliot Society Membership Committee. He is a founding member of the law school’s National Council.

Brown recently retired as chairman of Founders Bancshares. He is a former president and CEO of Deutsche Financial Services, a unit of Germany’s largest bank, with world headquarters in St. Louis. He was president and chief executive of ITT Commercial Finance before Deutsche Bank acquired it in 1995. Under his leadership, the company grew to become the largest in its industry. His other University involvement includes previously serving on the ABG as vice chair for Regional Programs. He currently is a member of the San Diego Regional Cabinet. He and his wife, Pamela, are Life Fellows of the Eliot Society and members of the Danforth Circle. Last year he was named to the Executive Committee of the Eliot Society as national patrons chair.

Of his work with the Alumni Association, Brown says: “During the Campaign, we were focused on what the alumni could do for the University. Now, our emphasis is on what the University can and should do for its alumni.”

The Alumni Association provides a wide range of benefits and services without dues, including the online Alumni Directory, the Career Connections database, publications, Reunions, the Alumni Travel Program, and events offered through Washington University Clubs in more than 40 cities. Many of these programs are open to parents and friends of the University as well.

Brown wants to do even more. “I’d like to determine what the Alumni Association can do to make the University even more valuable to the alumni,” he says. “We need to learn more about what our graduates want, whether it’s professional and personal networking, educational opportunities, or other programs. We want to be responsive to the needs of alumni of all ages and increase their participation in the services we offer.”

As the prestige and value of a degree from Washington University increases along with its national reputation, Brown wants to encourage all alumni to maintain their ties with the University. “Graduating from Washington University made a big difference in my life,” he says. “I’d like to help all of our alumni discover what a valuable experience maintaining ties can be.”
Travel & Learn

The Alumni Association Travel Committee has selected an exciting array of itineraries for 2006 to offer the very best opportunities for learning through travel. Many trips will feature University faculty members, each of whom is a leading scholar in the field that is a tour's focus, including art, astronomy, biology, economics, and history. Three trips on the 2006 schedule are designated "Chairman's Choice" because of their extremely limited availability and extensive faculty involvement. (The list at right is a partial one; please view the full schedule at www.alumni.wustl.edu.)

All trips of the Alumni Association Travel Program are open to alumni, parents, and friends of the University, and we encourage you to share them with your friends.

Travel Program Preview
Thursday, October 20, 2005, at Holmes Lounge
5:30–7:00 p.m.

Take an advance look at our 2006 itineraries. To reserve your place, call the Alumni Association, (866) WUTRIPS or (314) 935-5212; e-mail: travel@wustl.edu; or visit “Alumni Travel” at our Web site, www.alumni.wustl.edu.

with Washington University in perpetuity, and their generosity will be cited long into the future for its impact on the goals and accomplishments of a university that seeks to have an impact not only on this region, but also on the world."

Fox and McDonnell were especially honored for their work on the Campaign for Washington University, the most successful fundraising campaign in the University's history. McDonnell served as leadership chair during the "quiet phase" of the Campaign, and Fox chaired the public phase. Wrighton said, "With a rare combination of pragmatism and optimism, they raised our sights of what we would be able to accomplish."

Both McDonnell and Fox have served on the Washington University Board of Trustees, McDonnell as chair and vice chair and Fox as vice chair. McDonnell was founding chair of the Arts & Sciences National Council and a founding member of the International Advisory Council for Asia. Fox is a member of the Olin School of Business National Council and a former president of the Eliot Society.

Fox is chairman and chief executive officer of Harbour Group, Ltd., and McDonnell is the retired chairman of the board of McDonnell Douglas, Inc.
or the first time ever, Reunion 2005 was celebrated on two weekends: the Classes of 2000 and 2004 returned for Thurtene Weekend, April 15–17, and the rest of the Reunion classes celebrated May 19–22. An enthusiastic turnout proclaimed both weekends a great success, with more than 1,400 alumni and guests attending.

Class Giving totaled nearly $9 million by the time the May celebration was under way. The Class of 1955 was honored for the greatest percentage of the class in attendance and for the greatest increase in participation in class giving. Activities during the May Reunion included a standing-room-only Reunion College on Thursday, a presentation by cartoonist Mike Peters, B.F.A. '65, tours of Forest Park and the Hilltop Campus, and numerous faculty presentations. In both April and May, classmates shared special gatherings on and off campus. A great time was enjoyed by all.
Remember

50th Reunion: Class co-chair Harry “Buzzie” Schukar, B.S.B.A. ’55, addressed the class in Graham Chapel.

Class of 1980: Larry Ho, B.S.Ch.E. ’80, attended the 25th Reunion with his daughter, Hanna Hurr.

Mark Your Calendar

Reunion 2006 — May 18–21
If your class is 1941, ’46, ’51, ’56, ’61, ’66, ’71, ’76, ’81, or ’86, make your plans now to attend undergraduate Reunions for alumni of Arts & Sciences, Business, Engineering, Art, and Architecture. We can make it easy to get involved, get in touch with old friends, and make plans. Call (314) 935-6503 or 1-800-867-ALUM (toll-free), or e-mail: AlumniRelations@wustl.edu.

1st, 5th, & 10th Reunions — Thurtene Weekend, April 21–23, 2006

Among Friends: (From left) Marie Prange Oetting, A.B. ’49, visited with Bob Rumer, B.S.Ch.E. ’42, and his wife, Shirley, Arts & Sciences Class of 1945.

Class of 1995: Class co-chair Adam Stanley (center), B.S.B.A. ’95, and classmates celebrated their 10th Reunion with Ted Drewes Frozen Custard.

Class of 1945: Pete Littlefield, B.S.B.A. ’45, celebrated his 60th Reunion.


Reunion photos taken by Joe Angeles, Mary Butkus, Dan Donovan, David Kilper, and Kevin Lowder.
Robert McClure, EN 36, was honored by Fronterac (Mo.) Mayor Saundra Sobelman in celebration of his 90th birthday and his 30 years of dedicated municipal service. McClure served as an alderman for Fronterac, a St. Louis suburb, for three years and has served more than 20 years on the city's Planning & Zoning Commission. McClure, who worked for McDonnell Aircraft from 1945–52, eventually started his own business, selling engineering equipment to aircraft manufacturers. Since retiring at 75, he has continued to work a few hours each month on planning and zoning issues, and he remains actively involved with various University organizations.

Grace Marlott Tripp, GR 36, who is 92, was, before retiring, a professor and head of the philosophy department at Florissant Valley Community College, now St. Louis Community College at Florissant Valley. For 20 years, she taught philosophy, humanities, logic, and English there.

Harry Brown, EN 38, a.k.a. Handsome Harry Brown, known for his gridiron accomplishments during the Jimmy Conzelman era, has been nominated for the University's W Club Hall of Fame by his son, Tom Brown, GR 77.

Sanford Paul Sher, LA 47, MD 77, a resident of Philadelphia, gives informal talks on "Philadelphia in the Civil War" and also volunteers as a docent in the local science museum.

John O. Sutter, BU 48, GR 48, was elected president of the newly organized Democratic World Federalists. He has been a World Federalist officer since retiring from the Asia Foundation in 1991. During his 31 years with the foundation, he was country representative in Malaysia, Indonesia, and Pakistan and grant administrator in the San Francisco headquarters office. Sutter edits the quarterly Toward Democratic World Federation and has edited books on world federalism. He recently published "The Jakarta Compromise," October 1, 1965.

Fred Heger, BU 51, was inducted into the Missouri Athletic Club's Sports Hall of Fame on March 4, 2005, for distinguished service to sports. He has served on the Hall of Fame committee since it began 13 years ago and was its chairman for one term. Besides helping in fundraising, selecting trophies, and heading sub-committees to select members for the historical category, he also served on the Athletic Committee. In addition, he and the Club's president headed up the fund drive for the Club's Sun Musial Grille. Heger still plays tennis, squash, and golf. He and his wife, June (Fowler), BU 51, celebrated their 50th wedding anniversary in 2004.

Ellen Heath Lindsey, OT 54, is a jewelry designer, and her company, EL Jewelry Designs, is an official licensee for the U.S. Naval Academy and Washington University. Lindsey also designs jewelry for health professionals and educators. Web site: www.eljewelrydesigns.com

Marjorie (Salzberg) Richmond, LA 55, sells real estate in her retirement community of Rossmoor in Walnut Creek, Calif., in the East Bay of San Francisco. She and her husband are enjoying traveling, and, after attending reunion at WU, they planned to travel to an Elder Hostel in Prague and Berlin.

Wayne F. Schlosser, FA 58, president, Schlosser Advertising/Public Relations, was recognized for his dedicated and distinguished service as a longtime board member of the Willard C. Scribner, M.D. Public Health Foundation in Belleville, Ill. For more than 40 years, Schlosser has developed and coordinated award-winning publicity and promotional campaigns for various public health organizations in Illinois and Missouri.

William H. Crandall, Jr., BU 61, I W 63, retired April 1, 2005, after 23 years as a judge on the Missouri Court of Appeals Eastern District, not due to mandatory retirement. Crandall was a panel member of Clayton Mediation and Arbitration and Pinnacle Arbitration and Mediation Services.

