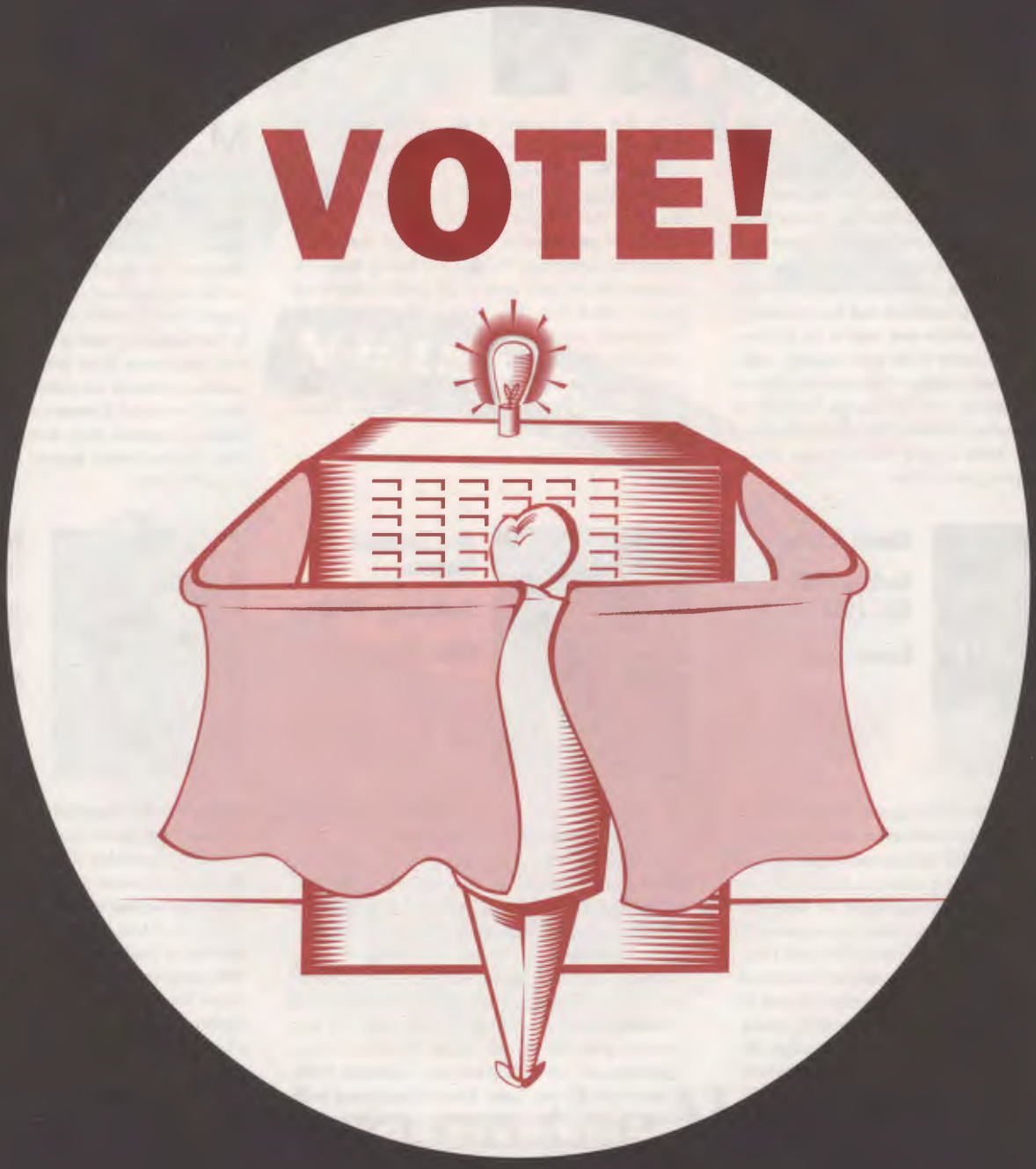
VISIONS

IOWA STATE UNIVERSITY'S ALUMNI MAGAZINE • SPRING 1993



VOTE NOW FOR THREE NEW DIRECTORS TO LEAD YOUR ALUMNI ASSOCIATION!

The following candidates for the Board of Directors have agreed, if elected, to serve five-year terms.
As an Alumni Association member, you are encouraged to vote for three of the six candidates.
A ballot with instructions for voting and mailing is printed on the back of this slipcover.
Your ballot must be received in the Alumni Office by May 14, 1993, for your vote to be counted.

Kenneth O. Anderson

Electrical Engineering 1947

Ames, Iowa

Ken is a life member of the Alumni Association and Memorial Union and president of the Alumni Band. A member of the Order of the Knoll, he has been co-chair of the band endowment fund drive and received the Noteworthy Service Award from the Alumni Band in 1992. Ken is a registered professional engineer and retired from General Electric Co. Also a retired Commander, USNR, he is a member and former officer of several professional societies and has published numerous technical articles and papers. As an Iowa State student he was editor of the Iowa Engineer, night editor of the Daily and president of his fraternity. Ken is president of his church board of trustees, treasurer of the Ames International Orchestra Festival Association, a member of the Ames Zoning Board, Rotary and a former elected government official.

Geoffrey C. Grimes

Architecture 1969

Cedar Falls, Iowa

Geof is a life member of the Alumni Association and member of the ISU Club of Black Hawk County. He is president of Grimes Port Jones Schwerdtfeger/Architects, a 12-member firm in Waterloo that designs schools, churches, housing, commercial and industrial buildings. Geof currently is chair of the Cedar Falls Planning and Zoning Board. He is a member and past chair of the Cedar Valley Food Bank, United Way, Waterloo Lions, Chamber of Commerce, Community Playhouse and LIFT, a leadership organization. His community service has been recognized with the ISU Service Key, and he was named Lion of the Year in 1982 and Waterloo Private Citizen of the Year in 1990.

Mary Beukema Harms

Graphic Design 1973; Interior Design 1979; Business Administration M.S. 1989

Ames, Iowa

Mary is a life member of the Alumni Association and served on the 1992 Veishea Task Force. She is owner of T. Galaxy and MBH, Ltd. dba Meggie's, and an adjunct instructor in the marketing department at Iowa State University. Community activities include Rotary, Ames Chamber of Commerce Board of Directors, past board member of the Octagon Center for the Arts and Ames Middle School Parents Advisory Council. In 1990, Mary was named Teacher of the Year by the Business Council of the ISU College of Business, and Entrepreneur of the Year by the Ames Chamber of Commerce, honors she shared with her late husband. The Chamber of Commerce's Women in Business Council recognized Mary as their 1992 Woman of the Year. The Des Moines Register named her an "Up and Comer" in 1993.

Randall S. Luwe

Geology 1980; M.S. 1983

Kenner, Louisiana

Randy is a member of the Alumni Association and the ISU Gold Club and serves on the alumni advisory board for the ISU earth science department. A registered geologist in five states, he is the program director and principal hydrogeologist for James M. Montgomery, Consulting Engineers. He was named a JMM Project Manager of the Year in 1990 and 1991. Randy was vice president of the American Institute of Professional Geologists Iowa/Nebraska Chapter in 1991, and was recognized as an Outstanding Young Man in America in 1987. As an Iowa State student, he was president of the Geology Graduate Student Organization, member of Sigma Gamma Epsilon and the recipient of many academic honors.

Anne Templeman Robinson

Bacteriology 1980

Edina, Minnesota

Anne is a member of the Alumni Association, an Alumni Ambassador, vice president of the Twin Cities ISU Club and former secretary of the ISU Club of Washington, D.C. She is a reference attorney for West Publishing Co. and teaches law in a hospital administration graduate program. She received the M.A. degree in hospital administration from the University of Iowa and the J.D. degree from George Washington University. As an undergraduate at Iowa State, Anne was a Student Alumni Association Cyclone Guide and Peer Adviser, and she served on the Veishea Central Committee and Greek Programming Committee. While in law school she was Topics Editor of the Journal and a Dean's Fellow. Anne's volunteer activities include fundraising for her sorority, serving on her church board and pro bono legal services.

Rebecca Murphy Stadlman

Journalism and Mass Communication 1974

Ankeny, Iowa

Becky is a life member of the Alumni Association and chairs the alumni honors and awards committee. She also is a member of the ISU Club of Des Moines. She is the personnel director of the Internal Revenue Service for the State of Iowa and serves as vice president of the Des Moines Federal Executive Council. A graduate of Leadership Iowa 1991, and mentor in the 1992 program, Becky is a director on the board of United Way of Central Iowa. She previously chaired the Combined Federal Campaign for Central Iowa and was a Loaned Executive to United Way. She served a five-year term on the Governor's Committee on Chronic Renal Disease and has been a parent adviser of Ankeny Gifted and Talented Education. She is an elder in her church. Becky's honors include Phi Kappa Phi and Phi Beta Kappa.

VISIONS

IOWA STATE UNIVERSITY'S ALUMNI MAGAZINE • SPRING 1993

Veishea on the Wall

Our Members Have Words.

Some of the best the English language has to offer. Each quarter we meticulously piece together thousands of words, along with stunning photography and evocative artwork. Because you're a member of the Iowa State University Alumni Association, you're holding the product of that painstaking process: VISIONS. If we're doing our jobs, you'll close its cover having opened your mind to new ideas, new cultures, new challenges. To an exclusive, CIA headquarters meeting with the alumnus who heads the nation's billion-dollar network of spies. To a university administration struggling to enhance ISU's reputation amid ever-tightening budgets. To a pair of fresh-faced undergraduates shouldering the unenviable task of saving Veishea. Each quarter, because you're a member, we open your eyes to all that, and more. And VISIONS puts it in writing. *Put your membership to work!*

For more information contact ISU Alumni Association, Alumni Suite, Memorial Union, 2229 Lincoln Way, Ames, IA, 50010-7164; (515) 294•6525. Or call First Bank Card Center at (800) 222•7458.

LINE UP

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Can We Put Veishea Back Together Again

Armed with logic and sentiment, Iowa State attempts to uncover the mystery that has transformed its beloved Veishea into a rebellious, destructive child.

BY DEBRA GIBSON

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Quality Quest

ISU is one of a handful of universities enlisting the help of three little letters — TQM — to keep Real World economics at bay.

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A former Washington administrator and university president counsels ISU on achieving that grand gold, No. 1 land-grant status.

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Great Caesar's ghost! Setting out to exorcise a ghastly experience with Shakespeare, the writer makes a startling revelation of Note.

BY DAN DAVENPORT

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VISIONS

IOWA STATE UNIVERSITY'S ALUMNI MAGAZINE

EDITOR: Debra Solberg Gibson '81
ASSOCIATE EDITOR: Dan E. Davenport '84
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DESIGN: Reeder & Co.

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VOLUME 6 NO. 1

WRAP YOURSELF IN ISU SPIRIT!

Showcase your loyalty to Iowa State with this exclusive Amana stadium blanket. It's richly custom-woven with cardinal and gold thread in the Nordic design. This beautiful blanket is made in the tradition of Old World craftsmanship at the Amana Woolen Mill in Amana, Iowa. It's the perfect way to keep warm while cheering on the Cyclones at the game or at home! The blanket is:

- 100 percent wool
- 56 inches x 72 inches
- discounted for ISU Alumni Association members
- available only through the ISU Alumni Association.

Just complete the accompanying form and return it with your full payment to ISU Alumni Association, Alumni Suite, Memorial Union, 2229 Lincoln Way, Ames, IA 50010-7164.

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I'd like to order

___ Amana blanket(s) at the member price of $39.95, plus $6 postage, total of $45.95

___ Amana blanket(s) at the non-member price of $44.95, plus $6 postage, total of $50.95

Iowa residents add 6 percent sales tax

Method of payment (check one)

❒ Check enclosed (payable to ISU Alumni Association)

❒ MasterCard ❒ Visa Exp. date _____

NUMBER _____

SIGNATURE _____

If You Believe In Magic

I'LL BE THE FIRST TO ADMIT IT—I'M NOT QUITE cynical enough to legitimately claim Baby Boomer status. I grew up believing in Walt Disney. Unlike most of my contemporaries, I still think good things happen when you wish upon a star. I'm the only one I know who welled up as much as Bill Clinton during Inaugural Week festivities. So when a colleague asked me to serve as co-adviser for Stars Over Veishea in 1986, I saw my golden opportunity to live out the ultimate Judy Garland-Mickey Rooney, "Hey, let's put on a show" fantasy.

And, for the most part, it *was* a dream. Each week, I was surrounded by dozens of fresh, eager faces dedicated to making theirs "the best SOV ever." *My Fair Lady* was the musical of choice; its Eliza Doolittle and Henry Higgins impeccably well-cast. Nearly every night for two and a half months, cast and crew members giggled and argued, fell in love and fell in lust. They painted flats, partied and ran lines for hours on end, sneaking the occasional page of Poli. Sci. 230 in between blocking and step-kicks.

ILLUSTRATION BY BRIAN EBERT

Certainly, there were nights when even Shaw's Pygmalion could have foreseen no hope for the occasional immature and egotistical students who flounced and pouted in the name of art. And the bloom wore quickly off the Broadway rose after hours spent with the "techies," whose shoulders often bore chips as large as the boards they toted. But soon it was opening night. Frustrations and insecurities fell away as the curtain lifted; we were mesmerized as the waiflike Cockney charwoman dared to feel pretty.

While Stars Over Veishea historically has staked its claim as the legitimate fantasy of the nation's largest student-run festival, those of us who "believe" consider the entire weekend to be of cosmic caliber. And with good reason—for three days, the Iowa State campus revolves around the premise that magic is the norm. Fifty-foot Winnie the Poohs bob and wave along Morrill Road while cardboard boats deftly navigate Lake Laverne. Plunk down 50 cents and a squeaky-clean ISU student will offer you a Cyclone smile and a red and gold paper cone piled high with wispy cotton candy. And I challenge you to find a scene more enchanting than the one displayed last Veishea on central campus: Brilliant blue skies, a warm May breeze and the Scottish lilt of former hostage Thomas Sutherland reciting Robert Frost to his beloved wife.

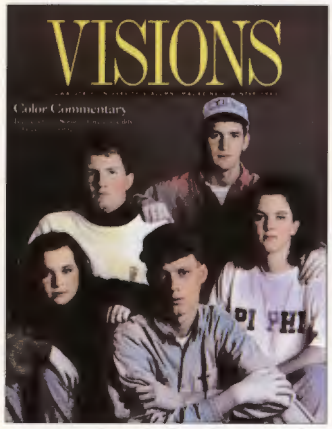
Sadly, remembering only those mystical moments is a luxury few can afford today. The truth? The Veisheas immortalized in our *Bombs* and tucked away in our memories don't exist anymore. The clock just won't turn back one more time. As valiantly as our students have attempted to recreate our mythologies, the reality of their world no longer allows it.

So students bow out. They leave campus for the weekend. Or worse, they hang around waiting for "the unofficial Veishea," a phenomenon best illustrated by broken bottles, handcuffs and mug shots (*see page 14*). Either way, we all lose. The students miss out on what could have been. We simply miss what was.

But we're not an institution of quitters, nor are we prone to mope. It's time we all recognize that "the good old days" veered from perfect, and fairly often, I suspect. Veishea shouldn't be a secret club that inducts only members old enough to live in the past. Let's at long last give the new wave of Iowa Staters permission to create their own Veishea tradition, a celebration meshing the rich cultural diversity of the present with the colorful folklore of the past.

And a little Disney sure wouldn't hurt.

—Debra Gibson



VISIONS magazine strives to celebrate the power of thoughts and ideas. You, the reader, are the ultimate judge of success in this endeavor, making your opinions highly regarded and your letters greatly encouraged. Please send letters to: VISIONS editor, Alumni Suite, Memorial Union, 2229 Lincoln Way, Ames, IA 50010-7164.

Greek to Them

Diversity in the Greek system at Iowa State is not a new issue (*Greek to Me, Winter '93*). After I pledged Phi Beta Sigma [a black fraternity] in 1984, we tried to join [Interfraternity Council]. It took six months for the IFC and Greek affairs coordinator to respond to our application. We were called the night before the final meeting of the year, and [were] told that if we were still interested in joining, we would have to show up at the meeting with "proof of *national* charter."

The creation of the Black Greek Association (BGA) was as much a result of exclusion as wanting to be separate. The Greek Affairs Office ignored eight nationally recognized Greek letter organizations that had local chapters on the ISU campus. This continued until 1986-87. A new Greek affairs coordinator decided to bring the two Greek systems together. Alpha Kappa Alpha participated in, and won, Yell Like Hell, Phi Beta Sigma and Zeta Phi Beta marched in the Veishea parade, and the University Committee on Fraternities and Sororities created a seat for the BGA on the committee.