Susan Grossman Alexander, LA 63, has moved to San Francisco after residing nearly 30 years in the Chicago area. She is continuing her work as an arbitrator and as a consultant on legal writing. Her firm, You Can Write Better, helps lawyers write more effectively. She also plans to resume her free-lance writing career and may return to teaching law students. She says, "I would love to hear from any WU grad who lives in or travel to San Francisco."


Lynne Lumberg, LA 63, an independent medical journalist and editor who has reported extensively on sleep and sleep science for three decades, received the National Sleep Foundation's (NSF) Communications Award on March 29, 2005, at the NSF's fifth annual Night of a Thousand Dreams Gala, held on March 29, 2005, in Washington, D.C.

Ron Laugen, GR 64, is president of the National Consortium for Specialized Secondary Schools of Mathematics, Science, and Technology.

Margaretta (Helm) Withers, LA 64, GR 65, has retired after teaching German, French, and Spanish for 28 years.

Michael H. Erde, BU 65, is the principal of Michael H. Erde Associates in Chicago and is one of the three certified Elder Law Attorneys in Illinois. Erde recently gave lectures on probate, Medicaid, elder law, estate planning, and trusts to groups such as the National Business Institute, Lorman Half Moon, the Chicago Bar, the Illinois Bar, Altrone's Guaranty Fund, and the Greater North Shore Estate and Financial Planning Council, of which he is secretary.

John L. Gillis, LA 65, Richard B. Scherrer, BU 69, and David W. Welch, BU 63, are among 46 attorneys from the St. Louis-based law firm Armstrong Teasdale selected for inclusion in the 2005-06 edition of The Best Lawyers in America.

Joshua Grossman, MD 65, provided a presentation-invitation on "Ethics and the Medical Record," on Feb. 24, 2005, at the downtown Hilton in Knoxville, Tenn. On May 11 and 12, he taught "Acute Coronary Syndromes -- WELLMONT A C C ."

Albert "Al" S. Hunt, UC 65, and his wife, Audrey, have moved to Pocahontas, Ill. Al has retired from Alumax EMP, a division of Alcoa previously located in Jackson, Tenn.

Bryan T. Downes, GR 66, who spent 25 years on the faculty of the University of Oregon in Eugene as part of a 35-year career as a university educator, formally retired in 2001 from that university's Department of Planning, Public Policy, and Management. Downes spent three additional years teaching part time in the areas of nonprofit management, leadership, and the management of organizational change. In 2004, he began devoting full time, along with Sheri, his wife of 42 years, to rearing their five grandchildren. They have been court-appointed guardians for the children since early 2001.

Charles Richmond, UC 66, who is executive director of the Institute on Gero-technology, recently published Computers for Klutzes: Basics, Email, & Internet, to help older adults use computers more easily.

Joseph Atkin, LA 67, has been named executive vice president of the Council for Jewish Elderly, a social-service organization that provides residential and community-based services for seniors in the Chicago area. Joe and his wife, Carol Friedman Atkin, LA 67, who reside in Glencoe, Ill., have two daughters and three grandchildren.

Richard H. Dorrough, LA 67, was appointed by Alabama
Amy Finnegan, A.B. ’00

Peacefully Battling War and the Spread of HIV

Amy Finnegan traces her love of social issues to Washington University, where she first experienced people far different from those in her home state of Minnesota.

She traveled to India with the Catholic Student Center, studied abroad in Chile, and helped Latin American immigrants adjust to new life in the United States.

"All of that broadened my understanding of the world and social policy and my role in it," says Finnegan, A.B. ’00 (political science and Spanish).

The friendships she made and the service work she performed instilled in her a great interest in social policy. This passion has most recently been directed at working on peace and conflict resolution with prevention and intervention strategies.

The work is a result of their research in Uganda, where the pair went after Finnegan graduated from the University. Spending a year there, she and her husband, who is in his final year of studying medicine at Harvard Medical School, worked at a high school and built latrines for a public health project.

Last summer, Finnegan, 27, went back to Uganda as part of her master’s degree program in the Fletcher School of Law and Diplomacy at Tufts University. She completed the two-year degree program this spring shortly before her London presentation.

In between her trips to Uganda, Finnegan also worked at John Snow, Inc., focusing on international public health and NGO management. From Boston and on-site, she led projects helping build infrastructure to boost maternal and children’s health in Eritrea and Guatemala.

All of this work has culminated in a great love of conflict resolution and of seeking ways to avoid war.

Finnegan says she challenges people to think about solutions to problems, such as mediation and negotiations, other than picking up guns.

"There’s this mentality that war is unavoidable and that it just happens sometimes, or that we have to go to war," Finnegan says. "I just challenge that. It’s not inevitable. We can avoid it."

In London, Finnegan and Westerhaus presented their paper at a conference on Africa through the African European Group for Interdisciplinary Studies (AEGIS). In Uganda, in particular, Finnegan says the conflict has led to people living in displaced people’s camps and children going into town each night to avoid being kidnapped by rebels. Because people cannot access their land to earn money for school fees or food, they’re forced to find other ways to live. All of this leads to increased transmission of HIV, which has long plagued sub-Saharan Africa, she and her husband argue.

"With both HIV and war still present in the world, Finnegan’s work is just getting started, and she wants to work either in Boston or in Uganda. Finnegan says it’s important for her to have a home base in the United States, but she also wants to go abroad, where she says she’s inspired to work.

She’s also like to pursue a Ph.D. degree in a year or two. Ultimately, Finnegan wants to be a professor and possibly start a program to continue her fieldwork.

"I hope to keep up my connection to Uganda and also work on war and conflict issues, concentrating on how we all are connected."

—Emily Rose, A.B. ’02

At press time, Amy Finnegan was starting a position as a program officer for World Education (www.worlded.org), working for its Uganda programs, with themes of HIV/AIDS, conflict, and education.
Sondheim’s sky, LA 05, in the production of Neurological Surgeons at the sister, is retired and volunteering enjoying retirement and being at the State of Missouri, 22nd Judicial Circuit Courts. An employee of the court for nine years, she was named to her present position in February 2003. Her department, which helps clients and attorneys properly file their legal documents, collects more than $1 million monthly from sources such as new-case filing fees, penalties, fees, costs, deposits, child-support payments, and garnishment payments.

W. Barry Jenkins, GA 78, president and CEO of JHS Architecture, was elected in December 2004 to the board of directors of the World Trade Center in Cologne, Germany. The center serves international trade interests in Germany, Poland, Hungary, and the Czech Republic. Jenkins also recently was appointed to a five-year term on the South Carolina Board of Architects. He is the first African American to serve in this role.

Alison M. Allen, DE 79, who pilots the Boeing 767 for Delta Air Lines, has been granted to the board of directors of the Northwest BankCentre’s Clayton bank.

Robert L. Grubb, Jr., HS 73, and Peter Grubb, LA 73, were elected co-presidents of the Midwest Sociological Society, the first co-presidents in the 70-year history of the society. Patti was honored with the Outstanding Researcher Award for the University of Colorado at Boulder campus, for 2005. Peter received the United Methodist Church Scholar/Teacher of the Year Award at the University of Denver in 2005.

Sanford Teplicky, LA 71, who chairs the Health Law Department at the law firm of OberKaler, in Baltimore, has been invited to join the American Health Lawyers Association’s inaugural class of Health Law Fellows.

Susan R. Keller, LA 72, SW 73, who is a foster parent and “big sister,” is retired and volunteering in early-childhood special-education and autism programs. Keller also is traveling the world and enjoying her 23-year-old daughter. Amanda Teplicky, LA 72, and her husband, Ken, joined by them their older daughter, Rachel, came to campus April 1, 2005, to see younger daughter, Lydia Krupsky, LA 72, in the production of Sondheim’s Into the Woods, at the Edson Theatre. The Krupskys reside in Bethesda, Md. Amy, who recently retired from a 20-year career as a federal government attorney, now is a candidate for a master’s degree in the history of decorative arts at the Corcoran School of Art and Interior Design in Washington, D.C. Amy says, “The campus looked great with the daffodils blooming.”

Patricia “Patti” Adler, LA 73, and Peter Adler, LA 73, were named vice presidents of the American Association of Neurological Surgeons at the group’s annual meeting in New Orleans, April 16–21, 2005. He is to serve a one-year term.

Joseph L. Hegedus, TI 73, is enjoying his retirement and being at home instead of “living in airplanes.” Fishing, hunting, traveling, and helping others consumes his time. He says, “Don’t know how I found time to work.”

Patricia Kelly, LA 73, earned her second master’s degree from Teachers College of Columbia University in New York City in 2005. Jesse L. Prince, LA 73, was appointed circuit judge of Cook County, Fifteenth Subcircuit. Carol Weissman, SW 73, is president of Board Builders, is an internationally known speaker, author, trainer, and consultant who specializes in volunteerism, fundraising, and governance. She has served on 28 boards and has been president of seven. Web site: www.board-builders.com

Rob Harper, GF 74, had his newspaper, residing in Northeastern Michigan, which, with more than 1,500 adults and children, is one of the largest liberal churches in the nation. Formerly, he had an 11-year ministry in Brooklyn, N.Y., and ministries in Texas and Massachusetts. Miniature paintings of American popular culture exhibited at the OK Harris Gallery in New York City from May 28–July 15 and from Sept. 6–10, 2005.

Weldon E. Wooden, LA 74, now serves the Fountain Street Church in Grand Rapids, Mich., which, with more than 1,500 adults and children, is one of the largest liberal churches in the nation. Formerly, he had an 11-year ministry in Brooklyn, N.Y., and ministries in Texas and Massachusetts.

Fredrick J. Nelson, GF 75, practiced law and teaching for years as a practicing artist and educator in September 2005. He has taught at several institutions in the St. Louis area, including the University of Missouri and St. Louis. His Saint Louis Art Museum, and The Forsyth School. In 1986, he began teaching drawing, painting, and design students at Mary Institute. From 1977 to 1986, he has been department chair there. Nelson has won many awards and honors, including the 20 member group and 30 solo exhibits. His paintings and drawings are included in more than 100 private collections and public corporate collections.

Robert "Bobby" Holt, GR 75, former executive director of the Fitzsimons Reuse Authority in Aurora, Colo., has joined the U.S. Economic Development Administration as director of the Denver regional office.

Stephen M. Underkofler, LA 76, who pilots the Boeing 767 from John F. Kennedy International Airport in New York City, has been promoted to international captain with Delta Airlines. He received his professional training with the U.S. Air Force, in which he served as an F-15 fighter pilot. He and his wife, Mary, have four children—Madeline, 15, Jack, 12, Clare, 8, and Helen, 4.

Deborah Stewart Coleman, GR 77, vice president of Global Quality, was elected a company officer of the Ford Motor Company in January 2005. This appointment marks Coleman’s 11th year with Ford. Two female African Americans to become board-elected officers of the company.

Lori (Van Kirk) Hope, LA 77, has released Help Me Live, 20 Things People with Cancer Want You to Know, which provides a personal, yet thoroughly researched, account of words and actions that are most helpful. Hope has produced more than 20 documentaries, the most recent of which was featured on Oprah. Hope, who is managing editor of Bay Area BusinessWoman newspaper, resides with her family in Oakland, Calif.

Gloria R. Wrice, LA 77, is supervisor of the Civil Cashier Department of the State of Missouri, 22nd Judicial Circuit Courts. An employee of the court for nine years, she was named to her present position in February 2003. Her department, which helps clients and attorneys properly file their legal documents, collects more than $1 million monthly from sources such as new-case filing fees, penalties, fees, costs, deposits, child-support payments, and garnishment payments.

W. Barry Jenkins, GA 78, president and CEO of JHS Architecture, was elected in December 2004 to the board of directors of the World Trade Center in Cologne, Germany. The center serves international trade interests in Germany, Poland, Hungary, and the Czech Republic. Jenkins also recently was appointed to a five-year term on the South Carolina Board of Architects.

John R. Kotovsky, BU 78, president and CEO of Rock Development, Inc., has been granted to the board of directors of the Midwest BankCentre’s Clayton bank.

Loren D. Alves, DE 79, who served 22.5 years in the U.S. Army Dental Corps, then retired, was then an associate in pediatric dentistry for three years, has opened his own practice in San Antonio, Texas. Alves and his wife of 33 years, Phyllis, are active in the Bolhaven and community service activities permit.

Harold Draper, Jr., SI 79, SI 82, has received the Certified Environmental Professional designation from the Academy of Board Certified Environmental Professionals. He is the National Environmental Policy Act (NEPA) team leader in the Environmental Policy & Planning Department at the Tennessee Valley Authority. He has been working with the Federal Highway Administration and state transportation departments on environmental streamlining. He also received the Hinote Award from the Southern Appalachian Man-and-the-Biosphere Program for his contributions, including developing a template for conducting NEPA reviews of hemlock woolly adelgid control strategies.

Jim Holliman, MD 79, professor of emergency medicine and president and CEO of the Center for International Emergency Medicine at Pennsylvania State University in Hershey, recently was appointed adjunct professor of emergency medicine at Nanjing Medical University in Nanjing, China. He is the first American to receive this type of lifetime appointment from Nanjing Medical University. His recent international activities have included teaching an international trauma-care course in the United Arab Emirates, Croatia, Slovenia, and Turkey, and he is scheduled to teach the course later this year in Iraq.

Bob Panoff, GR 79, GR 85, who is president and executive director of Shodor, a national resource for computational science education, received an honorary degree from Wolford College in Spartanburg, S.C. For establishing that college’s Excellence in Computational Science, Panoff received a Course, Curriculum, Laboratory Improvement grant from the National Science Foundation to develop programming and computational modules for two new courses.

Alyson Wolens Slutzky, FA 79, earned a second undergraduate degree 20 years ago from the University of Washington. Her second degree was in psychology, with a double major, in 1999, from Rutgers University in Newark, N.J. In 2004, she earned an MBA from the University of North Carolina at Chapel Hill. Last year, she graduated from high school. Slutzky now is the breast cancer social coordinator for Children’s Health Care of Georgia. She is a first-year student at Wellesley College in Wellesley, Mass. E-mail: gmn001@186msn.com
"A WINNING Strategy for Your Year-End Tax and Gift Planning"

See page 9

Robert S. Brookings
"A WINNING Strategy for Your Year-End Tax and Gift Planning"

at Washington University

see page 9

BROOKINGS PARTNERS

Recognizing the Importance of Planned Gifts
Washington University in St. Louis
Melissa Wood, will be exhibited in the Davis (Calif.) Art Center Gallery. She resides in Davis with her husband, geographer Stephen Coffeen, and Pinka, the rescue dog. Cathy Lazarus, MD 81, HS 86, is now senior associate dean for student affairs and medical education at the Chicago Medical School of Rosalind Franklin University of Medicine and Science in Chicago.

Sherri (Morrison) Shamet, LA 81, is busy both in music and education. In her local school system, in Palm Bay, Fla., she is active as a mentor, as a PTA member, and a substitute teacher in early-childhood education. She and her husband, Mike, who have two sons, 12 and 13, enjoy home-improvement projects, local cultural events, and outdoor sports.

Ellen C. Friedman, LA 82, announces the launch of her business—Focused Partners—a coaching practice for individuals and small businesses. She works with solo entrepreneurs, people going through transitions, and those needing career coaching and/or more balance in their lives. Friedman previously had careers as psychotherapist, customer-support manager, and project manager. She resides in Framingham, Mass., with her 10-year-old daughter. E-mail: eclair@comcast.net

Larry Alan Levine, LA 82, resides in Boca Raton, Fla., where he has a general dental practice. He has three daughters—a 13-year-old and 3-year-old twins. E-mail: LLevinel@aol.com

Dan Lohmeyer, GB 83, was named chief operating officer for Orthopaedic and Sports Medicine Consultants in Middletown, Ohio. He also became a trustee for the Ohio State Highway Patrol Retirement System after being appointed by both the Ohio Senate president and the speaker of the Ohio House of Representatives. The trustees manage a $675 million public retirement-and-disability fund for some 2,500 state troopers.

Alan Michael Parker, LA 83, has published his first novel, Cry Uncle. A prize-winning poet, he is associate professor of English and director of the creative-writing program at Davidson College in Davidson, N.C. Other works include Love Song with Motor Vehicles, The Vandals, and Days Like Prose.

Sarah M. Whitman, LA 83, is starting a private practice after 14 years in academic psychiatry. She will specialize in pain management and serve as the psychologist in the counseling center of a university in Philadelphia.

Charles A. Wright, GF 83, has stepped down as chair of the Department of Visual Arts at Coastal Carolina University in Conway, S.C., a position he held for the past 12 years. Recently promoted to professor of art, he looks forward to continuing to make sculpture.

The Hon. Raymond Gruender, BU 84, GB 87, LW 87, after being nominated by President George W. Bush to the U.S. Court of Appeals for the Eighth Circuit on Sept. 29, 2003, and confirmed by the U.S. Senate on May 20, 2004, received his investiture on that court on Oct. 14, 2004.

Gary Hida, EN 84, vice president and principal in Applied Control Engineering, announces that performed the first national anthem for Busch Stadium's opening in 1966. "I was on a float in the parade for the opening, and then we sang out at second base for the first baseball game," recalls Owens. In 1976, he became a charter member of the Saint Louis Symphony Chorus, occasionally performing solo with the symphony. His work with the symphony has included trips to Carnegie Hall and performances of Beethoven's Ninth Symphony, Brahms' Requiem, and Handel's Messiah.

In 1977, he was asked to become a cantor at Temple Emmanuel during the Jewish calendar's High Holy Days (Rosh Hashanah and Yom Kippur). Though he is not Jewish, Owens has continued to study and perform as cantor to the present day.

There is the minister. In 1998, Owens was called into the ministry and became associate minister at Galilee Baptist Church, where he has been a member for 48 years. At Galilee, he serves as chair of the trustee board and director of the men's choir. "It was my speaking voice, ability to work with people, and active involvement in the church that led me in this direction," he says.

There is the artist. Twenty years ago, Owens watched someone make a stained-glass window, which kindled his own interest in learning the art form. After his retirement, he took classes in it and has since completed stained-glass windows for his home, restoration work on a window for a 1917 St. Louis home, and original designs for clients.