Your article distresses me because it reveals that ISU has taken steps backward. If diversity is still being discussed, then ISU is still choosing to ignore a vital part of its student body. Diversity should not be a big issue for the Greek system, but it seems inclusion is. Unifying the ISU Greek system would help solve the diversity problem. Right now, as in years past, ISU ignores one part of its dual Greek system, while glorifying the other part.

ISU does not ignore my contributions to the ISU Foundation, it does not ignore my company's matching contributions, it did not ignore my contribution to the Class of '88 gift. I would like to hear what ISU has to say about this issue. I am tired of being ignored.

Richard W. Freeman, '88
Plano, Texas

Your recent cover story on the lack of diversity in Iowa State's fraternities and sororities leaves me somewhat puzzled. I'm not surprised that ISU's Greek system lacks minority representation, but that an issue is being made of it.

While its roots may lie in ancient Greece, the lifestyle surrounding the Greek system is very much a product of middle- and upper-class American culture. Why should it be surprising that minority students, most of whom were not raised within this culture, have little desire to become part of it? If a large number of minority students were attempting to join Iowa State's Greek system, yet were being turned away due to racism, then the basis for a story would surely exist. Only one example was given of a student being discriminated against (20 years ago), and this was due to the national chapter's widespread exclusionary rules, a practice which generally hasn't existed for many years.

In most cases a student who joins a fraternity or sorority places a high value on the social aspect of college life. By the same token, many foreign students at Iowa State place a much greater emphasis on the academic aspect of college. Being a member of a house requires a significant investment of time (and frequently money) to participate in the shared social values of that house, an investment many minority students would rather devote towards academic or scholastic pursuits.

Myriad organizations exist on campus to accommodate virtually all interests at Iowa State; students (whether born in the U.S. or abroad) who have a desire to experience a variety of cultures are free to choose from several international living options. Students interested in experiencing the truly unique culture

LETTERS

of the Greek system are free to participate in rush and find a mutually agreeable fraternity or sorority. No one is suggesting that culturally diverse organizations should try to be "more American"; why is it appropriate to suggest that the Greek system ought to change its cultural focus?

Bill Sheppard, '88
Sunnyvale, California

Since receiving my first copy of VISIONS in the summer of '89, I have been impressed with the quality and variety of subjects you tackle. Your high standards continue with the most recent edition. "Greek to Me" explores an organization that is working hard to maintain its noble traditions of philanthropy and unity, while keeping in step with the changing face of our campus.

Unfortunately, one aspect of the article serves to reinforce a frustrating and powerful stereotype. In your discussion of promoting diversity and quotas for minority student enrollment, you write, "But when they [ethnic minority students] get here, will they have an opportunity to join in an organizational system that traditionally spawns the university's *best and brightest campus leaders*?"

Truly most campus leaders do come from the Greek system, but that does not mean they are always the best and brightest of those eligible to serve and lead. The key words that explain the high percentage of Greek leaders are "organizational system."

As an outsider to the world of campus organizations, one might assume they operate on a level playing field; however, obstacles both real and imagined tilt the field. Not having a fraternity "brother" or sorority "sister" to push and guide involvement, non-Greeks face the simple challenge of merely identifying organizations in which to become involved. The most difficult challenge, however, is breaking the stereotype that campus organizations are a domain reserved for members of the Greek system. It is this belief more than any other that inhibits many capable, qualified and eager individuals from joining campus activities.

The fact is, Iowa State University traditionally attracts the best and the brightest students, many who go on to become exceptional campus leaders. Unfortunately it is the system of self-selection, based at times on nepotism, that loads campus organizations with Greeks and tends to squeeze others out. The fact is, it is Iowa State University that traditionally spawns some of the best and brightest leaders, Greek or non-Greek.

"NO ONE IS SUGGESTING THAT CULTURALLY DIVERSE ORGANIZATIONS SHOULD TRY TO BE 'MORE AMERICAN'; WHY IS IT APPROPRIATE TO SUGGEST THAT THE GREEK SYSTEM OUGHT TO CHANGE ITS CULTURAL FOCUS?"

Mark A. Ferley, '89
Ames, Iowa

Thank you for writing about ISU Chi Omega's efforts to bring about sorority integration in the early '70s. I was an ISU Chi O at the time, and your reporting of the events of rush week in 1969 brought back many memories.

Contrary to the stereotype image of sorority "girls," we, and I'm sure most other sororities then and now, were very involved in, and committed to, the issues of our time. When we realized that our national charter would not let us pledge a black woman (who would otherwise have been highly sought after), we decided not to accept what the system dictated, but to change the system. This was at a time when young people felt empowered to make a difference and affect positive change — and we did. It took several years, and because of that, the story was never told completely until your article put it into the record.

Times change, and each generation faces its own

LETTERS

unique challenges. My experience has been, and I hope it still holds true today, that the sorority promoted leadership, intellectual excellence, social and personal responsibility and the importance of deep and lasting friendships.

Leigh Charlton, '71, '72
Ames, Iowa

[Editor's note: Leigh Charlton is an occasional contributor to VISIONS magazine.]

Spare me

I have just received my first copy of VISIONS and found it to be rather an absurdity and directed at 25-year-old alumni, not one of 67 years. Just two examples:

1. The lionizing of the Greek system.

2. The fostering of a "feud" between Dan Gable and Bobby Douglas (*Rising From The Ashes, Winter '93*). Sophomoric, at best.

You are entitled to your editorial slant, but it is not mine. I'll stay with the association, but you can save a little printing and postage by *not* sending any more copies of VISIONS to me. I do not want it and will simply consign it to the round file.

Clifford Dennis, '48
Prairie du Chien, Wisconsin

Campus kudos

I was delighted to read about Iowa State's decision to create a new position for supporting gay students (*Hub, Winter '93*). ISU students who self-identify as gay, lesbian or bisexual will need visible support during the 1990s and beyond, when groups will attempt to keep them in the closet.

I look forward to a feature article on Tom Owings and his program. In the meantime, please extend to him my support in his important work.

Chuck Collins, '72
Rochester, New York

Strong support

As a [former] student in Professor John Strong's communications class, I was deeply upset by the complaint regarding Dr. Strong's book, *Unlocking the Communications Puzzle*, and the stance taken by the ISU administration (*Hub, Winter '93*). I was briefly enrolled in Dr. Strong's class in which this textbook was used. I had to later drop the class because I was taking 22 credits in order to graduate "on time." I remember discussing with Dr. Strong at the time of my dropping the class how much his class, his teaching methods and topics, as well as his book, had helped me personally in both business and interpersonal communications.

I would like you to know that I still have that book and refer to it occasionally in times of frustration. It is one of the *only* books from my college career at ISU that I have held onto. It's a shame that one student in a class that has used this text for over 10 years can bring Dr. Strong's career to a halt.

Tracy Kieronski, '91
Glendive, Montana

Testament to Taste

I wish to register a strong protest about [*Over A Barrel, Winter '93*]. [Dan Davenport] has shown poor taste or insensitivity to the issues of our times. Perhaps, one might accept this type of writing in a big-city newspaper, but it should not appear in a magazine for ISU alumni.

I call attention to these two sentences: "...lawmakers are shying away from even the mention of pork like Muslims from a greasy tenderloin," and "'some sort of religious experience, the same way [Christ] produced those fish and loaves.'" These sentences are not in good taste for Muslims and for devout Christians. I suggest that the editor and Davenport have a skull session to understand what has been done here. If Davenport and the editor wish to comment on practices of various religions, then they need to find a different forum for their purpose. But do not do it in VISIONS.

Emil H. Jebe, '38, MS '41
Ann Arbor, Michigan

On His List

The top 10 Iowa State University news stories in 1992 (*Hub, Winter '93*). Two events — the Iowa State-Nebraska football game and the on-again, off-again sale of WOI-TV — each rated two spots in the top 10.

Iowa State's basketball team, which won 21 games, was invited to the NCAA tournament and gained thrilling victories over Iowa, Minnesota, Oklahoma, Oklahoma State, Kansas, Missouri and North Carolina-Charlotte, wasn't even mentioned. I'm amazed!

The credibility of the VISIONS staff is unbelievable.

Robert L. Wood, '48
Destin, Florida

NO BUTTS ABOUT IT: ISU TO GO SMOKELESS

When it comes to cigarettes on campus, Iowa State isn't just blowing smoke.

After reviewing a proposal from the All-University Health Committee (AUHC), President Martin Jischke in January declared that, come July 1, almost all of smokers' rights will go up in flames. Last summer, the University of Iowa went smoke-free, with the exception of Kinnick Stadium. Ironically, on the same day Jischke announced ISU's plan — which does restrict smoking at Cyclone Stadium — the U of I added Kinnick to its list of no-smoking areas.

"It's somewhat unusual to [restrict smoking] in outside areas," says Jean Lassila, assistant to the dean of the College of Liberal Arts and Sciences and chair of the AUHC. "But when you're sitting next to somebody smoking at the stadium, there still is no way to get away from the smoke."

Adds Emery Sobottka, ISU's director of environmental health and safety: "[The ban] has nothing to do with [restricting] freedom, it has to do with health. It's becoming more and more clear that smoking and second-hand smoke are hazardous."

ILLUSTRATIONS BY BRIAN EBERT

Though the ban covers all university buildings, on- and off-campus, smoking will be allowed:

• in designated private rooms or apartments in university housing. However, within five years the residence halls must put in place designated smoke-free buildings or floors.

• in designated Iowa State Center areas during "non-university-spansored events" such as wedding receptions.

In addition, the university lacks the authority to prohibit smoking at the Memorial Union and county extension offices. It has recommended, though, that both go smoke-free.

Though Sobottka says ISU is hardly setting a trend in torching smokers' rights, he and Lassila agree that Jischke's support of the AUHC recommendations was anything but a piece of cake politically. "This has been a tough subject for a long time," Sobottka says. "[Accepting the policy] required somebody to make a stand."

◄ HUB TOP TEN ►

Top 10 Lame ISU Parking Ticket Excuses:

• • •

10. I had to go the bathroom

9. I was only there five minutes

8. Everybody else was parked illegally

7. If I had known parking was so bad, I wouldn't have come to ISU

6. It was dark and foggy — I couldn't see the lines

5. There are no fire hydrants in my country

4. If you don't grant my appeal, I'll withdraw my donations

3. I wasn't in Ames; somebody must have stolen my car and parked it there

2. My 2-year-old daughter was playing with a razor blade and scraped off my parking sticker

1. I want to appeal — can you think of a good excuse?

SOURCE: ISU PARKING SYSTEM APPEALS BOARD • RANKING: VISIONS

VISIONS HELPS ISU TO CASE SWEEPSTAKES AWARD

VISIONS' RECOGNITION AS best magazine in the Council for the Advancement and Support of Education (CASE) District VI helped Iowa State University to its fourth straight Sweepstakes Award for overall communications program.

Groups from the across campus combined to win 29 awards; VISIONS won 12 awards in the magazine category. Besides the honor for best alumni magazine award, first places also went to:

• Associate Editor Dan Davenport in feature writing (*I Spy, Fall 1991*) and in-depth coverage (*For Land's Sake, Winter '92*)

• and Jim Heemstra, sports photography (*Successful Reentry, Spring '92*) and series of photos (*Worlds Apart, Summer '92*).

Second places went to:

• Davenport, feature writing (*A Change of Heart, Winter '92*) and (*Word Warrior, Spring '92*) and

• Reeder & Co., magazine design.

And VISIONS won third-place honors for:

• Editor Debra S. Gibson, in-depth coverage (*Crunching Numbers, Spring '92*);

• Davenport, feature writing (*Prime Time, Summer '92*)

• and Heemstra, series of photos (*And the Band Played On, Fall '91*).

The magazine staff also won a third-place award for its membership ad series, *Our Members …*

HEART DISEASE STAKEOUT

We've all chuckled when driving past the gaggle of police cars in the parking lot of the local donut establishment, but the age-old practice signals a most serious fact of law enforcement: Sedentary lifestyles, fast food and high stress can make for a deadly combination.

Knowing as much, the Iowa Department of Public Safety last year contracted with the ISU Exercise Clinic to assess the health of some 550 officers. The university had done similar work from 1979-80.

"The lifestyle [the officers] sometimes have to lead is not always conducive to the best health, says Warren Franke, the clinic's director. "We're especially targeting heart disease, looking to unmask b.p. [blood pressure] problems or other risks. We'd rather find trouble on the treadmill than have [officers] discover it during an arrest.

"The officers all get annual physicals, but problems that are chronic, not acute, can go undetected until the onset of heart disease. We're trying to make appropriate intervention. We're hoping for a healthier farce."

About 400 of those tested are Iowa State Patrol troopers. Others being run through the (tread)mill are narcotics officers, Department of Criminal Investigation officials, fire marshals and members of the State Capitol Police force.

The exams, most of which are performed by ISU graduate students, include exhaustive physicals, stress tests, blood and vision tests and complete fitness assessments. The clinic provides officers with a complete summary, including recommendations for diet, weight loss and exercise. The testing is scheduled to conclude next month.

"AND YOU CAN QUOTE ME"

'The Department [of Residence] needs to meet the needs of ISU students in the 1990s. There is currently a need for same-sex housing.'

— Government of the Student Body Senator Brian Lernberger, during February panel discussion regarding same-sex couples in married student housing

FEDERAL RELATIONS DIRECTOR HALL RESIGNS POST

KENT HALL, WHO TOOK OVER as ISU's director of federal relations last September, left campus Jan. 31 to become senior adviser to North Dakota Senator Kent Conrad. Hall (*VISIONS, Fall '92*) had worked as Conrad's legislative director and economist before taking the Iowa State job.

Conrad had opted against seeking re-election in 1992, but was tabbed to fill the position left by the death of North Dakota's other senator, Quentin N. Burdick. In submitting his resignation, Hall termed the conditions of his return to Conrad's staff "extraordinary circumstances."

Stuart Hadley, who served as ISU's Office of Federal Relations interim director for more than a year, now returns to that position.

Hall received his bachelor's (1969) and master's ('74) degrees from ISU.

STATE STATS: PARKING AT ISU

Number of tickets issued, 1991-92 academic year: 75,769

*

Number of tickets issued to students: 40,608

*

Number of tickets appealed: 11,604

*

Number of appeals granted: 6,265

Percentage of appeals granted: 52.8

*

Percentage of staff members' appeals granted: 63.2

*

First year speed limit signs were placed on campus: 1913

*

Campus speed limit in 1913: 10 mph

Number of cars registered by students, 1929: 460

*

Number of student permits sold, 1991-92: 4,666

*

Total number of campus automobile permits sold, 1991-92: 13,246

*

Total number of campus parking stalls, 1991-92: 10,243

Projected income from parking meters, FY 1992-93: $87,438.89

*

Projected income from tickets: $483,408.65

*

Projected income from permits: $487,455.53

SOURCE: IOWA STATE UNIVERSITY DEPARTMENT OF PUBLIC SAFETY

CLOSED-DOOR POLICY: COMMITTEE EYES RAZES

Morrill Hall

WHILE VAUNTED OLD Morrill Hall has been spared the wrecking ball — for now — about 20 other campus buildings didn't fare so well in a special committee report approved by President Martin Jischke in February.

The president spared five notable buildings — Morrill, Landscape Architecture, the Armory, Laboratory of Mechanics and Davidson Hall — that were recommended for closing and possible demolition by the Committee on the Use and Productivity of Space. Jischke says he hopes to find renovation money for those buildings in the future.

Among the 10 buildings slated to be closed in the next five years are Exhibit Hall, Physics Hall and the judging pavilion and meat lab next to Kildee Hall.

The nine buildings to be shuttered in six to 12 years include the Engineering Research Institute, Office and Laboratory Building and the genetics laboratory.

The committee estimates the closings will save ISU $500,000 per year in operating costs.

Another committee recommendation approved by Jischke is the exploration of building a new health services facility. That building would be funded by student fees.

FOLLOW-UP FILE

PLEASE HANG UP AT THE BEEP

This just in from our, If This is What Happens to Really Good Writers, We Guess We Like Being Hacks Department:

Eighteen months ago, English Professor Jane Smiley *(Spring '90)* was quietly humming along with her campus work and a handful of well-regarded books to her credit, including the recently published, *A Thousand Acres*. If you wanted to chat with her, you punched in her number and, chances are, she picked up the phone and said hey.