And then there is the railroad engineer. Owens' love of steam engine trains is reflected in his work as a Saint Louis Zoo railroad engineer. In the early '60s, upon the inception of the zoo train, he knew he wanted to become an engineer there. Within days after his retirement from Union Electric, he was sitting on the engine, training for the job. He most enjoys the reaction of the kids—"big kids and little kids"—to the zoo train. "Everyone thinks the job is really special," Owens says. "It seems like a special club." Owens also belongs to Wabash, Frisco, and Pacific, a live steam railroad club stationed in Glencoe, Missouri, that owns a mile-long track. There, he often spends Sunday afternoons, from May to October, carrying passengers along the Meramec River. "We have 10 live steam locomotives that burn coal and oil just like the big ones used to. We carry about 15,000 to 16,000 passengers over a 26-week period," he says.

Owens has the unique ability to connect his passions to life and to pursue them to the fullest. But on a breezy summer afternoon, when glancing up from an ice cream cone and enjoying a pleasant day at the Saint Louis Zoo, the simplicity of Owens' warm smile is equally inspiring.

—Ryan Rhea, A.B. '96, M.A. '02
that the company has acquired TransAmerican Automation and now has approximately 80 engineers specializing in control and manufacturing automation. The company has offices in Connecticut, Delaware, Maryland, Massachusetts, Pennsylvania, and Texas.

Carlin Shawlitz, GB 85, has joined Experience Makes the Difference (EMD) Consulting Group as a principal. EMD, which has offices in St. Louis and Sedona, Ariz., specializes in helping not-for-profit organizations with strategic decisions, planning, organizational development, accountability methods and measurements, fund-raising, business plans, and marketing.

Paul D. Godec, LW 86, joined Ruegger Simons Smith & Stern in Baltimore, Md., "to help expand its civil litigation and dispute-management practice. Godec continues to practice complex civil litigation including employment law and bankruptcy law, business litigation; contracting, licensing, and credentialing for health-care professionals; and construction law and litigation. "

Edward Schwartzchild, GR 89, GR 94, has had his first book, Responsible Mov, published. Schwartzchild, who resides in Albany, N.Y., teaches at the State University of New York (SUNY) there, where he holds a joint appointment in the English department and the New York State Writers Institute.

Michael Bender, BU 90, and his wife, Victoria (Cowett) Bender, LA 90, announce the birth of Brianna Bender on May 19, 2004. She joins her brother, Zachary, 6, the family, including their dog, Chelsea, resides in San Francisco. "The Benders would very much like to hear from old friends." (E-mail: (Vicky) Bendea@ aol.com) or (Michael) Syxx7190@aol.com

Charles Caldemeyer, GF 90, has been promoted to full professor at Ashland University, in Ashland, Ohio, effective August 2005. Caldemeyer, who has chaired that university’s Department of Art since 2003, continues to paint, and he exhibits two distinct bodies of work nationally.

Richard D. Johnson, LA 90, an adjunct graduate professor for the School of Pharmacy at the University of Missouri in Kansas City, has been appointed by the Missouri Governor Matt Blunt and confirmed by the members of the Missouri State Senate to serve on the Life Science Research Committee.

Andrew Raimist, GA 90, received Missouri Preservation’s award for outstanding work in historic preservation for his renovation of a mid-century modern home originally designed by Harris Armstrong. Web site: http://RaimistArchitecture.com

Alana Sharenow, LA 90, and her husband, Bill Graham, announce the birth of Rebecca Wendy on Aug. 20, 2004. She joins her sister, Julia, 4, the family resides in Charleston, S.C., area, where Betsy is a clinical psychologist in private practice. E-mail: bmench@verizon.net

Matthew Braun, FA 91, executive director of the History Center in Ithaca, N.Y., received the 2005 Nancy Hanks Memorial Award for Professional Excellence, a national award from the American Association of Museums.

Barnaby W. Horton, LA 91, was admitted to the U.S. Supreme Court Bar, so he could watch his father argue his first case to the Supreme Court. Horton is not practicing law but is a senior financial advisor for Merrill Lynch in Hartford, Conn. One of his classmates, Ben Jones, LA 91, recently visited him. Web site: http://fa.ml.com/bwhorton

Michael Koch, LA 91, has opened his own architectural practice in Denver. In 1996, he earned a master of architecture degree from Yale University in New Haven, Conn., and later became licensed by the American Institute of Architects (AIA) and worked for noted architects Cesar Pelli and David Owen Tryba. Michael’s wife, Bonnie Adrian, LA 92, published Framing the Bride: Globalizing Beauty and Romance in Thailand’s Bridal Industry (University of California Press, 2003), which won the Francis L. K. Hsu award of the American Anthropological Association’s Society for East Asian Anthropology. Web sites: www.kocharchitect.com and www.du.edu/~badrian

Charlotte Lindell, LA 91, and Kenneth“Chip” Young, LA 91, who were married in Carmel, Calif., in 2000, announce the birth of Jacob Richard on Jan. 10, 2005. The family resides in northern Virginia, where Charlotte is assistant general counsel for Freddie Mac and Jamie is director of programming for AOL Personal Finance. E-mail: jamiehammer@verizon.net

Elizabeth “Liz” (Thomas) Marmins, LA 91, and her husband, Jeff, announce the birth of Hannah Rose on July 9, 2004.

Betsy (Mitchell) Mencher, LA 91, and her husband, Andrew, announce the birth of Eliza on April 1, 2004. She joins her sister, Julia, 4. The family resides in the Washington, D.C., area, where Betsy is a clinical psychologist in private practice. E-mail: Brench.1@verizon.net

Kathleen (Crowley) Olowin, LA 91, and her husband, Aaron Olowin, EN 89, announce the birth of Tristan Andrew on Sept. 11, 2004. He joins his older brothers—Matthew, 9, and Ryan, 5. The family resides in Charlottesville, Va., where Aaron is a systems engineer for Barron Associates and Kathleen is a full-time mother. They enjoy singing community musical theatre and aikido. E-mail: olowin@firstva.com

Chiquita Camille Payne, LA 91, OT 98, moved to New York City more than two years ago to pursue what has been a properous and fulfilling career in acting and dancing. She also continues to practice occupational therapy.
serving as a C.O.T.A. coordinator supervising two certified occupational-therapy assistants with Visiting Nurse Service of New York.

Mira Tanna, LA 91, and Obi Nwakanma, GR 03, announce the birth of their daughter, Priya Adaeze Nwakanma, on March 7, 2005. She joins her brother, Kiran Amechina Nwakanma. Tanna is assistant director of the Metropolitan St. Louis Equal Housing Opportunity Council. E-mail: miratanna@alum.wustl.edu


Stacey (Lipitz) Kilcullen, LA 92, and her husband, Scott, announce the birth of their first child, Mackenzie Lynn, on Feb. 3, 2005. The family resides in New Jersey, where Stacey and Scott are veterinarians.

Michael Levinson, LA 92, after being the lead designer for Batman the Ride and other attractions at Six Flags St. Louis, has relocated to Los Angeles, where he is a production designer and art director for film and television. Two of his films, The Unseen and I Want Someone to Eat Cheese With, will be released later in 2005 or early 2006. Levinson is in pre-production for Voodoo Moon, a supernatural thriller. Web site: www.michaellevinson.com, or e-mail: michael@michaellevinson.com

Trevena B. Moore, LA 92, and her husband, Warren Briscoe, announce the birth of their daughter, Celatha Aiko Moore Briscoe, on June 13, 2004.

Rebecca Parrilla, BU 92, left Chicago and a 12-year commercial-banking career to move to Shanghai in June 2004. She took a one-month course—Teaching English as a Foreign Language—in Phuket, Thailand, then traveled through Cambodia and Vietnam before starting her new job as an English teacher. She has been teaching spoken English, reading, and writing to first-year and second-year students at Shanghai Dian Ji University. Rebecca plans to continue teaching there until June 2006. She says, "I've been living a dream since I got here, and getting to know China has been exciting and breathtaking." E-mail: rebecca_parrilla@hotmail.com

Martin V. Thai, LA 92, says he is "happily married and has two beautiful daughters." The family resides in O'Fallon, Mo.

Cristina Villa, LA 92, and her fiancé, Okan Hazar, have opened their own silver-jewelry store, called SilverMood, in West Palm Beach, Fla. It features unique, handmade silver-jewelry creations, home accessories, and women's handbags. In addition to managing the store, Cristina works as a freelance graphic designer for independent clients. Previously, she was a graphic designer at Tufts Health Plan in Waltham, Mass. She would love to hear from classmates. E-mail: mcvilla@hotmail.com

WASHINGTON PROFILE Beth Popp, A.B. '84

Helping the Terminally Ill Live

Helping people who are facing chronic, progressive, life-limiting illnesses is the calling of Beth Popp, A.B. '84.