Jane Smiley

Funny how a little thing like a Pulitzer Prize can change things.

***Acres* wins fiction's top prize, rumor has it that Michelle Pfeiffer and Jessica Lange are on boord for the movie and suddenly Smiley is about as accessible as J.D. Salinger. We figured she'd been flooded by requests for interviews, autographs, speaking engagements and novel critiques, but it wasn't until dialing her number the other day that we discovered the magnitude of the inundation.**

The woman has been forced to record The Mother of All Phone Messages.

Pack a lunch before listening to this one — it grinds on for 1 minute, 57 seconds (not counting intermission). Motown Records never made such a recording. It tells callers that they *cannot*: Leave a message, send a book to be signed, readily schedule her for a speech, see her in the office or get a reply by mail without a SASE.

"Otherwise," she concludes, "I just don't have time. Thank you, and good-bye."

Smiley does intimate that she is on leave this semester, reportedly to work on another project. As of press time we'd yet to confirm whether it's a book or another phone message.

JISCHKE TABS CRAWFORD FOR EXTERNAL RELATIONS VICE PRESIDENT POST

IOWA STATE'S NEW VICE PRESIdent for external affairs isn't really so new at all.

In late February, President Martin Jischke named Reid Crawford to the VP post, dropping the "interim" that had preceded the 1973 ISU graduate's title since July 1991. The external affairs position oversees the Alumni Association, the ISU Foundation, University Relations, athletics and legal services.

"Under [Crawford's] leadership in the interim position," Jischke said, "the university has mounted a most successful effort to reach out through increased personal contacts with alumni, friends and the people of Iowa."

Reid Crawford

Crawford has served as ISU's legal adviser since 1981. He also was assistant to the president before taking over the VP job on an interim basis. He says he welcomes the opportunity "to serve the university that means so much to me, and to work closely with those who mean so much to the university."

SCIENCE FOR CELL

CHEMIST TAKES A CLOSER LOOK AT 'MARKERS' ...

JIM HEEMSTRA

Edward Yeung

USING A PROCESS WITH A BIG name — capillary electrophoresis — chemistry Professor Edward Yeung is scoping out smaller and smaller cells in his quest to find a way to detect the onset of cancer at the earliest possible instant.

For the last of his two decades on the ISU campus, Yeung has been trying to detect smaller and smaller quantities of material. Capillary electrophoresis (CEP) may be his biggest breakthrough yet. Yeung is working through the Ames Laboratory on a continuing, $400,000 Department of Energy (DOE) grant to study red blood cells for "markers" — mutative changes in chemical content. These cells are as much as 50 times smaller than, say, the adrenal cells in humans or the neurons in snails that are commonly studied. "[The red blood cell] is one of the smallest entities in humans," Yeung says. "If we can study markers in red blood cells, we can learn so much more."

Yeung combines a common separation technique and a common laser to secure uncommon results: the ability to pass cells across a laser beam, measuring and identifying them one at a time.

"Almost everything that has to do with diseases such as cancer at some stage is transported in the blood stream," says Yeung, a native of Hong Kong. "For that to happen, these markers have to exist. So there's a good chance that a lot of diseases could be diagnosed just by looking at the [blood cells]. If we can make a diagnosis then, we might be able to begin treatment before the clinical symptomatic stage. And of course, the earlier, the better."

Yeung says the DOE's interest lies in the health effects of energy production, including potentially carcinogenic materials.

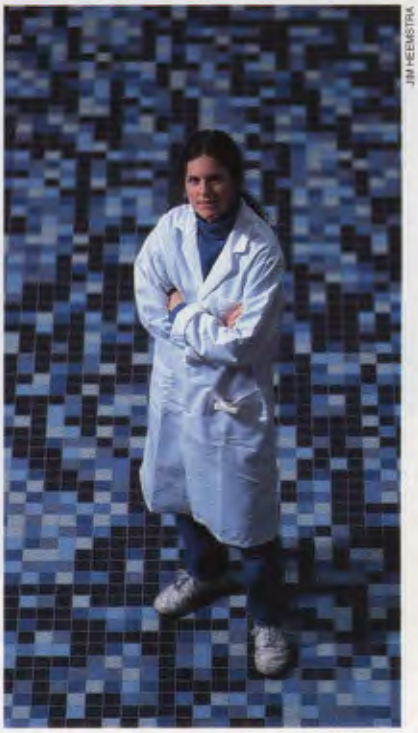
... WHILE MOLECULAR BIOLOGIST IS WARY OF COMMUNICATION GAP

Communication, the psychotherapists have long told us, is the key to successful interpersonal personal relationships.

The same could be said for *inner*-personal relationships — namely, the communication between cells in our bodies. When that communication goes haywire, the results are decidedly more sinister than resentment or hurt feelings. These results can be fatal.

Molecular biologist Kristen Johansen is a counselor of sorts, working to spot intercellular communication snafus before they flare into a host of life-threatening diseases.

Why do some cells know to stop dividing when children have grown into adults, but others, such as blood cells, know to continue dividing throughout a person's life? What causes cells to divide in a potentially deadly fashion that leads to a disease such as leukemia? Johansen, supported with start-up funds from Iowa State's burgeoning biotechnology program, is searching cells for answers.



JIM HEEMSTRA

Kristen Johansen

"Certain kinds of 'clocks'— proteins — tell cells when to divide," says Johansen. "Many diseases are the result of some aberrant signalling for cell division and differentiation."

The same fruit fly you studied in Biology 101 is Johansen's model organism. Eventually, she hopes to learn how to modify certain "target genes" in order to prevent the effects of mistimed cell division. "Or in some cases we can look at the cells, spot problems, and monitor that individual's exposure to particular carcinogens," adds Johansen, who hopes to receive National Institutes of Health or National Science Foundation support to continue her research. "These exciting questions have intrigued developmental biologists for hundreds of years."

Chiefly Responsible

EFFORTS TO PROTECT AFRICAN KNOWLEDGE HAVE MADE ISU PROF THREE TIMES A TRIBAL LEADER

HARRY TRUMAN SAID A leader has to lead, but he never said anything about shaving your armpits.

Michael Warren was immeasurably honored to be made an African tribal chieftain — not once, not twice, but thrice — but admits he received word of the armpit ordinance with not a little trepidation. But being the Africa veteran that he is — some 40-odd trips to date — the Iowa State anthropology professor eventually snatched a razor and did the deed.

Mary and Mike Warren with a few of their thousands of African artifacts in their Ames home.

How ironic that a man, born lily white among red-skinned people on Washington's Yakima Indian Reservation, would, 50 years later, flex arguably as much tribal muscle as any white man on the Dark Continent.

His chieftaincy in Ara, Nigeria, "signifies I've been adopted into the town," says Warren, whose wife, Mary, is a granddaughter of a Yoruba chief there. The two met after Warren went to Ghana as a Peace Corps volunteer in 1964. They have one daughter, Medina, who will graduate from Iowa State this spring.

As a volunteer, Warren was adopted as the 50th child of a Tanoboase chief in Ghana. That adoption led to a chieftaincy in charge of development. A second Ghanaian enstoolment — chiefs hold forth from intricately decorated wooden stools — came in Krobo. Last year, he was made one of the highest traditional priests — an extremely rare title for a white man in western Africa. Warren was required to convert to the Muslim faith before marrying, and is now custodian for a highly powerful religious shrine.

Being so fully embraced by Africa, it's little wonder that Warren and his wife plan to retire there. They already own homes in Ghana and Nigeria. But retirement for Mike Warren is many years and many trans-Atlantic trips away. As director of Iowa State's Center for Indigenous Knowledge for Agriculture and Rural Development (CIKARD), Warren says much work remains.

The striking change in the west African landscape since Warren's arrival is perhaps the most telling example of CIKARD's importance. Thirty years ago, Ghana was almost entirely covered by dense rain forest. Through knowledge passed down through thousands of years, Ghanaians had developed wonderfully successful methods regarding, for instance, land, water and animal management and health care. But in three decades, outside logging interests have turned much of the country into a wasteland devoid of significant growth. "Even the sacred forest where the kings and queens were buried is being cut down," Warren says.

Such examples of outside "technology" — European and American versions of progress — wiping out centuries of indigenous knowledge exist around the world. CIKARD is part of a global network of centers working not just to protect, but also to document this valuable information. "If we don't know what trees, plants, domesticated and wild animals these local people have learned how to use over eons of time, it's difficult to assess what exists and what's best for a particular place," Warren says. "It's not written down anywhere. Humans have a wonderful creative capacity to innovate, to discuss, to evaluate, to experience. It's gone on for thousands of years. We have to recognize that, to get back to these practices."

As anthropologist, as African chief, Mike Warren is in a unique position to lead his adopted people back to a promising future. ◐

SUSAN BECKETT LIKED OUR PROGRAMMING.

So she renewed her membership in the ISU Alumni Association. When it comes to supporting her alma mater, the NBC senior vice president works through the right channels. She flipped to our lineup of university-enhancing programs such as student recruitment, student leadership and ISU clubs. We also get big ratings for a series of great personal benefits, including VISIONS magazine, the university's events calendar and discounts on car rentals and merchandise.

So take it from Susan: Tune us in when it comes time to renew your membership in the ISU Alumni Association.

WHEN IT'S TIME TO RENEW, THINK ISU.

Before one of the university's most beloved hallmarks is destroyed by vandalism and violence, concerned Iowa Staters struggle to answer the question...

Can We Put Veishea Back Together Again?

It's a rare post-1922 Iowa State graduate whose Cyclone-era photo album doesn't contain snapshots of the nation's largest student-run festival. Well-worn pages recall hammering on floats in old vacant barns that lasted through the night. Counting out that SOV dance step one more time as your partner stumbled across the smooth-sanded floors of Mackay Auditorium. Handfuls of miniature cherry pies decorated with delicate whipped cream peaks that became standard weekend cuisine for you and your friends. And, oh, the friends—stacks of photos reminding you of the parties, the competitions, the good times you've always known to be Veishea.

Unless, of course, your camera was trained on Welch Avenue the evening of May 7, 1988. Or early, very early, the morning of May 2, 1992. Those films would capture scenes more likely attributed to an inner-city tumult than to an event billed as family entertainment.

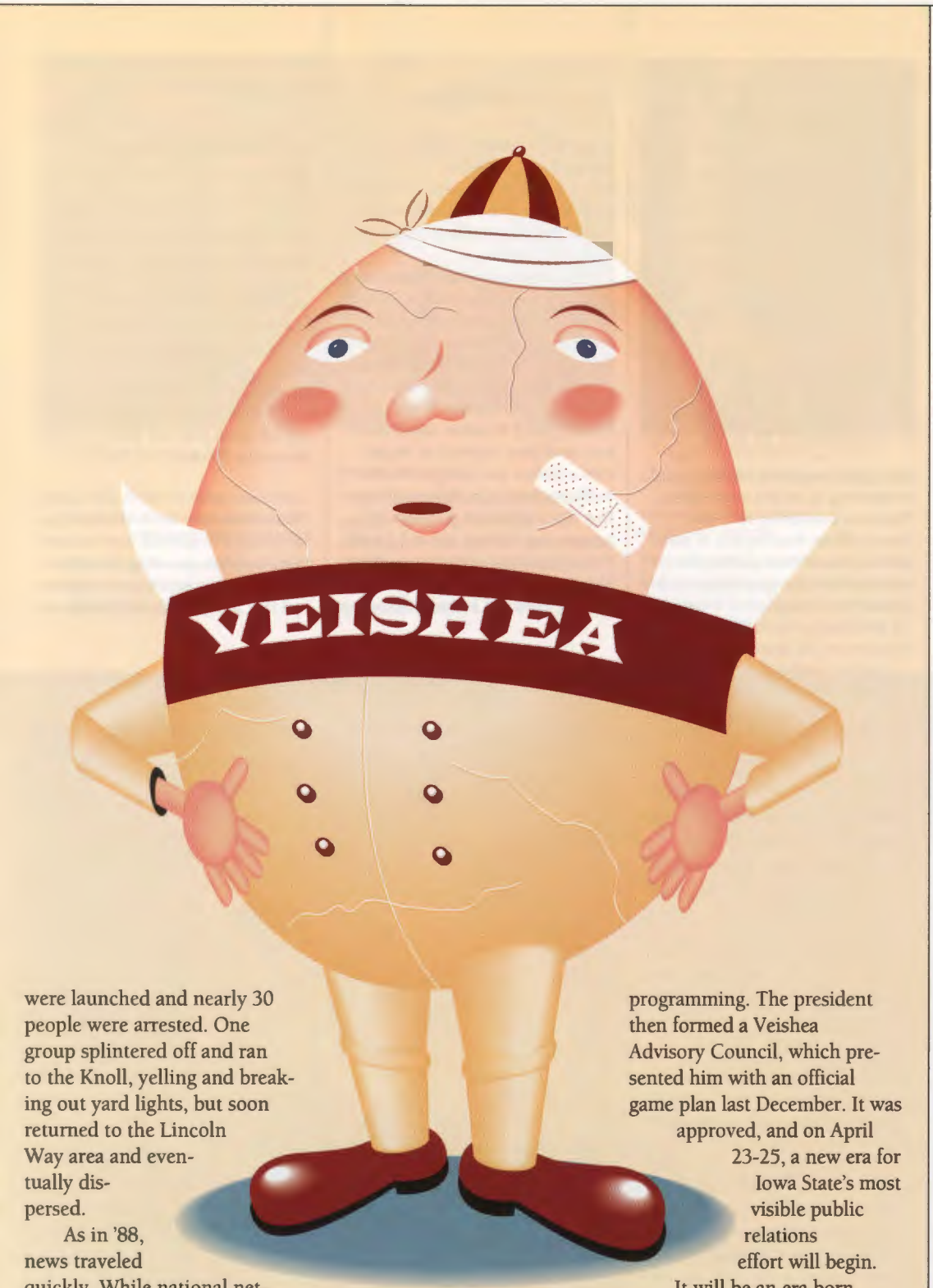
Scenes that have forever changed the way we look at Veishea.

Theories abound as to why 5,000 young people descended on Welch Avenue for three consecutive nights nearly five years ago, culminating in a final balmy evening of burning, vandalism and assaults on police officers. Eighty law enforcement officials attired in riot gear attempted to stabilize the crowd; nearly 40 men and women, many of them Iowa State students, were arrested. Total costs to the city, county and university topped $50,000.

A university/city task force was organized by then-President Gordon P. Eaton to examine the potential causes of the melee. City ordinances ultimately were modified to make it more complicated to throw private beer parties. ISU students long used to having two days of classes cancelled for Veishea saw one of those days eliminated. The 1989 Veishea Central Committee was instructed to organize events to keep young people occupied during the three evenings of the Veishea celebration.

Thanks to those changes, and cooler weather, the next three years saw little or no disturbance. So it was with shock, outrage and then disappointment that parade-goers on the Saturday of Veishea '92 were apprised of the senseless violence that had occurred, once again, in the early morning hours on Welch Avenue.

Eight thousand young men and women poured onto Welch and Lincoln Way following the arrest of an intoxicated male. This time, police were prepared. After attempts to break up numerous fights within the crowd failed, tear gas pellets



were launched and nearly 30 people were arrested. One group splintered off and ran to the Knoll, yelling and breaking out yard lights, but soon returned to the Lincoln Way area and eventually dispersed.

As in '88, news traveled quickly. While national networks beamed video of the ISU disturbances into living rooms across the country, President Martin C. Jischke and city leaders grew short of both excuses and patience. Within days, Jischke had appointed another task force, but this time, with a very unprecedented goal: Determine the future of Veishea.

And so 70 years of tradition were scrutinized and debated. Following six intensive weeks of meetings, Jischke's Veishea Task Force recommended a reprieve for Veishea '93, but only with extensive modifications in planning and programming. The president then formed a Veishea Advisory Council, which presented him with an official game plan last December. It was approved, and on April 23-25, a new era for Iowa State's most visible public relations effort will begin.

It will be an era born of excitement and fear, enthusiasm and doubt. On the following pages, several men and women share their own experiences and analyses, each maybe shedding a little more light on how to heal the scars over Veishea.

— Debra S. Gibson

ILLUSTRATION BY MAX SEABAUGH

Scenes from Welch Avenue

ANN CAMPBELL, AMES CITY COUNCIL (CHAIR, '88 VEISHEA TASK FORCE; MEMBER, '92 VEISHEA TASK FORCE)

"My husband and I walked over [to Welch Avenue] around 11 p.m. on Friday night [May '92] and were feeling very smug because nothing was going on. My main reaction was that we were paying too much overtime to the police; they were obviously overstaffed."