Although she originally planned to become an orthopaedic surgeon, this psychology major changed her focus as she received medical training at Indiana University and then at Memorial Sloan-Kettering Cancer Center. During this time, she developed an increasing interest in patients with advanced disease. "We didn't know how to cure these patients. We often didn't even know how to modify the course of their diseases. What we did know was how to make their very difficult and troubling symptoms better," Popp says. "In symptom management, we weren't waiting for the next big discovery. A lot was already known; it just wasn't being accessed."

So Popp set out to help, doing additional training in the relatively new field of palliative care. She explains that "palliative," which derives from the Latin word meaning "to cloak," describes care that helps patients by "alleviating their symptoms and helping them live with these illnesses as best they can."

Palliative care embraces the patient and family, with a group of specialists meeting physical, psychological, social, and spiritual needs. "Everybody works as a team—something that traditionally has not happened in conventional medical care, which is much more multidisciplinary than interdisciplinary. It's one of the things the hospice system has to teach us," Popp says.

She takes a pragmatic, compassionate approach to her cases in her hospital-based practice in New York City. "For whatever reason, nobody at this time knows how to make these patients' diseases go away. But that doesn't mean we can't make them better. By alleviating symptoms, we can help during what would otherwise be incredibly difficult times," she says. "Life for these patients and their families is laced with many critical and pivotal moments. We can never make the experience easy, but we can assist with the huge number of choices facing patients (and their families) as they navigate the course of their illness. We can make sure that the pain and other symptoms are controlled, so they can live out their final days in their home, if that is what they want. It's a tremendous gift to be able to give to patients and families. I feel privileged to do the work I do."

In addition to her clinical practice, Popp has been actively involved in national and local efforts to improve palliative care. National work was done during a previous assignment for the Department of Veterans Affairs. Most recently, she has served as a co-chair and expert adviser of a RAND-Institute for Quality Improvement-United Hospital Fund quality-improvement collaborative. "It's been a wonderful experience in which hospitals economically competing with each other have worked together to raise the community standard for pain and symptom management and palliative and end-of-life care in New York City."

Throughout her work, Popp—who is grateful to have attended the University on a Lien Scholarship, a full-tuition merit scholarship for students in the social sciences—recalls lessons learned as an undergraduate, particularly in a course on the social psychology of health. "It was incredibly helpful to have taken the time at the start of my medical training to think about the kinds of expectations patients have, and the experience of being a patient."

Also associate program director for the Division of Medical Oncology/Hematology at Maimonides Medical Center in Brooklyn, New York, Popp trains physicians and helps administer the program. Working in palliative care and living in New York City on September 11, 2001, have sharpened Popp's appreciation of each day: "While we all hope for life to be long, none of us knows what's in store. We have to find some balance between valuing today and doing what we can to make the most of the tomorrows we hope to have." —Deborah Burgess
Seth Diamond, BU 93, who has worked in television for more than five years, now is associate producer for CNN’s American Morning. Diamond, who resides in Hoboken, N.J., loves to take cruises when on vacation.

Murray Goldstein, LA 93, and his wife, Laurie Ann, announce the birth of their third child, Ryan Alexander Goldstein, on March 26, 2005. The family resides in Atlanta, where Murray was recently promoted to director of customer retention and brand advocacy for GMAC Insurance.

Lauren (Pascchesi) Hoffman, LA 93, and her husband, David, announce the birth of their twins, Dylan Chase and Jacob Sean, on July 17, 2004. The family resides in New York City, where David is a partner in a plaintiff’s litigation firm. Lauren, formerly a vice president of private client services at the Bank of New York, is now rearing their children.

Randall “Randy” Hopkins, LA 93, and his wife, Amy, announce the birth of McLean Anthony Hopkins on March 26, 2005. The family of market data distribution for the advocacy for GMAC Insurance. of customer retention and brand responsibilities include the sales and marketing of Nasdaq data products in the West and Midwest regions, as well as managing business and technical relationships with strategic third-party information distributors and financial-services firms.

Julie Sarah Lehrman, LA 93, and Adam David Wolf, who were married recently, reside in Washington, D.C. Julie is assistant counsel at the National Treasury Employees Union, a labor union representing federal employees. She specializes in federal appellate- and labor-law issues. Adam is studying for a doctorate in physical therapy at George Washington University in Washington, D.C.

Laura Lindsey-Boltz, LA 93, and her husband, Ed Boltz, LA 93, announce the birth of Julia Lindsey Boltz on May 19, 2004. The family resides in Durham, N.C., where Ed practices bankruptcy law and Laura is an assistant research professor in the Department of Biochemistry and Biophysics at the University of North Carolina in Chapel Hill. Elizabeth (Jindra) Weiner, EN 93, and her husband, Nathaniel, announce the birth of their first child, Jacob Christopher, on Oct. 30, 2004, which was also the couple’s sixth wedding anniversary. Elizabeth is taking a break from her Ph.D. studies to be a mom, and Nat is a unit manager for GE Advanced Materials. The family recently moved from Alabama to Evansville, Ind. E-mail: ejweiner@insightbb.com

Darlci L. Darnell, BU 94, and her husband, Kyle Bolenbaugh, announce the birth of Magdalena Elizabeth on Dec. 9, 2004. The family resides in Chicago, where Darlic is a manager at Bain & Company.

MJ Divineo, LA 94, was hired as a faculty member in the interior design department of Berkeley College in Paramus, N.J. His son, Manuel III, recently turned 5 years old. "Mj would love to hear from all of his classmates." E-mail: mjdivineo@yahoo.com

Tirzah (Wilson) Gregory, EN 94, and her husband, Ted, LA 94, announce the birth of their son, Merrit Lars, on Dec. 31, 2004. The family resides in Overland Park, Kan., where Ted is working for Genesis 10 Corporation as an IT project manager and is contracted to work at Midland Loan Services. Tirzah is a bridge engineer for HNTB Corporation in Kansas City, her employer for the past 11 years.

Thomas Huang, LA 94, has had an exhibit of his contemporary furniture at the Wexler Gallery in Philadelphia. This exhibition of his work, which mixes both traditional and nontraditional techniques and materials as it attempts to bring together the use of weaving and bending as a metaphor, was titled 21st Century Indigenous New Works. Melissa (Goldman) Kaplan, LA 94, and her husband, Brian, announce the birth of Abby Faye on Oct. 10, 2004. She joins her siblings—Jonathan, 4, and Rachel, 2. The family resides in Baltimore with their dog, Calli. E-mail: mgKsu@alumni.virginia.edu

Cynthia Martinez, FA 94, and her husband, Andrew Lyons, LA 94, a novelist, were married on Feb. 26, 2005, in Marina del Rey, Calif. The wedding party included several University alumni. The Lyonses reside in Playa del Rey, Calif.

Amanda Layher Ryan, LA 94, and her husband, Anthony, announce the birth of Lila Elizabeth on Feb. 2, 2005. She joins her brother, Joseph, 3. The family resides in Erie, Colo., near Boulder. Besides being a mom and a Mary Kay consultant, Amanda works part time as an analyst for Austin-AECOM in Denver.

Steven Y. Wei, MD 94, is practicing orthopedic surgery in Groton, Conn. He was named a “Top Doc” by Connecticut Magazine in April 2005.

Michelle (Landau) Brooks, LA 95, and her husband, Gary, announce the birth of Olive Renee Brooks on Nov. 13, 2004. Michelle works for the Central Agency for Jewish Education in St. Louis as the director of school services. E-mail: mbrooks@cajet.org

Kassidy Brown, LA 95, and Howard Lindholm were married on Dec. 5, 2004, in Chicago. Guests included many University alumni. The Lindholms reside in Chicago, where Kassidy, who earned an M.S.W. degree in May 2002, is a bilingual social worker at an incarcerated youth school and Howard is a performance development specialist at Walgreen’s.

Nancy Gold, PT 95, and Rob Capparellis were married Oct. 10, 2004, in Boston. Guests included many University alumni. The Capparellis reside in Boston, where Nancy is a physical therapist in outpatient orthopaedics and rheumatology at Beth Israel Deaconess Medical Center. E-mail: tGuipple@hotmail.com

Robin (Dicker) Hackney, BU 95, and Chris Hackney, BU 97, announce the birth of their son, Kai Alexander Hackney, on March 25, 2005. Robin works as a marketing manager and Chris was promoted to brand manager at Coca-Cola.

Melanie (Lorenzo) Krueger, LA 95, OT 98, and Jeffrey M. Krueger, LA 93, LW 96, GL 99, reside in Portland, Ore., where Melanie works as an occupational therapist at Town Center Village, a skilled nursing facility. Jeff recently became a partner with Steel Raves, a West Coast law firm with offices in California, Oregon, Washington, Utah, and Idaho. He practices employee benefits law and advises employers about retirement, health, and other benefits plans. E-mail: jmkrueger@stclair.com

Debra Reckase, LA 95, GR 96, and Joshua Lauer, LA 99, were married on July 5, 2003, in the University’s Graham Chapel. The wedding party and guests included several University alumni. The Lauers reside in St. Louis, where Deb teaches 7th-grade science and Josh conducts research in a cell biology lab at the University’s medical school. Josh also is head coach of women’s volleyball at the University of Missouri in St. Louis.

Dave Risius, PT 95, and his wife, Christy, announce the birth of Nathan Andrew on Jan. 13, 2004. He joins his sister, Allison, 3, Dave
is working as a home-health physical therapist for St. Louis Home Health Network in Little Rock, Ark. E-mail: drisius@aol.com

**Rachelle (Moskowitz) Shapiro**, LA 95, and Ross Shapiro, BU 95, announce the birth of their first child, Justin Luke Shapiro, on Feb. 9, 2005. The family resides in Manhattan. E-mail: Rachellestapiro@hotmail.com

**Alok Verma**, LA 95, and his wife, Shobhana, announce the birth of their son, Shreyas Verma, on Jan. 7, 2005.

**Shari (Brummell) Wels**, LA 97, and her husband, Steven Wels, BA 94, announce the birth of Dylan Nate on Feb. 21, 2005. He joins his brother, Jordan, 3. The family resides in Irvington, N.V., in Westchester County.

**Michael “Spicy Mike” Cohen**, LA 96, and his wife, Alice, who were married in June 2000, announce the birth of Stella Grace Cohen on Jan. 20, 2005. The family resides in Manhattan, where Michael is an associate in the restructuring group of Kirkland & Ellis.

**Marja (Loon) Scruggs**, LA 96, and her husband, Greg, announce the birth of Matthew Jack Leader on Jan. 21, 2005. The family resides in Columbia, Mo. Carla is assistant attorney general for the Office of the Attorney General for the District of Columbia, and Greg is vice president of affiliate relations for Sports USA Radio Network. E-mail: carla@levander.com

**Allison Schreiber Lee**, LA 96, has been named a partner of the St. Louis-based law firm Lastly & Baer. Lee joined the firm since 2002, practices civil litigation and product liability.

**Louise Losos**, GR 96, has been named principal of Clayton High School in the subdistrict of Eden, beginning with the 2005-06 school year. Formerly, she was assistant principal at Parkway West High School and a social studies teacher at Ladue Horton Watkins High School—both in St. Louis County. She earned a bachelor’s degree in history from Harvard University, a master’s degree in history from Washington University, and a doctoral degree in educational leadership from Saint Louis University.

**Jeff Schwartzman**, BU 96, and his wife, Melissa, announce the birth of Ethan Colby Schwartzman on Feb. 9, 2005. The family resides in Ladera Ranch, Calif. E-mail: jschwartzman@gmail.com

**Megan (Guo) Scruggs**, LA 96, and her husband, Daniel, announce the birth of their second child, Maive MacKenzie, on Feb. 22, 2005. She joins her brother, Cornell, 2. The family resides in suburban St. Louis, beginning with the March 30, 2005, program is a standard that defines histomorphometric substructures of buildings. Ketterl, who resides in Chicago, recently moved to a condo designed by Harry Weiss and bought a new Mini Cooper.

**Kassabaum (Heid) Shapiro**, LA 97, and her husband, Judson Shapiro, NE 97, announce the birth of their first child, Martha Elizabeth, on Jan. 1, 2005. The family resides in St. Louis, where Anne is associate director of development for the University of the Ozarks School of Business. She received a Master of Arts degree, majoring in politics, from the University College in Arts & Sciences in August 2005. Judson is a strategic planner at Emerson Process Management. E-mail: judson_duncan@yahoo.com

**Sean FitzGerald**, EN 97, GB 00, and Laura Menaro were married in November 2005. Sean, who joined the firm, works as vice president of derivatives sales and trading in New York City in May 2004, enjoys traveling. Recently, he traveled to China and New Zealand.

**Stephanie (Pewentien) Goldberg**, LA 97, and her husband, Aaron, announce the birth of Molly Hannah Goldberg on March 4, 2005. The family resides in Richmond, Va., where Stephanie is a general-surgery resident and Aaron is starting his OB/GYN residency.

**Lori Ann A. Hersh**, LA 97, and **Sean A. Altshul**, LA 96, were married Aug. 28, 2004, in Long Branch, N.J. Guests included many University alumni. The couple resides in New York City, where Sean is a real-estate attorney at Hartman & Graven and Lauren is an assistant district attorney specializing in domestic violence. E-mail: seanaltshul@hotmail.com and laurennalon@yahoo.com

**Christian Hoger**, EN 97, and Penny Campbell were married on Dec. 31, 2004, atop Mt. Pugah, Toluca Lake, Calif. Christian is a research programmer for the University of Oregon in Eugene, and Penny is administrator for the City Club of Eugene.

**Leona Ketterl**, GA 97, project manager with The Durrant Group, a Chicago-based architecture firm, recently became a LEED<sup>®</sup> Accredited Professional. She is a member of the Washington, D.C., area, architectural firm that specializes in planning, design, and delivery solutions for buildings and communities.

**Bethany (Bresnick) Spector**, LA 97, and her husband, Jay, announce the birth of Jordyn Talia on Nov. 12, 2004. The family resides in Scottsdale, Ariz., where Bethany teaches 5th grade. Jay is executive director of the Arizona Infrastructure Finance Authority, an Arizona state agency. E-mail: bbtz9@yahoo.com


**Thomas (Toby) Hunter**, LA 97, and his wife, Kim, announce the birth of their first child, Abigail Faye, on Oct. 16, 2004. Matthew is finishing his last year of residency and starting a cardiology fellowship, both at Washington University. Kim continues to teach Gross Anatomy to medical students and physical-therapy students at the University. E-mail: mlatach@yahoo.com

**Jana Scharf**, LA 98, and Seth Sains announce the birth of Lauren Hayley Safra on Jan. 21, 2005. The family resides in Rockville, Md. E-mail: janasellass@yahoo.com

**Zveeda VanPelt**, EN 98, SI 99, and her husband, Dan VanPelt, EN 97, SI 99, announce the birth of their first child, Mariana Estelle VanPelt, on July 23, 2004. The family resides in the Washington, D.C., area, and Zveeda was recently promoted to director of engineering at Gore/Slade Associates, a transportation engineering firm. Before becoming a full-time mom, Zveeda was a senior analyst with US Airways’ international planning group. She also has earned her real estate license and has joined the Coldwell Banker office on Capitol Hill. E-mail: zanddvanpelt@netzero.net

**Rachelle (Seligmann) Gerson**, LA 99, and her husband, David, announce the birth of their first child, Jacob Sidney Gerson, on July 8, 2005. The family resides in Atlanta, where David is director of sales development for Interface Floor Systems and Rachelle is a marketing manager.

**Nathan Goodall**, LA 99, is a captain in the U.S. Army Signal Corps in Korea. He returned from a deployment to Iraq in late 2003, where he was awarded the Bronze Star medal for installing communications networks during Operation Iraqi Freedom.

**Jodee (Collins) Lewis**, EN 99, who resides in Chicago with her husband, Chad Lewis, LA 97, and their daughter, Grace, 3, has released a new CD, Hand Me Down, as part of a Chicago-based acoustic duo, The Spares. The Spares are touring the Midwest in support of the release. For more information on the concert, ordering a CD, or joining the mailing list, visit their Web site: www.thespares.net, or contact Jodee@thespares.net

**Shannon Lyons**, LA 99, is the executive director of the Mid-Atlantic Fishery Management Council and a doctoral student in marine studies at the University of Delaware in Newark, where he will defend his Ph.D. thesis, Daniels 1997 in Kappa Kappa Gamma, a professional fraternity. As a marine studies student, he has conducted research in marine science and biology, and has participated in field and laboratory projects at the University of Delaware in Newark, where he will defend his Ph.D. thesis, Daniels 1997.
work with collegiate chapters in North Carolina. 
Lisa Cynamon Meyers, LA 99, and her husband, Joshua Meyers, LA 98, GB 02, announce the birth of their first child, Elle, on June 17, 2004. The family resides in Cleveland, Ohio. Also announcing the birth of their first child, Eliot Lives Productions, the Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio. The Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio.

Steven J. Eastmond, SW 00, is administrative director of a 26-bed, co-ed forensic mental-health unit at the Utah State Hospital in Provo, Utah. He also provides private outpatient counseling from his home office.

Naomi Greenfield, LA 00, and Sara Taksler, LA 01, have begun a production company called Eliot Lives Productions, named after their University residence house. They are working on a documentary about the lives of people who make balloon animals around the country. Greenfield and Taksler hope to complete the film in time to submit it to the Sundance Film Festival in September. Web site: www.eliotives.com

Ellen Landers, GR 00, GR 03, received the Young Alumni Achievement Award from Knox College in Galesburg, Ill., at its 2005 Founders Day Convocation on Feb. 17. Landers is an associate program officer at the James S. McDonnell Foundation in St. Louis, for which she evaluates funding proposals for scientific and educational projects worldwide.

Jessica W. Fivecoat, LA 00, GR 02, and her husband, Joshua Meyers, LA 98, GB 02, announce the birth of their first child, Elle, on June 17, 2004. The family resides in Cleveland, Ohio. Also announcing the birth of their first child, Eliot Lives Productions, the Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio. The Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio.

Megan Cavanaugh, LA 00, and Jonathon Novak were married on May 1, 2004, in Columbus, Ohio. The wedding party and guests included several University alumni. The Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio. The Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio.

Steven J. Eastmond, SW 00, is administrative director of a 26-bed, co-ed forensic mental-health unit at the Utah State Hospital in Provo, Utah. He also provides private outpatient counseling from his home office.