JOURNAL ENTRY BY CAPT. JOHN EVANS, STORY COUNTY SHERIFF'S DEPT., MAY 2, 1992

[12:30 p.m.] "Just got to sleep ... 30 minutes later, am awakened by the phone. Am to get to Ames, Fire Station #2. Things are getting out of hand. After 19 years of this, I am getting pretty good at dressing in the dark. ... My thoughts go back to '88 and what took place then. Will it be the same? Worse? Not as bad? Hell, just expect the worse and hope for the best."

AMES POLICE CHIEF DENNIS BALLANTINE

"I made a big mistake back in '88, thinking if we just sat back, hopefully the disturbance would just burn out. It didn't work.

"We [80 officers] marched down the middle of Welch Avenue and were pelted from all sides with rocks and bottles. We were catching bottles in the head without any protection. [In '92], we used less than 30 officers, and we used tear gas. I don't like to use it, but it worked.

And not one single officer was injured in '92."

▶ *Continued on page 16*

▶ *Continued from page 15*

STACY GIPE, ISU JUNIOR ARRESTED FOR INTERFERING WITH OFFICAL ACTS, MAY '92

"We just went down to Lincoln Way to see what was happening. Music was playing in the street, and people were slam dancing and stuff. Then the police showed up and started throwing tear gas, but I didn't get hit with it. I heard some friends were getting hit up the street, so I went to check it out. An officer put a billy club up to my chest, put handcuffs on me and led me up to the fire station. I said, 'Excuse me, tell me what I did,' and the cop said he'd tell me later. I hadn't even been drinking—I thought they were really rude."

EVANS' JOURNAL:

"Going on two hours now. One

PARKS LIBRARY SPECIAL COLLECTION

young girl has been taunting and screaming at us the whole time. Patience bordering on zero. Ames officer next to me in same mood. Joan of Arc pushes her luck too far. She gets room and board for the night."

Veishea '54

ISU MEN'S BASKETBALL COACH JOHNNY ORR

[May '88] "Chief Ballantine called me at 4 a.m. and said, 'Johnny, we're gonna have a hell of a problem. You're the only one who can come down and help me.' So I said yep, I would.

"I pulled onto Welch Avenue and holy cow, there were 5,000 students down the street and cops with helmets and clubs and tear gas guns. I said I didn't know if I was gonna stay, and don't let anybody hurt my car, man. Coach [Jim] Walden came then, too, and they wanted us to get into a police car and get on the bullhorn and calm things down. But the windshield was already broken out of that car and I said I'm not getting in that car—those kids will think I'm a cop, too.

"So I got out in front of the car, and right away, I heard kids say, 'Hey, there's Coach Orr, don't throw any more bricks.' That made me feel a little better. I just said, 'Hey, listen, a lot of people are gonna get hurt.' They [rioters] asked me to get the police to move up onto the sidewalks, and they did. I got back on the bullhorn and said, 'They're out of your way—now don't cause any more problems.' Within 15 minutes they were all gone.

"You're damned right I was frightened. It was an amazing thing—but they didn't hit my car.

"Where was I when it happened again this last May? At the Kentucky Derby."

TOM WALLACE, FORMER AMES DAILY TRIBUNE PHOTOGRAPHER

"I remember standing literally right between 5,000 drunk kids and riot police with billy clubs

Veishea's Odd Couple

She's a funky broadcast journalist prone to flashy Aztec jewelry and the giggles. He's a button-down right-winger who appears to part his hair with an Exacto knife. They're thrown together interminably in a windowless cubicle plotting strategies for one anticipated crisis after another. In time, they're finishing each other's sentences.

Isn't there a Bloodworth-Thomason sitcom here?

For Kim Carey and Scott Lee, the laugh track has been on still pause for most of the past seven months as they've struggled to rebuild the institution both have idolized since they were kids. As Veishea '93's co-chairs, Carey and Lee have devised and are orchestrating the game plan they believe will save the event from possible extinction.

No small task for two students who didn't even know each other a year ago.

Carey was covering the Veishea Task Force meetings last summer for an Ames radio station; Lee, who had been Veishea '92's student adviser, sat on the committee. Serving on the task force shattered many of the illusions the ag business major had fostered for years about Veishea; a major phase of Lee's ISU extracurricular game plan had centered around chairing the event his final year.

"I'll admit, I was offended when we [the task force] started discussing some of the faults of Veishea," Lee says in his carefully measured voice. "But I soon started to realize the magnitude of this event, and the number of community members and alumni it affects. In past years, we've fallen into a routine."

JIM HEILSTRA

Kim Carey and Scott Lee

By the time the task force had completed its work last July, Carey's interest in volunteering for the reconstruction had been piqued, and Lee was looking for a running mate. The two were selected by President Martin C. Jischke's Veishea Advisory Council last

Frantic float finishing, '88

[May '88]. Beer bottles were flying over my head, and all I could think of was getting the pictures. I didn't have time to think about being in danger, just like most of the kids there."

EVANS JOURNAL:

"My God, where are all these people coming from? We're ordered to put on our gas masks. Lord, this thing has been in my trunk for three years. I hope the filters are good. ... Crowd noise is tremendous. ... Starting to take bottles from people on the roof tops. ...The crowd is building and coming in behind us. So this is how Custer felt!

"Running on pure adrenaline now. ... Order for gas. First cannisters are just smoke. ... Chief Ballantine going the extra mile dealing with these people. Thought the smoke would make believers out of them. No effect. Gas is now the order of the day. God, I hope this mask works."

fall, and their blueprint for a revised celebration was accepted by the president last December.

It's a reorganization determined to provide planning and programming involvement to a wider cross-section of Iowa State students. And it's a plan bent on keeping Veishea-goers so involved throughout the weekend that Welch Avenue revivals simply won't have time to materialize.

In fact, if all goes as planned, there won't be *room* on Welch Avenue for an instant replay. Carey, a journalism senior, and Lee hope for an informal food court to stretch down those infamous blocks throughout Friday evening and early Saturday morning. At the same time, a dance party and athletic tournament championships are scheduled for the Recreation/Athletic Facility, while the Battle of the Bands rage in Hilton Coliseum. The Stars Over Veishea production of *Pippin* will be held in the Ames city auditorium this year (booking conflicts prevented the usual C.Y. Stephens performance), and in what some consider a scheduling coup, the legendary Farm Aid concert is slated for Cyclone Stadium on Veishea's Saturday.

Both are adamant that this year's event will be disturbance-free. "Sure, we think about the possibility [of violence] all the time," Carey, an Ames native, says, "but we really feel with all we have done to prevent it, it won't be a reality. What we're really focusing on is all the good that has come out of something so awful. We've reached out to so many groups, we're getting such positive media coverage—it's definitely the best thing I've done in my college career."

And on Monday, April 26? "Sleep!" they shout in unison, understanding that they at least have that in common with Co-Chairs of Veishea Past. —*D.G.*

Cause

FORMER ISU PRESIDENT GORDON P. EATON

"My very first reaction was, 'Why did something awful like this have to happen to something as good as Veishea?' But after studying it, I don't think it was an intentional act to destroy Veishea; unfortunately, the term 'Veishea riot' became attached to it."

LARRY CURTIS, AMES MAYOR, ISU ACCOUNTING INSTRUCTOR

"We're dealing with a real mob mentality. You have a handful of destructive people and another 3,000 there to watch. But frankly, I'm not sure Veishea was the reason [for the '92 disturbance]. I think it could have happened any warm Friday or Saturday evening at the end of the semester."

THOMAS GALLOWAY, '92 TASK FORCE CHAIR, FORMER DEAN, ISU COLLEGE OF DESIGN

"One big problem at Iowa State is the simple geography of Welch Avenue. It's what I call the 'dumbbell effect.' You have the Towers on one end and Friley Hall at the other. And then there's this long corridor that's a very attractive recreational space for students in massive concentrations. Throw in a celebration, alcohol and good weather, and you've got all the ingredients for an incident."

ARDYS FETT ROEHR, '67, TEACHER, LYNNVILLE-SULLY HIGH SCHOOL; MEMBER, ISU PARENTS ASSOCIATION BOARD OF DIRECTORS

"The whole social behavioral pattern of our high school students today is certainly different than when I was in school. Students are much more active on the beer-drinking scene. ... I saw some very rebellious attitudes in students during the years when the Iowa drinking laws fluctuated from 21 to 18 to 19."

LORAS JAEGER, DIRECTOR, ISU DEPT. OF PUBLIC SAFETY

[Just days prior to the '92 disturbance, rioting erupted in South Central Los Angeles, a backlash to the acquittal of police officers accused of beating Rodney King.]

"While there were some racial overtones in the fights that broke out during the '92 disturbance, to classify it as a racial disturbance would be grossly unfair.

"People come to Ames for the 'unofficial' Veishea, and they have no vested interest in the official activities. They see it as a time to party and have confrontations."

GIPE:

"I definitely think there were racial connections. My sister saw it on CNN out in D.C., and she was really proud that I'd been a part of it."

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1954 SOV

THOMAS THIELEN, ISU VICE PRESIDENT FOR STUDENT AFFAIRS

"In the time between the two disturbances, I think the world has changed a lot. Now, whenever you put together an event that brings crowds together in a fairly small community, you're never completely secure that you have it under control. A lot of [colleges and universities] have had to close down similar celebrations.

"I think the events in Los Angeles gave some people [in '92] an excuse to vent some hostilities, those who believed they were anonymous in that crowd."

ORR:

"I saw a girl jump right into the fire, and another kid hanging on a pole above the fire. Too much drinking or drugs—some people get strong in a crowd.

"I know news people have to do their job, but when cameras cover stuff like this, it just irritates it all. It just makes it worse."

TODD MAGEL, '84, NEWS REPORTER, KCCI-TV, DES MOINES

"I think it's a little unfair to blame the media when these things happen. We're up at Iowa State covering events all the time, and that doesn't cause a riot each time. Sure, if there's a problem in the making, you'll always have somebody who thinks, 'Here's the camera, I'll get some publicity.' That might contribute to someone showing off, but we can't be blamed for causing it. We're not that popular."

WALLACE:

"I was there because we knew something would happen. Maybe I played a role in all this without realizing it. People might have started going crazy because they knew they were getting their pictures taken.

"Or, sometimes you get large crowds and silly things happen."

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Queen Marian Nelson Fjare, '53

... And Effect

PRESIDENT MARTIN C. JISCHKE

"I think students finally came around to understand the seriousness of these disturbances and the threat to the tradition of Veishea. And it's also clear to me there is a growing willingness by others outside the student body to help make Veishea a success."

CAMPBELL:

"While Veishea is certainly very important to the community, I think the recent dialogues have helped the students understand that this celebration is not, in fact, a gold mine to the city of Ames. Hotels and motels certainly are not full the entire weekend of Ames, and many of our upscale restaurants lose business from regulars who fear the Veishea masses. It was an interesting revelation for the students."

CHAD KIRBY, ISU SOPHOMORE, ARRESTED FOR DISORDERLY CONDUCT, MAY '92

"I paid a $155 fine for throwing water balloons."

PHIL CAFFREY, COORDINATOR, ISU OFFICE OF ADMISSIONS

"We were concerned that prospective parents and students would look on Iowa State as being a racist campus [after '92 disturbances]. But thankfully, that has not been a problem for us. Our traveling counselors have had to deal with it periodically, but not as much as we'd feared."

Where Do We Go From Here?

PRESIDENT JISCHKE:

"For too many young people, the expectation for Veishea is one drunken party. They've lost sight of this as a celebration of their university. We need to change their expectations through new planning. The challenge is there for all of us."

FORMER PRESIDENT EATON:

"It's very hard to predict the future, but I do think the moves President Jischke is making to prevent a third time are very good moves. I really don't think Veishea will be visited by this again. It will continue on, and while the execution may vary, the meaning will remain undiminished."

BALLANTINE:

"We need to continue to find ways for students to buy into the true meaning of Veishea. The planning committee can no longer go home at 5 each night and say 'the rest of Veishea isn't our problem.' If they continue to make the police responsible for Veishea at night, there will be another event down the line, you can bet on it."

MIKE ALMASI, '89, VEISHEA '88 GENERAL CO-CHAIR

"Looking back, I think our committee has to take a small part of the blame for what happened in '88. I guess we should have possibly

In the Line of Fire

I was in the right place, but it must have been the wrong time. — DR. JOHN

Andy Warhol asserted that we'd all eventually know our 15 minutes of fame. One suspects, though, that Greg Bindner would gladly trade that quarter-hour for a lifetime of anonymity—at least on the Iowa State campus.

Bindner snagged dubious achievement honors in May 1988 when photographs published in the Ames Daily Tribune identified him, along with fellow ISU student Sean Becker, as responsible for setting the bonfire to end all bonfires on Welch Avenue. Those photos led to the arrests of the two young men, and Bindner's mug shot, snapped while being booked by the Ames police, was splashed across the Tribune's Page 1 four days after the melee, identifying the then-political science junior as the instigator.

Nearly five years later, Bindner credits fate for training photographer Tom Wallace's camera on him as he threw an empty beer box onto what he claims was "a small bonfire that some woman came along and put out immediately. The real bonfire started 50 feet away, but the photographer didn't get pictures of that. He only shot me throwing the box—and that's what he turned over to the police."

"I wasn't out to make him the culprit—it's just that his bonfire was the biggest and lasted the longest," remembers Wallace, now a photographer

VISIONS

Left: 1988 SOV
Right: 1931 parade float

PARKS LIBRARY SPECIAL COLLECTION

looked into more activities during the evening hours. But there'd never been Veishea riots before."

MARC BUETTELL, '25, OLDEST LIVING VEISHEA GENERAL MANAGER

"I think everyone involved needs to realize that Veishea is a student-operated and performed event for the university that should bring it marvelous, welcome publicity—no more of this scurrilous kind."

GALLOWAY:

"I really hope Veishea goes back to its original purpose, to show off the excellence of a first-class research university providing outstanding undergraduate and graduate education."

CURTIS:

"It's a tradition that is definitely worth the effort to keep it. But we need to try to make it fit the needs of current students, faculty and alumni. Times change, things are different. What we did 30 years

for the Dubuque Telegraph-Herald. "I felt bad for Bindner and Becker, for how they were arrested because of my pictures, but I was out there shooting everything."

The Story County Attorney's Office subpeonaed Wallace to turn over all unpublished negatives from the '88 disturbance. He refused, leading to further subpeonas and an appeal to the Iowa Supreme Court by his attorney, First Amendment expert Barbara Mack, now assistant to ISU President Martin Jischke. According to Mack, "Eventually, the county attorney received the information needed from other sources, and Mr. Wallace neither testified nor turned over unpublished negatives."

LEN RIZZI

Greg Bindner

Were it that simple for Greg Bindner. He was arrested four days after the disturbance while in an ISU classroom preparing to take a Spanish exam. He was later released on bond, and because of the Tribune appeals, his case dragged on for a year. Because he couldn't leave the country during that time, a planned year of study in Bogota, Columbia, through the University of Miami had to be cancelled. After bargaining, Bindner eventually pleaded guilty to reckless use of flame, and was fined $125.

"I'm still paying the attorney fees," says Bindner today with a short, ironic laugh. He's now 28 and living in Washington, D.C., where he works for an environmental consulting firm that provides outreach and information regarding Environmental Protection Agency drinking water and groundwater programs. (Becker did not return to Iowa State in the fall of '88, and he currently resides with his parents in Naperville, Ill. He declined comment for this story.) While Bindner claims he had just started drinking beer prior to that fateful cardboard box pitch, and had left the scene before any actual violence occurred, he also credits the university for its handling of his involvement.

"Iowa State was very understanding of my situation—I was censured, but it was just," Bindner recalls. "[Officials] realized I wanted to graduate, and that I knew I'd made a stupid mistake.

"I just should have gone back to the dorms." *—D.G.*

ago probably needs to be changed. But the original philosophy Veishea represents is very positive and should definitely continue."

GEORGE JACKSON, ISU ASSISTANT VICE PRESIDENT, STUDENT AFFAIRS

"Currently, minority students on this campus have no real ownership of Veishea. We need to get them involved in the planning of the event, and design activities around which their cultural expertise can be used. For far too long, Veishea has been built and implemented as a white, Greek affair."

EXCERPTS FROM LETTER WRITTEN TO VEISHEA TASK FORCE BY JAMES C. FIFIELD, '78, DES MOINES ATTORNEY AND VEISHEA '78 PARADES CO-CHAIR

"Not only does the VEISHEA acronym reflect the roots of our beloved university, but the festival affords a unique opportunity for all to remember where we have been, gauge where we now are, and glimpse where we are headed. ... Unfortunately for all concerned, interlopers with no concept of or respect for those traditions and ideals have thrown into doubt the very future of Veishea. ...Veishea's cancellation would rob both the university and its students of valuable opportunities ... to showcase ISU's educational opportunities, accomplishments and traditions ... opportunities to learn and develop leadership skills, responsibility and professionalism.

"Iowa State University offers its undergraduate students an unusually broad range of opportunities [through Veishea] by which to gain 'hands-on' experience. Whether it be creating and managing a sizeable budget, producing a musical in first-rate facilities, coordinating a 100-unit parade, interviewing applicants for subcommittee positions, engaging in the give-and-take of corporate policy development or discovering the practical implications of the First Amendment, the [Veishea] expeience is the shining epitome of those opportunities."

VISIONS

Cherry-pie tradition, 1988

Parting Thoughts—Veishea '93

JISCHKE:

"I'm looking forward to my second Veishea."

JAEGER:

"I hope it's the start of 70 more years of prosperous and productive Veisheas."

THIELEN:

"I'm confident we'll give it our best shot."

GIPE:

"There definitely won't be riots in '93. Students don't want to see Veishea taken away."

BUETTELL:

"More power to you there, and put on a great Veishea!"

KIRBY:

"I think I'll take a nice long fishing trip."

Survey Says

Last summer, the Veishea Task Force commissioned a survey to obtain information on student attitudes and behavior toward Veishea. Nearly 400 students were questioned; a sampling of the results follows.

PARTICIPATION

- low among students interviewed
- more commitment to the "official" Veishea by those who live on campus ("on campus" including fraternity and sorority members as well as residence hall members)
- more commitment to becoming more involved in Veishea by students who live on campus
- activities at "unofficial" Veishea more popular, appealing most to students who live on campus
- more than 25 percent of those living off-campus left Ames during Veishea
- only 44 percent of total sample were not present on Welch Avenue during disturbances, with Greeks having highest representation (33 percent)
- of those on Welch Avenue, most had consumed alcohol:
  off-campus students: 77 percent
  Greeks: 64 percent
  residence hall students: 50 percent

PURPOSE OF VEISHEA

- showcase university to community and prospective students
- get alumni back on campus
- celebrate university as a whole
- showcase student leadership/ involvement
- have parties
- drink lots of beer
- mark the end of the school year
- give students a break before finals
- stress relief

EFFECTS OF CANCELLING VEISHEA

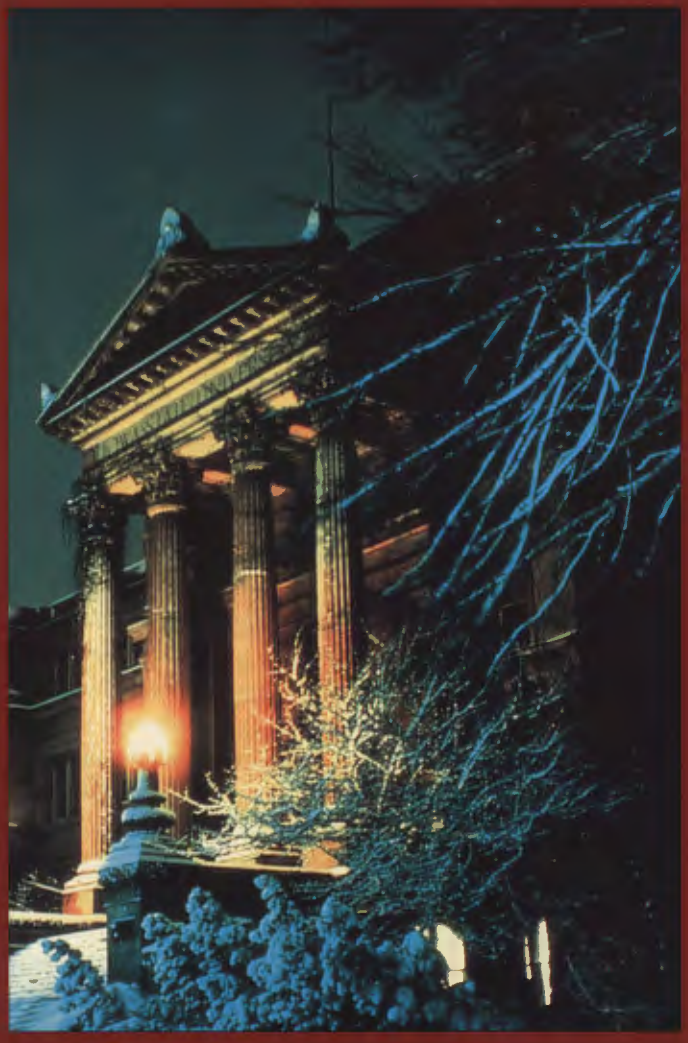
- lose major opportunity for student recruitmenmt
- negative economic consequence for city
- campus morale would suffer
- loss of tradition/symbolism
- negative backlash ("cause more riots")

PERSONAL EFFECTS OF CANCELLING VEISHEA

- Most common response: "Not much"
- Second most common response: "Nothing" *—D.G.*

1991-1992

IOWA STATE UNIVERSITY
ALUMNI ASSOCIATION



ANNUAL REPORT

It didn't take long after coming to Iowa State in June 1991 for me to figure out why the university's nickname is the Cyclones.

For the past nearly two years, this former Illinoisan, Oklahoman and Missourian has been swept off his feet by a constant whirlwind of activity and positive energy. Just some of the accomplishments of the past academic year included:

- National Academy of Science, Pulitzer Prize, National Science Foundation and R&D 100 honors for members of the faculty.
- Record level of external funding for research and educational programs—$140 million.
- Record level of private fund-raising—$60 million, thanks to the Partnership for Prominence Campaign, which reached its $150 million goal a year early.
- Record year for income earned on intellectual property—$7 million, nearly 20 times what it was just two years before.

All indications point to this record-setting level of activity and accomplishment continuing this year. For one thing, we've already reached the revised Partnership for Prominence goal of $185 million with nearly half a year left in the campaign. This is truly an outstanding accomplishment.

I knew when I came to Iowa State that this was an outstanding university, with a top quality faculty and staff. During my travels throughout Iowa and the nation these past 20 months, it also has become very apparent that Iowa State University is blessed with an uncommonly loyal and supportive family of alumni and friends.

These are the key components that will enable us to succeed in our goal to become the very best land-grant university in the nation.

Thank you all for a wonderful welcome to Iowa State University and for helping to make my first year as president so successful.

Martin C. Jischke
President
Iowa State University

It is nigh impossible to serve a university of science and technology and not embrace challenge as an integral, positive element of life. We work daily to uncover the most effective and efficient solutions to address the needs of you, our Iowa State alumni and friends. And when we're faced with obstacles that may hinder our progress, we rely heavily on ISU's tradition of persistence to get the job done.

So when the 1991-92 fiscal year presented the Alumni Association with reductions in both funding and staff, our legacies of strength and creativity prevailed. A five-year long-range plan established in 1989 served as our foundation during countless strategic mapping sessions. Our university's commitment to science with practice has prevailed upon us to question at every opportunity, a tradition we embraced wholeheartedly as we continued to shape our blueprints for the remainder of this century. And as has been the custom of this institution since the 1800s, we emerged with a game plan designed to evolve as your needs evolve, a plan that puts service first.

Thanks to months of thoughtful evaluation by staff, board members and other committed alumni, a comprehensive marketing plan was constructed to move the association on a more stable course toward progress and change. Extensive conversions of our computerized data bases and accounting ledgers have resulted in more accurate reporting of valuable information. More than 2,500 new life members were added to our rosters. Programs like VISIONS magazine netted the association prestigious regional and national recognition.

Once again, the Alumni Association faced, head-on, changing times at Iowa State. Thanks to your dedication to the cause, it not only rose to the occasion, but grew in the process.

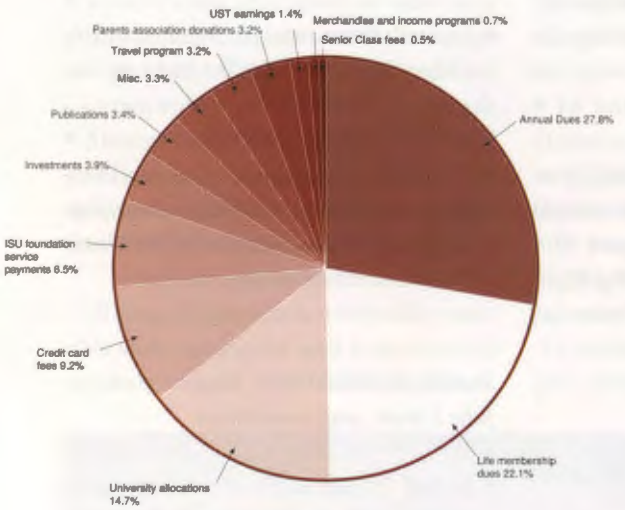
Now those are challenges I like.

Jim Hopson
Executive Director
ISU Alumni Association

Mission Statement

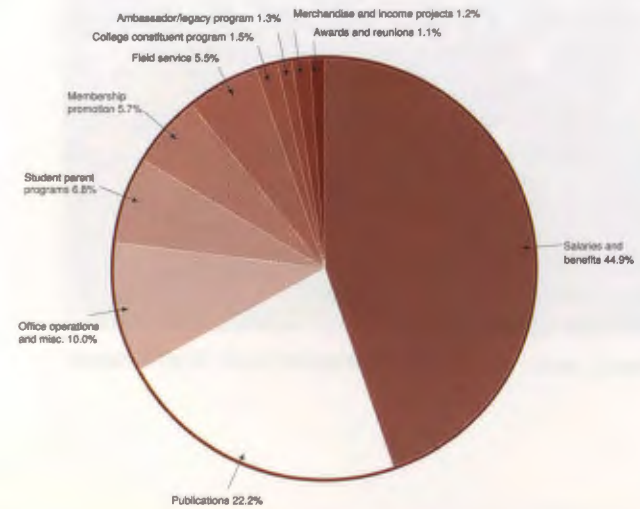
The purpose of the Iowa State University Aumni Association shall be to promote the general welfare of Iowa State University by fostering a spirit of loyalty and commitment among students, former students, alumni, faculty, staff, parents, friends and other interested groups. The purpose shall be accomplished by the following objectives:

1. Serve as a public relations arm of the university by promoting a deep loyalty and commitment among its constituents.
2. Communicate with constituents via publications, periodicals and other appropriate means in an effort to inform, as well as solicit involvement and input through the association for the university.
3. Provide constituents with services and programs that foster social, educational and cultural interaction, and support the teaching, research and service functions of the university.
4. Provide responsible stewardship of the association's resources.
5. Assist the university in any appropriate manner that would help achieve its mission.



1991-92 Revenue Sources

Annual dues	$ 425,429 (27.8%)
Life memberships	$ 339,012 (22.1%)
University allocations	$ 224,817 (14.7%)
Credit card fees	$ 140,961 (9.2%)
ISU Foundation service payments	$ 100,000 (6.5%)
Investments	$ 59,431 (3.9%)
Publications	$ 51,880 (3.4%)
Misc.	$ 51,255 (3.3%)
Travel program	$ 49,021 (3.2%)
Parents Association donations	$ 48,746 (3.2%)
UST earnings	$ 22,175 (1.4%)
Merchandise and income programs	$ 11,330 (0.7%)
Senior Class fees	$ 7,816 (0.5%)
Total revenue	**$1,531,873 (100%)**



1991-92 Expenses

Salaries and benefits	$ 646,149 (44.9%)
Publications	$ 319,232 (22.2%)
Office operations and misc.	$ 141,952 (10%)
Student, parent programs	$ 97,764 (6.8%)
Membership promotion	$ 82,699 (5.7%)
Field service	$ 79,347 (5.5%)
College and constituent program	$ 21,115 (1.5%)
Ambassador/legacy programs	$ 18,423 (1.3%)
Merchandise and income projects	$ 17,784 (1.2%)
Awards/reunions	$ 16,004 (1.1%)
Total expenses	**$1,440,469 (100%)**

Alumni Ambassadors
Mary Jo Banwart, staff coordinator

- Network of 636 alumni made 5,890 contacts with prospective students — through personal meetings, telephone calls, letters, college fairs and hosting special events.

- 5,004 contacted students eventually enrolled at Iowa State, paying $5,669,240 in tuition their first semester on campus.

Credit Card
Frankee Oleson, staff coordinator

- More than 1,000 new card holders brought to approximately 13,600 the number of alumni and friends carrying Alumni Association credit card.

Stocking up at the pre-game tailgate.

- Commissions on annual fees and interest payments totaled $140,961 — 20 percent increase from previous year.

- Through automatic billing of membership dues, credit card helped retain 2,882 annual memberships ($86,460) and bring in payments on 372 life memberships ($30,100).

Field Services
Liz Venner, staff coordinator

- Approximately 6,000 members of 58 ISU Clubs nationwide held 148 off-campus social events sponsored by the Alumni Association.

- Twelve receptions for President Martin Jischke attracted 734 alumni; 383 people attended eight receptions supporting the ISU Foundation's Partnership for Partnership campaign.

- 895 attended four road football pre-game parties, 325 celebrated at annual Homecoming pre-game tailgate and approximately 1,300 attended Big Eight Conference Basketball Tournament party in Kansas City, Mo.

Honors and Awards
Karen Tow, staff coordinator

- During annual Alumni Days weekend, 14 alumni, 24 faculty and staff and 13 students were recognized for outstanding achievement.

Membership
Frankee Oleson, staff coordinator

- Almost 2,500 new life members were added, accounting for 1,980 memberships, which will add $990,000 to Alumni Association endowment over five years.

Cy & Co. at the annual Homecoming pep rally.

- Total number of lifetime and annual members climbed to approximately 41,000.

- Annual dues totaled $425,429, life membership dues brought $339,012 to the Alumni Association endowment — $100,000 increase over 1990-91.
- Upgraded membership program computer database allowed for more complete and efficient research capability and faster and more accurate member service.

Parents Association
Julie Larson, staff coordinator

- Annual Tuition Raffle earned more than $11,000 for the association, of which parents of all ISU students are members.

- Parents Association handbook was revised, with 5,000 distributed.

- The Parent Calling Project made 3,710 calls to parents of students regarding academic or personal questions or concerns.

- 457 parents with similar questions called the Parents Advisory Line (PAL) in its first year of toll-free service.

- Association worked with the Student Alumni Association (SAA) in coordinating Parents Weekend in September.

Publications

Debra Gibson, staff coordinator

- VISIONS, Alumni Association's members only magazine, won 13 awards in CASE District VI competition, including best magazine, to help Iowa State win fourth consecutive district Sweepstakes Award for overall publications programming.

- VISIONS was redesigned to more fully complement the university's image enhancement efforts.

- Alumni Association provided editorial and financial support to *The Iowa Stater*, quarterly tabloid mailed free to more than 140,000 alumni and friends.

- All Alumni Association membership materials were redesigned, and a membership brochure created, with 10,000 distributed.

The Parents Weekend tailgate isn't just for parents.

Reunions

Martha Balster, staff coordinator

- In addition to 325 people at the Homecoming tailgate, about 100 attended 25- and 40-year class reunions during the October weekend.
- In June, approximately 400 members of the classes of 1922, '27, '32, '37 and '42 attended Alumni Days '92. Class of '42 raised more than $28,000 for class gift, restoration of the campanile.

Members of the ISU Club of Los Angeles hit the beach.

Student Alumni Association

Julie Larson, staff coordinator

- More than 180 students participated in SAA's nine committees.

- Senior Class Council's annual Senior Challenge received more than $140,000 in pledges for its class gift, the All-American Grove Walk of Honor information center.

- 72 younger siblings of current ISU students visited campus for the inaugural Lil, Cyclone Stay.

- Cyclone Guides gave tours to more than 3,000 campus visitors; Student Ambassadors visited more than 6,000 Iowa junior high students.

- Homecoming and Parents Weekend committees orchestrated the two most well-attended fall weekend celebrations.

FROM THE BOARD OF DIRECTORS PRESIDENT

Iowa State University played an important part in the lives of all who attended. All alums carry memories of classes, instructors, Veishea, sports, friends and the campus into their professional and personal futures.