Naomi Greenfield, LA 00, and Sara Taksler, LA 01, have begun a production company called Eliot Lives Productions, named after their University residence house. They are working on a documentary about the lives of people who make balloon animals around the country. Greenfield and Taksler hope to complete the film in time to submit it to the Sundance Film Festival in September. Web site: www.eliotives.com

Ellen Landers, GR 00, GR 03, received the Young Alumni Achievement Award from Knox College in Galesburg, Ill., at its 2005 Founders Day Convocation on Feb. 17. Landers is an associate program officer at the James S. McDonnell Foundation in St. Louis, for which she evaluates funding proposals for scientific and educational projects worldwide.

Jessica W. Fivecoat, LA 00, GR 02, and her husband, Joshua Meyers, LA 98, GB 02, announce the birth of their first child, Elle, on June 17, 2004. The family resides in Cleveland, Ohio. Also announcing the birth of their first child, Eliot Lives Productions, the Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio. The Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio.

Megan Cavanaugh, LA 00, and Jonathon Novak were married on May 1, 2004, in Columbus, Ohio. The wedding party and guests included several University alumni. The Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio. The Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio.

Steven J. Eastmond, SW 00, is administrative director of a 26-bed, co-ed forensic mental-health unit at the Utah State Hospital in Provo, Utah. He also provides private outpatient counseling from his home office.

Naomi Greenfield, LA 00, and Sara Taksler, LA 01, have begun a production company called Eliot Lives Productions, named after their University residence house. They are working on a documentary about the lives of people who make balloon animals around the country. Greenfield and Taksler hope to complete the film in time to submit it to the Sundance Film Festival in September. Web site: www.eliotives.com

Ellen Landers, GR 00, GR 03, received the Young Alumni Achievement Award from Knox College in Galesburg, Ill., at its 2005 Founders Day Convocation on Feb. 17. Landers is an associate program officer at the James S. McDonnell Foundation in St. Louis, for which she evaluates funding proposals for scientific and educational projects worldwide.

Jessica W. Fivecoat, LA 00, GR 02, and her husband, Joshua Meyers, LA 98, GB 02, announce the birth of their first child, Elle, on June 17, 2004. The family resides in Cleveland, Ohio. Also announcing the birth of their first child, Eliot Lives Productions, the Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio. The Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio.

Megan Cavanaugh, LA 00, and Jonathon Novak were married on May 1, 2004, in Columbus, Ohio. The wedding party and guests included several University alumni. The Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio. The Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio.

Steven J. Eastmond, SW 00, is administrative director of a 26-bed, co-ed forensic mental-health unit at the Utah State Hospital in Provo, Utah. He also provides private outpatient counseling from his home office.

Naomi Greenfield, LA 00, and Sara Taksler, LA 01, have begun a production company called Eliot Lives Productions, named after their University residence house. They are working on a documentary about the lives of people who make balloon animals around the country. Greenfield and Taksler hope to complete the film in time to submit it to the Sundance Film Festival in September. Web site: www.eliotives.com

Ellen Landers, GR 00, GR 03, received the Young Alumni Achievement Award from Knox College in Galesburg, Ill., at its 2005 Founders Day Convocation on Feb. 17. Landers is an associate program officer at the James S. McDonnell Foundation in St. Louis, for which she evaluates funding proposals for scientific and educational projects worldwide.

Jessica W. Fivecoat, LA 00, GR 02, and her husband, Joshua Meyers, LA 98, GB 02, announce the birth of their first child, Elle, on June 17, 2004. The family resides in Cleveland, Ohio. Also announcing the birth of their first child, Eliot Lives Productions, the Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio. The Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio.

Megan Cavanaugh, LA 00, and Jonathon Novak were married on May 1, 2004, in Columbus, Ohio. The wedding party and guests included several University alumni. The Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio. The Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio.

Steven J. Eastmond, SW 00, is administrative director of a 26-bed, co-ed forensic mental-health unit at the Utah State Hospital in Provo, Utah. He also provides private outpatient counseling from his home office.

Naomi Greenfield, LA 00, and Sara Taksler, LA 01, have begun a production company called Eliot Lives Productions, named after their University residence house. They are working on a documentary about the lives of people who make balloon animals around the country. Greenfield and Taksler hope to complete the film in time to submit it to the Sundance Film Festival in September. Web site: www.eliotives.com

Ellen Landers, GR 00, GR 03, received the Young Alumni Achievement Award from Knox College in Galesburg, Ill., at its 2005 Founders Day Convocation on Feb. 17. Landers is an associate program officer at the James S. McDonnell Foundation in St. Louis, for which she evaluates funding proposals for scientific and educational projects worldwide.

Jessica W. Fivecoat, LA 00, GR 02, and her husband, Joshua Meyers, LA 98, GB 02, announce the birth of their first child, Elle, on June 17, 2004. The family resides in Cleveland, Ohio. Also announcing the birth of their first child, Eliot Lives Productions, the Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio. The Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio.

Megan Cavanaugh, LA 00, and Jonathon Novak were married on May 1, 2004, in Columbus, Ohio. The wedding party and guests included several University alumni. The Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio. The Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio.

Steven J. Eastmond, SW 00, is administrative director of a 26-bed, co-ed forensic mental-health unit at the Utah State Hospital in Provo, Utah. He also provides private outpatient counseling from his home office.

Naomi Greenfield, LA 00, and Sara Taksler, LA 01, have begun a production company called Eliot Lives Productions, named after their University residence house. They are working on a documentary about the lives of people who make balloon animals around the country. Greenfield and Taksler hope to complete the film in time to submit it to the Sundance Film Festival in September. Web site: www.eliotives.com

Ellen Landers, GR 00, GR 03, received the Young Alumni Achievement Award from Knox College in Galesburg, Ill., at its 2005 Founders Day Convocation on Feb. 17. Landers is an associate program officer at the James S. McDonnell Foundation in St. Louis, for which she evaluates funding proposals for scientific and educational projects worldwide.

Jessica W. Fivecoat, LA 00, GR 02, and her husband, Joshua Meyers, LA 98, GB 02, announce the birth of their first child, Elle, on June 17, 2004. The family resides in Cleveland, Ohio. Also announcing the birth of their first child, Eliot Lives Productions, the Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio. The Novaks each earned a master's degree in architecture from Ohio State University in Columbus in June 2003. The couple resides in Columbus, Ohio.
In Remembrance

William B. Ansparser

William B. Ansparser, B.S.E.E. ’36, a former developer of underwater weapons for the U.S. Navy, died of heart failure on May 20, 2005, in Rockville, Maryland. He was 93.

A longtime resident of Silver Spring, Maryland, Ansparser began working as a power engineer at the Naval Ordinance Laboratory in Washington, D.C., in 1940, after returning a year-long leave of absence from his engineering job at Union Electric Co. of Missouri. The outbreak of World War II in 1941 led to an extension of his leave, during which he worked on designing a system that helped degauss, or neutralize, a ship’s magnetic field. He stayed with the laboratory for 33 years, working on projects such as a guidance system for the Polaris missile and the Captor deep-water mine.

After receiving a master’s degree in electrical engineering from the University of Maryland in 1960, Ansparser advanced to program chief in air-and-surface weapons, as well as associate technical director and head of underwater systems development. He also served as acting technical director of the laboratory from August 1973 until December 1974, when he retired. Among other awards, he received the Navy’s Distinguished Civilian Service Award.

In succeeding years, Ansparser was director of engineering laboratories, electric products division, for AMP; a research associate at George Washington University in Washington, D.C.; and a faculty member in the School of Electrical Engineering at the University of Maryland until 1998. In 2000, he co-authored a book, The Legacy of White Oak Laboratory.

Surviving are his wife of 66 years, Helen Ansparser of Rockville, Maryland; two sons; a daughter, six grandchildren; and a great-granddaughter.

Paul L. Miller, Jr.

Paul L. Miller, Jr., M.B.A. ’85, a businessman, entrepreneur, and former University trustee, died on July 14, 2005, in Chesterfield, Missouri, after a brief illness. He was 63.

Born in Starkville, Mississippi, Miller was a longtime St. Louisan who earned a degree in accounting from Saint Louis University in 1965. His business career, however, began in 1962, when he took over operations of his family’s business, Miller Beauty Supply in St. Louis, which sold beauty products for African Americans. The company’s name later became Miller and Sons Beauty Supply. After 20 years, Miller was president of P.L. Miller & Associates, an international management-consulting and financial-aid advisory firm based in Clayton, a St. Louis suburb. In May 2005, he became president of Kennedy Capital Management, an institutional money-management firm in Creve Coeur, another St. Louis suburb.

Miller, a University trustee from 1986 to 2003, also was a board member of Ameren Corp., LMI Aerospace, Goodwill Industries, and the St. Louis Area Boy Scout Council. He also was active in Mentor St. Louis and in Central Baptist Church in St. Louis, where he was soon to begin training to become a deacon.

Survivors include his wife, Karen Frye Miller, of Chesterfield, Missouri; two sons; a daughter; two stepdaughters, and two sisters.