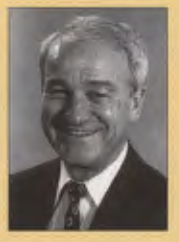
But for many alumni, memories are not enough. We want to stay in touch with the university that made such an impact on our lives. We want to help ISU fulfill its potential and return to it a small portion of what it has given to us.

For many of us, the best way to achieve this goal is through the ISU Alumni Association. Through the association, we are able to learn about the growth and progress of ISU; we are able to stay in touch with the people who have made the university great and those who are now working to enrich ISU; and we are able to contribute to an organization that helped to mold our lives.

The Iowa State University Alumni Association's board of directors is proud to be able to assist alums in their efforts to stay close to ISU. We believe that by providing quality services to our members that strengthen their ties to ISU, and by enhancing their ability to communicate with the university, we are filling a void that would otherwise exist.

We all seek to support Iowa State University — thanks to all of you who have done so through your Alumni Association.

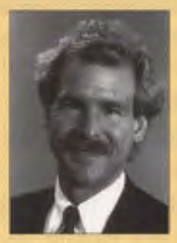
Sharon Juon
President
ISU Alumni Association



Don C. Bice,
General Engineering '49
President,
Norstan Communications;
Wayzata, Minnesota
Term Expires:'95

Cyndi Murray Bonus,
Consumer Food
Science '85
Student Activities Director,
Iowa Methodist School
of Nursing
Des Moines, Iowa
Term Expires: '97

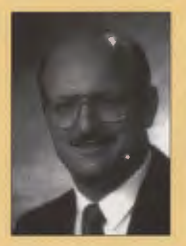
Kevin L Brooks
Farm Operations '80
Executive Vice President
Hampton State Bank;
Hampton, Iowa
Term Expires: '96



Randy J. Hendricks,
Business Administration '80
Partner,
Andersen Consulting;
Eden Prairie, Minnesota
Term Expires: '95

James A. Hopson
Executive Director
Industrial Education '69
Administrator,
ISU Alumni Association;
Ames, Iowa

Barbara Meyer Johnson,
Home Economics
Education '49
Registered Representative,
Century Companies
of America;
Cedar Falls, Iowa
Term Expires: '94



Dewayne G. Rahe,
DVM '77
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Tri-Vet Inc.;
Dyersville, Iowa
Term Expires: '97

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M.S. Higher Education
Admin. '72, Ph.D. '78
Professor, Professional
Studies in Education
Iowa State University;
Ankeny, Iowa
Term Expires: '94

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Journalism &
Mass Communication '76
Owner, CommuniType
Marketing/Advertising
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Term Expires: '96

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Ames, Iowa

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Term Expires: '93

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Sarah Ekeren Buck, '81
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Des Moines, Iowa

Dynette Mosher, '81, MS '84
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Ankeny, Iowa

Herb and Joyce Kintigh
Iowa State University Parents Association
Spencer, Iowa

Roger Bruene
College of Agriculture
Ames, Iowa

Dwayne Vande Krol, '93
President, Student Alumni Association
Pella, Iowa

1992 STATEMENT OF REVENUES AND EXPENSES

	Operating Fund	Endowment Fund	1992 Fund	Fund Total 1991
Revenues:				
Dues	$ 425,429		$ 425,429	$ 433,005
Life Memberships		$ 339,012	$ 339,012	$ 239,008
Publications	$ 51,880		$ 51,880	$ 43,522
Investment Income	$ 59,431		$ 59,431	$ 74,521
University allocations	$ 224,817		$ 224,817	$ 208,726
Service payments—				
Iowa State University Foundation	$ 100,000		$ 100,000	$ 100,000
Travel income	$ 49,021		$ 49,021	$ 34,561
Credit Card Fees	$ 140,961		$ 140,961	$ 117,248
Equity in earnings of				
University Systems Technology	$ 22,175		$ 22,175	$ 45,965
Senior class student fees	$ 7,816		$ 7,816	$ 9,695
Parents Association dontations	$ 48,746		$ 48,746	$ 47,058
Merchondise and income projects	$ 11,330		$ 11,330	$ 11,330
Miscelloneous	$ 51,255		$ 51,225	$ 14,312
Total Revenues	**$1,192,861**	**$339,012**	**$1,128,613**	**$1,367,621**
Expenses:				
Administrative and operating costs	$ 774,474		$ 774,474	$ 768,652
Programs	$ 652,368		$ 652,368	$ 570,664
Other (unrelated business income taxes)	$ 10,627		$ 10,627	$ 17,147
Total Expenses	**$1,440,469**		**$1,440,469**	**$1,356,463**

1992 BALANCE SHEET

	Operating Fund	Endowment Fund	1992 Fund	Fund Total 1991
Assets:				
Cash and cash equivilents	$ 38,840		$ 38,840	
Investments combined with Iowa State University Foundation		$ 1,259,262	$ 1,259,262	$ 1,267,710
Due from Endowment Fund (to Operating Fund)	$ 147,076	$ (147,076)		
Office furniture and equipment	$ 33,252		$ 33,252	$ 32,189
Less accumulated depreciation	$ (25,789)		$ (25,789)	$ (24,006)
Net office furniture and equipment	$ 7,463		$ 7,463	8,183
Investment in University Systems Technology	$ 72,924		$ 72,924	$ 50,749
Cash Value of life insurance	$ 2,601		$ 2,601	$ 2,506
Other assets	$ 23,451		$ 23,451	13,061
Total assets	**$309,045**	**$1,112,186**	**$1,421,231**	**$1,342,209**
Liabilities and Fund Balance:				
Checks in transit				$ 54,565
Accounts Payable and accrued liabilities	$ 65,442		$ 65,442	$ 51,234
Unearned dues	$ 243,603		$ 243,603	$ 208,601
income taxes payable				$ 7,027
Total Liabilities	**$309,045**		**$ 309,045**	**$ 34,427**
Fund balance		$ 1,112,186	$ 1,112,186	$ 1,020,782
Total Liabilities and fund balance	**$309,045**	**$1,112,186**	**$1,421,231**	**$1,342,209**

Quality Quest

If you don't like the french fries at the diner down the street, you take your passion for grease elsewhere.

If a slick-talking salesperson tries to sell you a $15,000 car for $16,000, you get back in your jalopy and creak off the lot.

If your cable TV movie channel runs *Don't Tell Mom The Babysitter's Dead* every night for a month, it's dead.

But what if your psychology prof is a horrendous communicator? What if your state university drops mathematics? What if the only mouse your State U-trained computer programmer knows is of the beady-eyed, cheese-fancying persuasion?

For decades, higher education chose not to answer. It was somehow exempt from Darwinian law ruling the private sector, protected by an inexhaustible queue of tuition-packing students and appropriating legislators. It grew smug behind its vine-covered edifice.

It was nice while it lasted.

The crumbling of the wall started where change so often starts — out there, in The Real World. Thanks in part to a culture of quality that truly was foreign to U.S. enterprise, German and Japanese companies began gobbling into U.S. companies' market share in the 1980s.

BY DAN DAVENPORT

The GMs and IBMs found out the hard way: You either managed well or, well, you didn't manage. Desperate, they turned to the Japanese for inspiration. What they found: Total Quality Management, a trite-sounding parcel of such not-so-trite tenets as customer satisfaction and worker empowerment. By the late '80s, its acronymic handle — TQM — was as popular a power-lunch topic as LBO.

Back on campus, Mr. Darwin was making his long-dreaded arrival. "State-supported" had become a gross misnomer. Repeated tuition hikes dwarfed the inflation rate (at Iowa State, an average annual increase of 7.1 percent over the past decade). According to a report by the National Governors' Association and the National Association of State Budget Offices, 35 states slashed adopted '92 higher education budgets by an astounding $4.5 billion.

Band-Aid cuts, all. Their states still paddling up a stream of red ink, universities with any vision took a page from Darwin's *Origin of Species* and saw two choices: adaption or extinction. For a handful, including Iowa State, TQM emerged as one potential agent of change.

◆

HOW CAN UNIVERSITIES MANAGE TO SURVIVE BLEAK ECONOMIC TIMES? SOME, IOWA STATE INCLUDED, HAVE TURNED TO THE REAL WORLD'S LATEST SAVIOR: TQM

"[Higher education] institutions are at a point where, if they want to maintain or enhance their future public support, they've got to get more customer-oriented, smarter at what they're doing," says Johnny Pickett, Iowa State's assistant vice president for business and finance and perhaps its leading TQM supporter. "[Companies such as] Xerox and Ford and Motorola feel they would've gone down the tubes if they hadn't done [TQM]. It could happen here."

Adds President Martin Jischke: "Combine our wishes to increase quality and accountability with these limited resources, and you realize we ... need new tools with which to make progress. The underlying principles [of TQM] might have great application here."

Emphasis on might. TQM is no can't-miss panacea. It doesn't promise to guide ISU out of the financial woods in a year or two or three or four. A growing knot of higher ed TQMers preaches doggedness and patience — up to 10 years' worth.

"But that's not so long for a major culture change," says University of Kansas business Professor Lawrence Sherr, a higher learning TQM pioneer, a consultant to ISU and co-author of the recently published *Quality: Transforming Post-Secondary Education*. "We're behaving according to values established in the '50s, where we chose what students to allow in [to higher education], thus making sure they succeeded after graduation. That's no longer true. Today, society expects us to handle many more."

And do it with much less. That mandate has left faculty and staff pulled taut as violin strings. "We can't work any harder," Pickett says. "We've got to work smarter. [TQM] may be our only way of coping."

◆ ◆ ◆

As far as W. Edwards Deming would be concerned, it's about time organizations such as ISU began coping with the need to overhaul management philosophies. In 1950, Deming — spurned by U.S. industry — took his quality show to a rebuilding Japan. There, Honda and Mitsubishi and Sony were just three of Deming's lemmings. They followed him to the sea, all right — a sea of prosperity. By the time reeling U.S. businesses snapped to in the early '80s, Deming had little good to say about them. "The basic cause of sickness in American industry," he anathematized, "is failure of top management to manage."

That one hurt; American business had grown more top-down than a mid-summer convertible convention. And Sherr says higher ed blindly followed suit. "The formality, the chain of command, the bureaucracy — it failed in industry," he says, "and it's failing here."

Enter TQM. It is to autocracy what The Declaration of Independence is to The Communist Manifesto. TQM embraces:

- Improving. Continually, documentably, improving — an apt lead-in to Jischke's oft-professed goal to make ISU the country's leading land grant institution (*The Elusive 4.0, page 32*).
- Focusing on the process, not people. TQM followers profess that 90 percent of problems are born of process, not employees.
- Identifying and satisfying customers. A no-brainer on Main Street, but, as we'll see later, a little hairy on Campus Drive.
- Instilling organization-wide teamwork and innovation. Straight from Tokyo.
- Making decisions based on solid, documentable statistics. No surprise here — Deming made his name in statistics.

All simple stuff? As Pickett and her counterparts at a handful of other colleges are finding, adopting TQM requires much more than firing off a few memos. By definition, it takes:

- A buy-in from the basement to the penthouse. (ISU has the framework for that.)
- Administrative commitment to bucks, both for training expenses and staff time. (ISU has some of that, including a new quality manager, Peter Hetland, formerly a Minneapolis management consultant, as of January.)
- A realization that you don't "do" TQM in a month or a semester or a year. No TQM, PDQ. "Pervasiveness takes time," says College of Business Dean David Shrock, who oversees what might be the most TQM-happy college on campus. Two-year-old Management 521X (TQM), a graduate-level course taught by Professor Barbara Flynn, fills up early each semester, and parts of several other courses work TQM into the curriculum.

Though industry is rife with examples, higher education is a relative upstart. Oregon State and a few other bold universities made headlines for jumping in several years ago; now, 20 or so have waded in as far as ISU.

At Iowa State, TQM is as much a product of the people as Ross Perot's presidential candidacy. A cluster of faculty, watching business and industry embrace TQM, quietly incorporated it into their work. Flynn inserts a customer-service guarantee into her syllabus: If you can't find me during office hours, you get 10 extra-credit points. Professor Robert Stephenson uses TQM in Statistics 101. Professor Gerald Chase teaches it to construction engineering students. Statistics Chair Dean Isaacson presents at and attends quality seminars.

At Iowa State, TQM is as much a product of the people as Ross Perot's presidential candidacy.

TQM popped up at faculty lounge conversations, Commons lunches, squash games. But if you're into omens, beware: The real genesis of the campus' quality quest was an effort destined to failure. In 1991, IBM made an offer to higher education: At least $1 million each to up to 10 universities who submit the best TQM-on-campus proposals. (Skeptics smell an irony: Not long after declaring the contest, Big Blue announced massive job cuts that could top 100,000 this year. IBM created its own Red Sea in '92: fourth-quarter losses of $5.46 billion, the worst in U.S. corporate history. Analysts posit that its lumbering bureaucracy — everything that TQM is not — is most responsible for the bloodletting.)

At Iowa State, the proposal was like rain on a dry but otherwise fertile seedbed. Lounge discourses became evening planning sessions. Under Chase's direction, 30 faculty members and administrators collaborated on a fat, 76-page proposal on how Iowa State would spend $1 million. "After we started on the [IBM proposal]," says Stephenson, "we realized this was a lot bigger than one proposal."

But they didn't realize success. ISU, one of 204 applicants, was not one of nine grant-winners chosen.

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Altering management philosophy of an organism this size is a little like making a U-turn with an aircraft carrier. Not surprisingly, Iowa State has found industry's success most transferrable to the business side. Like any manufacturer or service company, ISU must manage personnel, finances and facilities. In July 1992, Sherr presented a two-day seminar to more than 50 directors in the student and business affairs areas. Aided by those leaders, last fall Pickett directed the formation of workers into eight teams — a major step in TQM adoption. They have names like Special Events Scheduling, Graduation Approval and Computer Job Success. Their hierarchy includes sponsors, leaders, facilitators and team members. Last October all members attended a two and a half day seminar by a TQM leader from Oregon State. After some initial skepticism — Isn't this just a fad? or How can it work without full-scale, campus-wide involvement? — most workers, Pickett says, have decided to give TQM a chance.

"The [team members] see this as an exciting project because of all the units and issues involved," says J.D. Beatty, assistant dean of the College of Liberal Arts and Sciences and a member of the Graduation Approval team.

Beatty's team has met for two hours each week since last fall, identifying and surveying "customers" — hallmark TQM activities, both.

Other teams proceed similarly. Work remains in that milieu, but the goals are clear: Satisfy customers, empower employees, improve product. Work smart.

Then there's academics. A core of faculty — many of them IBM proposal leftovers — are enthusiastic at the prospects. But the path to TQM's successful adoption remains a thicket:

• TQM without top-to-bottom endorsement is like TV without sex and violence — one barely exists without the other. And surely there is no tougher sell than consensus to a group so steeped in independent thought.

Altering management philosophy of an organism this size is a little like making a U-turn with an aircraft carrier.

• Teamwork only within departments is like a football team with the offensive line adhering to one philosophy, the backs another and the receivers another still. This is a monster challenge to academe's so-called "silo effect" — its tendency to splinter into so many walled-in departments wanting little to do with each other. But good teaching knows no bounds. Engineering students take English. Philosophers study math. Industry calls it "benchmarking"; in higher ed it amounts to knocking holes in those silos to peek out and realize the campus is crawling with creative people and programs.

• And the ace in the hole for would-be TQM saboteurs: Just who are our customers? Should a ripped-jeaned Axl Rose fanatic dictate teaching style to a veteran professor? Should legislators prescribe course content? Should parents? Regents? Taxpayers? Future employers? Society? "I'm a believer that you can maintain academic freedom while thinking about the customer," says stat professor Stephenson. "We don't need to pander, but what we teach must get across to the students. We've got to listen."

Says Sherr: "TQM doesn't say 18 year olds must run the show. It says, 'Decide who your customers are and do your darnedest to exceed their expectations.'"

That's a dramatic departure. Perhaps too dramatic for conventional higher learning. But, as playwrite Moss Hart wrote, "... where there is no money there is no change of any kind."

More than ever, money is to higher learning what strength and guile and will have always been to the animal kingdom: Survival. Adapt and survive, it's the millennia-old challenge. Total Quality Management shows promise as an agent of change for the Xeroxes and Procter and Gambles and Fords. It's too early to tell if it can help reeling colleges and universities to their feet. But some have taken the first step: Committing to change. Now begins the real work of survival. ◐

ILLUSTRATION BY GREG RAGLAND

THE Elusive 4.0

A VETERAN HIGHER EDUCATION PUNDIT SAYS THE RIGHT ANSWERS TO 12 QUESTIONS COULD HELP HIS ALMA MATER CLIMB TO NO. 1 IN THE LAND

Each week during the fall, the Associated Press and CNN issue their Top 25 college football writers' and coaches' polls, respectively. At season's end, no tournament is held to crown a national champion; the two polls are used to determine the best football team in the land.

Would that it were so simple regarding entire universities.

When President Martin C. Jischke arrived on campus nearly two years ago, atop the mountainous heap of tasks on his desk was this most foreboding directive from his boss, the State Board of Regents: Make Iowa State University the country's top land-grant institution. To his credit, Jischke has been relentless in preaching the importance of that goal. And amid a period dominated by some of the most brutal economic constraints in the institution's history, few would argue that Iowa State has made strides under Jischke. But achieving this sort of land-grant national championship is all but impossible. Not only is there no one or two organizations responsible for determining the land-grant counterpart to what college football calls its "mythical champion," but there exists not even the rudiments of a list of guidelines by which to measure land-grant excellence. To stay with the sports analogy, shooting for No. 1 without definitive criteria or a rating system is akin to competing in the NCAA gymnastics meet with no judges or scoring system. You may have performed your best floor exercise routine, but was it *the* best? Iowa State may feel it is best in the country at extension or research or undergraduate education, but it is sure to get an argument from the Purdues and Michigan States and California-Davises.

Still, VISIONS was curious as to how well the regents' order was being followed. While we won't be so bold as to issue our own rankings, we did set out to gather some guidelines that could assist Jischke and the entire Iowa State community in evaluating its progress and charting its future course. To that end, VISIONS presented 1952 graduate Duane C. Acker, formerly assistant secretary for science and education of the United States Department of Agriculture (USDA), with this task: Were you chair of The Associated Press' Top 25 Land-Grant Institution Rankings, what would be your criteria?

It wasn't on a whim that we selected Acker. As USDA assistant secretary, he oversaw the Agricultural Research Service, the National Agricultural Library, the Extension Service and the Cooperative State Research Service. He also has been administrator of the department's Office of International Cooperation and Development and its Foreign Agricultural Service. He has higher education credentials to match those in government. In Washington, he has served as chair of the U.S. Deans of Agriculture and the Division of Agriculture of the National Association of State Universities and Land Grant Colleges (NASULGC). Prior to that, he held administrative-level agricultural positions at the University of Nebraska, South Dakota State University and Kansas State University before serving as president of Kansas State from 1975-86.

Acker also knows the land-grant ethic at the grassroots level. He started his career as an Iowa county extension 4-H agent, and taught and conducted animal science research at Iowa State and Oklahoma State. Now, following Bill Clinton's inauguration and the requisite cabinet overhaul, everything old is new again for Acker. He left Washington for Atlantic, where he'll work the farm that's been in his family since 1871. He'll also spend time writing and speaking.

One disclaimer: In listing his criteria, Acker pointed out that he is not endorsing his alma mater or any of the other land-grant institutions.

— The Editors

BY DUANE ACKER

Plato wrote that "the life which is unexamined is not worth living." This wisdom applies to institutions as well as people. As President Jischke continues his quest to the top of the land-grant heap, following are some of the questions I feel he and the entire institution would do well to ask themselves. The university that finds all the right answers could well find itself at the top.

1. Do the university's most distinguished faculty teach undergraduate students, including the beginning course in the discipline?

The very top research faculty are usually outstanding teachers; they think and teach with clarity and enthusiasm. They know the discipline, its breadth and depth, its principles and the interrelationships within and without.

The undergraduate curriculum is the heart of the university, the initial and fundamental basis for its being. It deserves the university's best scholars.

2. Do faculty teach because they want to impart both knowledge and wisdom?

In 1965, Carter Burgess, chairman of American Machine and Foundry, said, "Wisdom is strength; knowledge is power." A true teacher, at the university level, wants her or his students to become both strong and powerful in their discipline.

3. Do a high percentage of the students who enter degree programs graduate within a reasonable time period, with an academic record equal or superior to that which would be predicted from high school grades and ACT or SAT scores (or college grades and GRE scores in the case of graduate students)?

Inevitably, some will change career goals, move or take a prolonged sabbatical from study. However, success rate does attest to how well a university attracts students who fit its programs, prepares them for the experience, advises them, challenges them and sequentially builds and strengthens them.

4. Do the faculty who pursue research do it because they want to learn; because of insatiable curiosity; because they want to prove an idea, delineate a concept, develop a variety or inbred line, or explain a phenomenon?

Unfortunately, there are a few in universities whose primary goals are merely another publication, more off-campus meetings, or simply the chance to call themselves researchers.

5. Does the research have impact?

There are four ways of measuring research:

- Input — budget, full-time equivalent faculty, dollars of grant funding;
- Activity — numbers of projects, programs, locations, institutes or disciplines;
- Output — a patentable invention, copyrighted work, a new and proven fact, a new concept, an explanation of a phenomenon, identification of a DNA segment and what it imparts, or a new inbred line of variety; and,
- Impact — a variety planted on a significant portion of the state's acreage; an invention becoming commonplace in the processing or equipment industry; other scientists using a new concept to pursue more knowledge.

Citizens listen when universities enumerate research *output* and its *impact* on the lives and industries of the people.

6. Are extension faculty full members of the academic departments? Are they interchangeable with research/resident teaching faculty?

Extension, in the very concept of the land-grant university, is an integral part of the university, and certainly of the subject matter unit. Extension education programs must be science- and knowledge-based, in order to have enduring impact on the lives and industries of the people. I was surprised to encounter, 130 years after the Land Grant Act, a university where extension faculty don't have voting rights in the subject matter department, and a few other instances of "separation." These seem strange.

There are many values to full integration. For me, as a teacher, extension faculty colleagues were as valuable as researchers in providing material and concepts for my class. As a director of extension, I observed that I got much more value from money spent on specialists. I acquired the interest and support of a political science department by paying part of the salary of one of their faculty members. Had we placed the political scientist in a separate extension unit, I would have had only that person.

7. Do the faculty have true academic freedom? Beyond that, are they *encouraged* to inquire and inspire, to question and to quote, to teach and be taught? Are they defended, supported and rewarded for doing so?

Each university unit, such as a college, extension or a funded research unit, certainly has a prescribed and accepted mission and each faculty member is expected to direct his or her wisdom and energies toward that mission. Within that mission, faculty should be expected by all parties to strive for academic freedom — or, according to Columbia University's Sidney Hook, to "seek the truth and teach the truth as they see it in their discipline of training." I've seen academic freedom tested in all sectors of the land grant university, certainly as much in extension functions as in the classroom.

8. Does the university respect new questions or challenges to accepted concepts, regardless of their source?

Good questions and challenges come from practitioners, students or hobbyists, as well as from university or government scientists.

For decades, scientists believed it was impossible to crossbreed day lilies. Then, in the 1890s, a day lily hobbyist by the name of Parkinson did it. Fifty years later, USDA scientists replicated her achievement, and opened the door for a tremendous horticulture market in day lilies.

A strong and confident university scans the full horizon for knowledge, hears the questions, considers the challenges. It is the questions and the challenges, regardless of source, that give rise to new knowledge, or secure the old.

9. Does the university, and do its component colleges and departments, have the self-confidence and wisdom to limit their efforts to those curricula, degrees or research and extension programs they can do very well?

This is most important during size reduction — and every university has a limit to its resources. Unless a university concentrates its resources on those responsibilities it can do well, it will forever "chase the rabbit," and never arrive at its true potential.

In this respect, I commend experiment station directors for focusing on higher priority topics; I commend two-state and multi-state extension programs; and I challenge deans to make more use of satellite and other intercampus linkages for sharing outstanding teachers and highly specialized courses.

10. Does the university handle financial exigencies, attacks to its integrity or internal problems without wavering from its supreme dedication to knowledge?

A top land-grant university has the depth, the strength, the resilience and the pride to take the blows and retain its stride.

11. Does it use its size and diversity well?

Size *can* be an advantage, giving a university a step up toward greatness. However, it doesn't guarantee greatness, and sometimes interferes. A top university recruits more strong students, to make them more knowledgeable and stronger. It seeks research grant funds to help *fulfill* its mission. It adds faculty to *strengthen* its competence. It develops and refines programs and disciplines to complement each other. It selects areas of growth cautiously, to fulfill its mission in future years.

Further, the university cannot, itself, control most influences on size, such as state population and resource base or state policy regarding numbers of institutions and their missions.

12. I've worked in four states with the "dual university" system. Does the land-grant university, in such instances, focus on and demonstrate confidence and pride in its own mission and strengths, or do its leaders and faculty constantly "look over their shoulder" at their sister university?

The former builds; the latter wastes. A top land-grant university will *assume* the statewide posture and leadership in the areas where it can best serve the state.

Now, finally, a question for the state's citizens, especially its leaders:

When your land grant university aspires to greatness, and consistently yields the right answers to these questions, do you reward it *and your fellow citizens,* by focusing the proper share of your state resources to help it be tops?

It has appeared to me, and it is my conviction, that when a land-grant university consistently yields the right answers to these questions, a state legislature, on behalf of its citizens, will do that. ◐

THE PLAY'S THE THING

The writer turns to Cliffs Notes to take a stand for generations of bellyaching students of the Bard. But lo! Will he prove to be — or not to be — vindicated?

By Dan Davenport

When Macbeth heard the bell, he knew only that it "summons thee to heaven, or to hell."

The fourth-period bell wasn't so equivocal back in 1977. Mr. Turbot knew too well what it summoned: 25 hellions bursting pell-mell into his English lit class, as receptive to William Shakespeare as Madonna to Miss Manners.

From my vantage point 16 years removed, I remember sophomore year as a head-spinning confluence of Clearasil and aptitude tests, wedgies and driver's ed. Eleven o'clock was the time for two things (three if you count girl-baiting, for which it was always time): Reliving gym-class dodgeball heroics and waiting for lunch. (In Mr. Turbot's Lit and Miss Henrich's Chemistry, we wittingly assigned the minute a new title: The eon, as in, "Hey, Don, how many eons till the bell?" Man, we were funny.)

Eleven o'clock was not a good time for

ILLUSTRATION BY LISA CARLSON

Shakespeare. With hormones racing at roughly Mach 4, *age 15* is not an especially good time for Shakespeare. You'd have better luck selling thermal undies to Egyptians.

I never let on to any of my buddies, but Mr. Turbot's anguish gnawed at me. The man tried. He tugged at his tie and curled his upper lip when he snarled the Soothsayer's, "Beware the Ides of March." There was a definite lilt in his Romeo's balcony scene. The *Caesar* film was an inspired notion, if ill-timed: after '77 brought *Star Wars* to the discriminating, 15-year-old videophile, everything else on the screen had the appeal of a PBS compost documentary. Maybe it was the tights, but somehow, Romeo's

Did my heart love till now? Forswear it, sight!

For I ne'er saw true beauty till this night

was Sominex next to Luke Skywalker's derring-do and Princess Lea's, um, braids. All of which left Mr. Turbot squirming in front of his desk every day, wearing a look of betrayal unmatched by Caesar himself.

'Fess up: At some point in your educational career, you wished these plays would go the way of Romeo and Lear and every other thou- and beseech-uttering clod ever poisoned, poked or pelted to smithereens by the Bard's quill. But since nuking the world's second-most influential collection of words might offend several hard-core traditionalists, I offer Plan B and the hero of our story:

Clifton K. Hillegass. Never heard of him? Ah, thou speakest in haste!

You can call him Cliff. In high school and college English circles, his publishing prowess is almost as pervasive as Shakespeare's. He must've been sick the day they covered apostrophes, but his 1958 creation of Cliffs Notes couldn't have been more inspired. Thirty-five years and 100 million booklets later, legions of high school and college students have survived Shakespeare with Cliffs — er, Cliff's — self-dubbed "Keys to the Classics." (Speaking of survival, Cliff has scraped by, too: annual sales top more than $11 million.)

Which, finally (who said brevity is the soul of wit?) brings us to the point.

Maybe it was to pay off a debt to Mr. Turbot, or to exact revenge from Shakespeare's 377-year-old ghost for making my lunch wait. Or, I don't know, maybe it was because my editor told me to do it if I valued my health insurance. Whatever, last fall I set out to prove Lear wrong in his "Nothing will come of nothing" proclamation. Elizabethan England's conventional wisdom, perhaps. But I submit that today, young Americans beg to differ — by, oh, 180 degrees. They're more in line with those lyrical chroniclers of the Me Decade, Dire Straits:

That's the way you do it
Your money for nothin' and your chicks for free.

Thus with TV remote in one hand and yellow-and-black-bordered Cliffs Notes in the other, I trothed to bypass the Bard, to boldly defy *The Tempest's* Prospero and give dalliance too much the rein.

Meet the oldest member of English 370, Fall '92, MWF 9. I came not to study Shakespeare, but to circumvent him.

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To my eye, Cliff owes his wealth to guys like Hamlet, Macbeth and Othello. Billy Bard's clean-up hitters, characters who've made good actors rich and hacks Selsun Blue ad stars for centuries. I'd always been convinced that, every year, a group of sadistic Shakespeare literati gathered in a dimly lit conference hall of the Topeka Holiday Inn. There they plotted out cruel new ways to use these all-star windbags to inflict pain on saps like me. To create a 50-minute hell for schmoes just trying to fulfill an English requirement without major GPA damage.

❧ ❧ ❧

Overheard eight minutes into a September class period, which was supposed to cover Richard III but thus far is noticeably professor-less:

Student A: "Think he got hit by a car?"

Student B: "Man, I hope not. I'm getting a 'B' in here."

If my experience is any indication, the most popular session in Topeka is titled, "And Whatever You Do, Don't Mention Nick Bottom." For those profs who revel in force-feeding Shakespeare like calf brains to disinclined diners, Nick Bottom must loom as threatening as Ben & Jerry's Chocolate Chip Cookie Dough Ice Cream slathered in hot fudge.

I came not to study Shakespeare, but to circumvent him.

Mr. Turbot never mentioned the fool from *A Midsummer Night's Dream* (or was I just listening for the bell?), and Cliff threw in but a few lines. It took Andy Alexander to get Nick and me together. Andy was the bearded, non-assuming English prof who invited me to sit in on 370 last fall. No Cliffs Notes fan, he ("I've never *done* them," he sniffs), Andy nonetheless let loose a squeaky chuckle when I pitched my scheme one sultry August morning. When it came to class, I vowed to do more blowing off than Flipper (semester attendance total: 6). As for the text, *The Complete Pelican Shakespeare*, I figured the bookstores could pay their water bills without my $34.95.

Andy handed me a splotchy purple, mimeographed syllabus, listing the 13 plays he hoped to dash through by Christmas. As for the two tests and a final, I told him my aim wasn't a passing grade, but a passing knowledge of Shakespeare without passing out from exhaustion. I planned to skim a few Cliffs summaries (I snuck 10 past the office Expense Account Police, $3.95 per) and see if, by semester's end, I could choke down a Caesar salad without a visit from the specter of Mr. Turbot's grimace.

Little did I know that Nick Bottom would perform the exorcism.

Andy clearly missed this year's Topeka gathering, for it took him only two class sessions to bring up Bottom and begin turning my wondrous act of defiance inside out. That was the day I finally met a real *person* born of Shakespeare's ink well, a character I could relate to (go ahead and say it: it takes a fool ...). Bottom stammered through *MND*, transposing his way into the heart of my imagination. (It wasn't because he was a Democrat that he wore the head of an ass through much of the play.) To not like Bottom is to not like Jerry Lewis or Art Carney or Lucille Ball. What's not to like about a guy who said about his vision of love:

> *The eye of man hath not heard,*
> *the ear of man hath not seen,*
> *man's hand is not able to taste,*
> *his tongue to conceive,*
> *nor his heart to report ...*

This of course is a hideous rip-off of St. Paul's depiction of God's love (*Eye hasn't seen, ear hasn't heard ...*). But it is in his buffoonery that Bottom — more than Theseus, more than Puck — smartly compresses *MND*: Love is unpredictable and all powerful, "with no law but its own." But it also can be vicious, unrelenting.

Bottom is not the star — even *a* star — of this play. According to Cliffs, you could grasp it without more than a glance his way. But I was pulled like a moon to Bottom. So much so that — here it is, the truth — I checked out *The Pelican* and read the play. Twice.

Andy Alexander had opened my eyes, and Nick Bottom had slipped in. I suppose it was inevitable that his partners in rhyme would follow. While I listened to Andy read from *All's Well That Ends Well*, it struck me: If a character like Bottom has been bopping around in there all these centuries, to whom else have my eyes been closed? What does Hamlet have to say to me? Petruchio? By then I was but a mental layup from buying into the magistry that Mr. Turbot had so feverishly hawked in 1977.