Burton Shatz

Burton Shatz, A.B. ’40, M.D. ’43, a gynecologist who introduced many new endoscopic techniques to his practice and, as a University professor, contributed to the endoscopic training of more than 200 gynecologists and colon surgeons, died June 6, 2005, at his home in St. Louis County from complications of cancer. He was 85.

Throughout his 60-year medical career, he received numerous awards, including the Washington University Medical School Faculty Alumni Award, the American Cancer Society Leadership Award, the Distinguished Clinician Award from the American Gastroenterologic Association, and the Missouri Physician of the Year from the Colleges of Physicians and Surgeons of Missouri.

A native of St. Louis, Shatz earned two degrees from the University—a bachelor’s degree with Phi Beta Kappa honors and a medical degree with Alpha Omega Alpha honors. After serving an internship at Jewish Hospital (now Barnes-Jewish Hospital) in St. Louis and at the old St. Louis City Hospital, he served in the U.S. Navy during World War II as a medical officer aboard a troop transport vessel in the Pacific.

During the Korean War, he served stateside at the Philadelphia Naval Hospital for two years, achieving the rank of lieutenant commander.

Between wars, Shatz received specialty training in internal medicine and gastroenterology and began private practice. In addition, he joined the attending medical staffs of Jewish Hospital and Barnes Hospital. An active teacher and consultant, he eventually earned a full professorship of clinical medicine and surgery at the University’s School of Medicine.

Survivors include his wife of 61 years, Audrey Shatz; two sons; a daughter; a sister; six grandchildren; and two great-grandchildren.

Louis I. Zorensky

Louis I. Zorensky, B.S.B.A. ’41, J.D. ’41, a businessman and lawyer who developed major shopping malls in the St. Louis area, died July 9, 2005, at home after an extended illness. He was 88.

Zorensky nurtured the new concept of creating regional shopping centers with major department stores as anchors, and, in 1957, he and his brother, Milton L. Zorensky, opened Crestwood Plaza, the area’s first regional shopping center with two department stores. Previously, the brothers, born and reared in St. Louis, had managed men’s clothing stores in Westwold and Maplewood, spin-offs from their father’s first men’s clothing store, on Franklin Avenue. Their father, Hymie Zorensky, a Russian immigrant, came to the United States in 1906 and opened that store in 1913.

After their father’s death in 1962, the two developed Northwest Plaza, which was the world’s largest shopping center in square feet of retail space. Crestwood Plaza expanded four times under Zorensky ownership as the brothers negotiated leases for more than 170 stores in the two shopping centers. They sold Northwest Plaza in 1983; Crestwood was sold in 1998.

Louis Zorensky founded Hyecel Properties, which, in 1984, bought Westroads Mall from Dillard’s and began a $45 million transformation of that site into the first phase of the St. Louis Galleria shopping center. Zorensky, who partially retired in the late 1980s, received the University’s Distinguished Business Alumni Award in 1991 and the University’s Distinguished Law Alumni Award in 1993. He served on various boards, including the Jewish Federation of St. Louis, the Airport Commission, the United Way, and the International Council of Shopping Centers.

Survivors include his wife, Mary; three children; two sons; and 12 grandchildren.
Having now completed 10 years as Chancellor, I begin a new academic year with more enthusiasm than ever about the prospects for Washington University and its community. Perhaps this enhanced enthusiasm stems from my improved understanding of our strength. Our people are our strength. On July 1, 1995, when my tenure as Chancellor began, I knew very few people at the University beyond those comprising the 24-person search committee charged to find me. Many of those committee members have played a key role in the success of the University during this past decade, and I am grateful to them for showing confidence in me by recommending my initial election as Chancellor. Washington University has long been fortunate to have many outstanding people in its community; it has been a privilege to work with the full range of community members, from distinguished trustees to whom I am directly accountable, to all students, faculty, alumni, and staff I serve.

Both the University and I are fortunate that my predecessor, William H. Danforth, has remained a vital contributor to the mission of Washington University. He served a term as Chairman of the Board of Trustees upon my arrival as Chancellor, and he and I worked well together and still do. He knew everyone, and I knew almost no one. He has introduced me to many people and many issues, and he has taught me much and continues to be a key mentor to me and to others. Chancellor Danforth set Washington University on its path to become a national treasure with international impact. A challenge for us in the early part of the 21st century is to build upon the momentum created as the 20th century closed.

While Washington University is regarded as a medium-sized research university, we actually have a fairly large community. We have approximately 12,000 full-time students, about the same number of full-time employees, and more than 100,000 living alumni. Considering the number of immediate family members associated with the students, faculty, staff, and alumni, the impact of the University is felt by a large population across the United States and around the world. Indeed, it is often the case that I encounter members of the University community when I travel either domestically or internationally. It is always rewarding to meet people of Washington University whether it is on the way to a plane in the Taipei airport, on the way to my room at a hotel in New York, at a university in London, at the opera in Santa Fe, or at a restaurant in St. Louis.

A core mission of the University is education. To be sure, this involves teaching our students what is known. But our educational program contributes to individual development in ways that also yield social and emotional maturation. We
encourage the development of leadership, entrepreneurship, and commitment to community. The talented students we are fortunate to attract deserve our best effort to prepare them for lives of meaning and purpose to benefit society. In the last 10 years more than 20,000 degrees have been earned by students at Washington University. The alumni who hold these degrees represent a strong contribution to the world’s well-being. These alumni are a special source of pride to me, and I am anxious to learn about the contributions they are making to our world.

Our commitment is to remain a student-focused university, and it is this resolve, I believe, that is contributing most to our remarkable rise in visibility and interest among talented prospective students. No person has been more effective in underscoring this message than Associate Vice Chancellor John A. Berg, who has led our effort to build student interest in the University. We have an applicant pool of undergraduate students from around the country and the world that is truly remarkable. Our St. Louis roots remain deep, but many of the talented students of today are anxious to consider college experiences away from their hometown, and thus, as this trend has developed, we have faced the need to attract students from other parts of the country. Our work in this regard is certainly not done, but the trajectory developed is encouraging, and we must continue to strengthen our programs to attract the most talented students.

The University has the collective objective to provide the best learning environment possible for our students and to recruit and retain the most outstanding faculty. The deans of our schools are responsible for the remarkable success in recruiting their talented faculty, but trustees Sam Fox and John F. McDonnell are the acknowledged leaders of the Campaign for Washington University: A Partnership for the 21st Century, which resulted in over $1.55 billion in new commitments for the University, including the funds to endow the more than 150 new professorships that have proven to be so important in strengthening the faculty. These professorships have proven vital to attracting and retaining key faculty who lead significant academic programs.

A highly important initiative from our Campaign is the development of the Alvin J. Siteman Cancer Center in collaboration with Barnes-Jewish Hospital and BJC Healthcare. This focused effort in patient care, research, cancer prevention, and education has enormous value to our own region, and through education and research the work benefits the wider world. Looking ahead, our School of Medicine, in collaboration with academic departments on the Hilltop Campus, holds the potential to make a major contribution to advancing human health through our BioMed 21 initiative. Building on strength in both medical research and clinical care, we have the potential to quicken the pace of progress in managing and curing major diseases, including cancer, diabetes, cardiovascular disease, and neurological disorders.

Development of new academic programs and expansion of research and patient care have led to the need for new facilities on both the Hilltop and the Medical campuses. New and renovated buildings have energized our faculty, students, and staff. Vice Chancellor Richard A. Roloff has been a masterful steward of the resources expended to strengthen the campuses, and those who visit are attracted first by the beautiful physical environment and then by the welcoming and stimulating intellectual atmosphere for learning and discovery.

In thinking about the future, all in the Washington University community should take pride in our collective accomplishments. However, we still have many opportunities to better serve society. It is my view that we must make more rapid progress in strengthening diversity and improving gender balance among our faculty and among those in leadership roles. Our student body is gender-balanced, but the rate of progress in strengthening the faculty in this way has not kept pace with progress in other key areas. We must not be complacent in those areas where we have become acknowledged leaders, as in undergraduate student recruitment. If we want the most talented students, we must be prepared to work to recruit them. In the era ahead, we should strive to sustain our momentum at the undergraduate level, while building similar momentum in graduate and professional student recruitment.

Considering the exceptional contributions of students, faculty, and alumni that stem from the University’s mission of research and original scholarship, we have a great opportunity to make meaningful contributions to society. Major challenges of the 21st century include ones related to the environment, security, food supply, poverty, and human health. It is rewarding to me to be associated with a university capable of serving society in addressing all these challenges. Through creative works our University will continue to enhance the quality of life.

Through the efforts of our talented people and with generous resources provided by our alumni and friends, Washington University is poised for an era of achievement creating a brighter future for 21st-century society. Serving this community is a privilege I cherish.
Creative Healing  During an Arts as Healing program at the Siteman Cancer Center, (from left) Sam, Dylan, and Ashley Mopkins make scarves for their mom, April Villars (not pictured), who is a breast cancer survivor. Developed by Vicki L. Friedman, director of Medical Photography, Illustration, and Computer Graphics (MedPIC) at the School of Medicine, Arts as Healing offers children with family members who are battling breast cancer an opportunity to take an active, artistic role in the healing process, while also providing a group support network.