And I thought wedgies were fun.

Andy Alexander admits it: His appreciation for the Bard is anything but inherent. "The first time I read *Romeo & Juliet*," he admits, "I absolutely hated it." He's known the infidels' aversion to the Shakespeare, and their converse attraction to Cliffs Notes. But now, after years of plowing through what he calls "the daunting language," he's like an expert ice skater: The sport offers so much grace, such a sensory rush, he's forgotten it once was but a collection of sprained ankles and bruised glutes.

"[If] you take shortcuts around Shakespeare, you're missing a lot of fun," he says. "And you're missing out on a great cultural, historical artifact. Shakespeare is taught differently now. It's not so much seen as great literature, but as the play as history. [Shakespeare] debates so many issues for modern culture: Kingship, sex roles, religion. We tend to think these issues are all less than 100 years old. Shakespeare tells us they've been around for centuries.

"I make it clear to students that I like Shakespeare, but that [liking it is] not a course requisite. The only requisite is that you take it on its own terms, meet it halfway. A student once asked, 'What's the truth about this play?' I'm not here to tell 'the truth.' That's the problem with [Cliffs]. You turn to this clean interpretation, read it, get a grade. There's no such thing as a clean interpretation."

(I should point out that, in its "Note to the Reader," Cliffs says, "The goal of education is not the unquestioning acceptance of any single interpretation, but the development of an individual's critical abilities." But in the hands of the attention-span-impaired, that seems a bit like selling radar detectors with the caveat, "All drivers should abide posted speed limits.")

It was no surprise that our 370 final included no multiple choice or true-false questions. Its essay questions didn't ask, "What role did Goneril and Regan play in *King Lear*?" or "Who does Petruchio wed in *The Taming of the Shrew* and how does his treatment of her relate to a modern-day issue?"

Hiding behind Cliffs Notes, such questions would be like batting-practice fastballs to Henry Aaron. Instead, Andy puts the onus on the student's gumption to wade through the language, to weigh various explications and arrive at his or her own conclusions. Try belting these over the wall in 1,200 words without scrutinizing the plays:

- "Discuss Shakespeare's use of the supernatural world and its relationship with the human world in *Hamlet, King Lear* and *The Tempest*. Is the supernatural world ultimately benevolent, malevolent or indifferent in each?"
- "... Explore the villains in any three ... plays we have read. Give some consideration to the power they wield and the credibility they have for you."

The credibility they have for you. Had Shakespeare read Cliffs generic introduction, the USA Today-ish, act-by-act commentaries and neat final analyses, he likely would have deemed him deserving of a fate worse than the wearing of a donkey's head. I'd had it all wrong: Shakespeare didn't write to fill pages, to make life miserable for students four centuries and an ocean removed. He wrote to fill theatres, to challenge, to shame, to celebrate. To enlighten.

All his futility, all that staring into vacant, acned faces, had not been without reward.

And so it was that the unlikeliest of triads — Nick Bottom, Andy Alexander and Cliff Hillegass — helped me hear the Bard's words ever more clearly as umber leaves and then powdery snow fell on the campus floor. I write now, a month since English 370, MWF 9, has disbanded, its grades recorded, its texts sold back at a considerable loss to their temporary keepers. To the left of my computer keyboard sits a fist-high stack of Cliffs Notes, hardly worse for a semester's wear. In my hands is a battered copy of *The Complete Pelican Shakespeare*, on another three-week loan from the Ames Public Library. These days I'm with Andy: This mound of 1,481 pages isn't a fortress of impenetrable squiggles of black ink, but a bound Aladdin's lamp. Rub it, massage it, and out billow cottony clouds of wisdom and humor and darkness. And truth. But no weekend Shakespeare seminar, no Cliffs Notes adviser, will unearth the truth for me. The real truth — Shakespeare's truth — fed the worms. All that remains is your truth and my truth. Never *the* truth.

To paraphrase *The Tempest's* Miranda, writing this tale has cured my deafness. But it struck me that such a restoration was not enough. Surely I should let Mr. Turbot know that, amid the daily barrage of spit-balls and juvenile innuendo, his message had gotten through. All his futility, all that staring into vacant, acned faces, had not been without reward. His remains a virtuous crusade.

So I dial my high school, now in a sprawling new building next to the football field, and ask the woman at the other end if I can speak to Mr. Turbot in the English department. She puts me on hold, then returns to report, "Mr. Turbot doesn't teach English any more. He's the audio-visual librarian. Can I take a message?"

Now there's a truth I could live without.

still CRAZY after all these years

SAA 20th Anniversary Reunion
October 22–23, 1993

Schedule of Events

Friday, Oct. 22
7–9 p.m.
Open House at the Knoll

9–?
Gathering at Cy's Roost

Saturday, Oct. 23
11–1 p.m.
All-Alumni Tailgate

1 p.m.
Cyclone Football Game
Oklahoma State

7–Midnight
Casino Night
Dance
Reminiscing

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Birth of a College

PARKS LIBRARY SPECIAL COLLECTIONS

Sherry Teachout Glenn, '69, MS '83, was a student teacher in the College of Education's inaugural year.

THIRTY YEARS AGO, THE first college in America to offer teacher education as part of a four-year program had no college of education.

Virgil Lagomarcino didn't like the sound of that. Then recently chosen to oversee Iowa State University's teacher education programs, Lagomarcino began planting a bug in President James H. Hilton's ear. "This was a land-grant college, and part of that mission is providing opportunities for growth and development for that state and its people," Lagomarcino says today. "We just couldn't do that without the components of a college in place."

Lagomarcino sold Hilton and later President W. Robert Parks on the idea. The result, 25 years ago this year, was the creation of the College of Education, the university's first such major addition in decades.

Throughout 1993, the college will celebrate its reaching the quarter-century milestone with a lecture series, an alumni reunion, film festival and a major Veishea event. "It's all really about celebrating teaching," says Dean Norene Daly, who succeeded Lagomarcino in 1990 and thus is only the second dean the college has known. Not coincidentally, her office — and the entire college — is located in a building called Lagomarcino Hall.

JIM HEEMSTRA

Twenty-five years, two leaders: Norene Daly and Virgil Lagomarcino.

Lagomarcino, now retired in Ames, remembers with glee moving into the old veterinary quadrangle and starting the college's instructional resources center with one movie projector and one wire tape recorder. (He also gets a chuckle when relating the story of the dead but well-preserved llama left behind by the College of Veterinary Medicine.) Today, Lagomarcino and Daly can justifiably gloat about ISU's strength in technology transfer, industrial education and technology and distant learning.

"[Celebrating the anniversary] refocuses the faculty and alumni not only on history, but causes them to coalesce in terms of what they still can become," Lagomarcino says. "It says, 'It's nice to celebrate what was and is, but it's better to contemplate what might be.'" ◐

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Death Becomes Her

TOM WATSON PHOTOGRAPHY

Of her striking metamorphosis, Louise Vetter says, "I guess this other person, this author, was always waiting in there."

BIZARRE PLOT TWIST HAS VETERAN SCIENTIST PENNING DROP-DEAD MYSTERIES

WE WANTED TO CALL this one *Murder, She Wrote,* but that title was already taken. But you read Louise Vetter's plot and tell us: Is this the J.B. Fletcher of the Midwest, or what?

• Hip, post-middle-age woman takes early retirement, acts on years-long urge to write whodunits.

• With no experience, no résumé, no best-friend's-cousin's-uncle connection, she (and co-author) lands contract with powerful New York publisher.

• By the time first novel hits the racks, contract for second is signed and the work begun.

About the only thing left is for Louise Vetter to begin stumbling on to a series of bizarre real-life murders. Still, she has become a woman legions of frustrated Mickey Spillane to-die-fors would love to strangle (or stab, or poison, or toss off a cliff).

"This is just a dream," says Vetter, who earned her home ec bachelor's ('59) and psychology master's ('62) degrees from Iowa State. "I've been an avid reader since I was four — my mother says I taught myself with the Sunday comics."

Vetter, who collaborated with former Ohio State colleague Cheryl Lowry, says research and murder mysteries have more in common than you might think. Both present nettlesome puzzles to be solved. To do so you form a hypothesis, then hunt for data to confirm or deny it. Vetter and Lowry had collaborated on plenty of research reports at Ohio State University's Educational Research Institute (from which Vetter took early retirement in 1988). Vetter chuckles over the newfound relevance in a hackneyed lab adage: "Monthly research progress reports may be the best fiction in the world."

The duo writes under the pseudonym Alison Glen — it's taken from their mothers' names; Vetter's mom is 1928 Iowa State graduate Alice Zick Vetter. Their publisher, Simon and Schuster, urged them to find a last name beginning with 'G' so as to get shelf space next to mystery novelist extraordinaire Sue Grafton (*'I' is for Innocent,* et al.). Their first book, *Showcase*, centers around the death of an Oriental art expert during an exhibit in Columbus, Ohio. Glen's Miss Marple, freelance writer Charlotte Sams, unravels a mystery involving a fake jade necklace, a handsome plastic surgeon, a star athlete and a deceitful mistress.

"There are definitely pieces of each of us in Charlotte," says Vetter, adding that her prose has been strongly influenced by such notables as Agatha Christie and Tony Hillerman. "But Charlotte has more guts than either of us."

Glen's next book, which is due to S&S on May 1, centers around a murder at the Columbus Zoo. From there, nobody knows where the plot of this scintillating non-fiction tale will go.

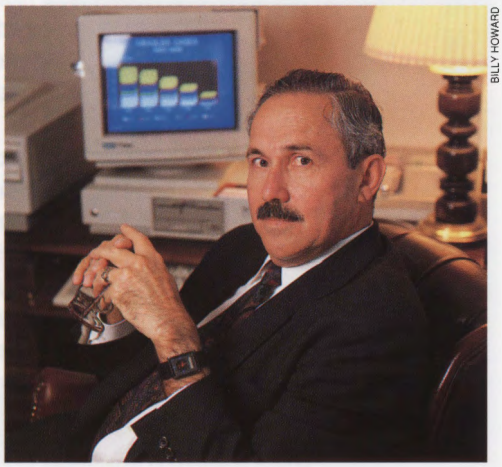
Atlantan takes best shot at immunizing the world's children

THOMAS ORTIZ IS BETTER off keeping his distance from the business end of a hypodermic, but he is, nonetheless, principally responsible for the saving of 9,000 young lives every day via immunizations.

Sadly, he says another 8,000 still die every day because they've failed to receive what has become to most children in developed countries as routine as recess: Immunization against measles, pertussis and neonatal tetanus. Add to that an estimated 200,000 annual cases of polio and you begin to see why Ortiz deflects any praise for his efforts.

Ortiz, a 1962 Iowa State history graduate, is director of operations for the Task Force for Child Survival and Development (TFCSD) at The Carter Center in Atlanta. Bouncing around the globe on a $1.5 million budget "and a lot of smoke and mirrors," the TFCSD humbly pursues what Ortiz calls "monumental tasks": wiping out polio by '96 and an overall 90 percent immunization rate by 2000.

"When you consider that means reaching children five separate times, many times in areas that can't deliver mail, you see it's a huge undertaking," says Ortiz, who worked at Atlanta's Center for Disease Control before coming to the Carter Center in 1987. (Founded in 1982 by former President Jimmy Carter, the center's consortium of organizations seeks to "alleviate conflict, reduce suffering and promote better understanding among peoples.")



BILLY HOWARD

Thomas Ortiz

Ortiz spends about half his time on the road. With an estimated 500 million annual contacts needed to achieve the 90 percent rate, Ortiz says he and his 10-person staff focus on "conditioning the environment ... to get government agencies to be enthusiastic, not barriers." They leave the actual physical effort to those in the trenches: A mission hospital in Kenya, a church in Uganda, the Italian government in Ethiopia.

Ortiz says TFCSD supporters such as UNICEF, the World Health Organization and the World Bank are "the funders, the stimulants, the catalysts. The task force came in [in 1984], as a sort of secretariat to put these agencies together, in concert. To put them to work."

For kids' sake.

But is he any good at Monopoly?

IF THERE'S ONE BUSINESS TENET Gary Kleven subscribes to, it's that bottom lines should never get so big as to block out your view of the customer. That's not always easy when your bottom line is nine figures and many of your customers are less than 9 years old.

Kleven's business is fun. Rather, fun is Kleven's business. The 1963 industrial administration graduate and former Cyclone basketball player is senior vice president of finance and administration at Kenner Products. "You need to check yourself from smiling when you're talking about, oh, *How far should this water gun shoot?*" Kleven says from Kenner's Cincinnati headquarters. "This is a business, but you have to remember, it's a business about kids and fun."

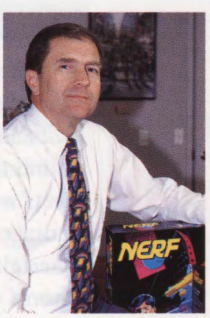


PHOTO COURTESY OF KENNER

Gary Kleven

And you have to remember that you're only as good as your latest plaything. Kleven says that, at any one time, as many as half Kenner's toys are new. "There's no time to get in a rut," Kleven says. "That gives us a uniqueness, an extra set of fun."

But be not fooled. Behind the hijinx, this is an industry as cutthroat as they come. If Mattel or Fisher Price hit on this Christmas' gotta-have toy, the fallout at Kenner could be disastrous. One of Kleven's favorite examples is Hasbro's Cabbage Patch Doll, which sent otherwise mild-mannered parents into wild mall rampages in the '80s. (Kenner is a division of Hasbro, the nation's largest toy company, with an annual sales volume of $2.6 billion.) Last holiday season, Nerf and Batman helped Kenner butter its bread to the tune of more than $300 million in sales for the year.

Those licensed items — the Batmans, the *Star Wars*, the *Terminators* — represent a veritable revolution in his 20-plus years working at play. "We got the rights to *Star Wars* in the late '70s, and that really set off the licensing scramble," he says. "Companies' entire fates can be tied to their success in licensing."

That's when, with hundreds of millions at stake, toys become much more than fun and games.◐

High Hurdles

PIONEERING ALUM LEAPS OVER SOCIETAL BARRIERS, OLD BOYS' NETWORK INTO NCAA SPOTLIGHT

In addition to her work at Northeastern, Vivian Fuller also is a member of the NCAA's Gender Equity Task Force.

ISN'T IT ALWAYS THE LITTLE things?

The cowards hiding behind their cotton-white sheets were no match for teen-aged Vivian Fuller. When the Cedar Grove, N.C., schools were integrated, young Vivian stared straight ahead and marched right past the Ku Klux Klan members on the steps. Her mother said she should walk in, and that's all she needed to know.

Fuller also handled the 4:30 a.m. chores on the farm, and helped her divorced mother raise six children. From an area of the country hardly known for higher learning, Fuller earned three college degrees (including her Ph.D. from Iowa State, in 1985; all five of her siblings also graduated from college). And finally, after setting her sights on a career in athletic administration, Vivian Fuller pried the lid off the long-sealed old (white) boys' network.

But wouldn't you know it'd be something like lousy piano lessons that would be her undoing? As flooded as her mind is with the enormous task of dragging Northeastern Illinois University athletics into 1990s NCAA Division I athletics, rarely a day passes that Fuller doesn't mentally smack a fist to her desk over her failures at the keyboard.

Like most mothers, Fuller's tried to push her daughter into piano lessons. Like most kids, Vivian said no. "I finally quit," the country's first — and only — permanently hired black woman Division I athletic director says from her office north of the Chicago loop. (Black women hold the top athletics jobs on interim bases at Prairie View A&M and South Carolina State.) "It's the only thing I've ever quit that I started, and it eats at me to this day. But bet on it, I will learn to play the piano."

Thirsty folk should not wager their milk money on Vivian Fuller quitting again. Not that her current task isn't more formidable than Chopin. When 11,000-student Northeastern jumped from National Association of Intercollegiate Athletics (NAIA) to NCAA Divi-

sion I three years ago, it was like Mayberry, N.C., taking a seat at the United Nations. The Golden Eagles:

- have no football program;
- have a meager $1.3 million budget;
- belong to no conference;
- have no winning tradition in any of their 14 sports;
- are on the dark side of the Chicago sports moon, opposite the Bulls, Bears, Cubs, White Sox, Black Hawks, DePaul and hundreds of smaller colleges and high schools and
- have a commuter campus with little or no student interest (700 fans for a men's basketball game is a big house).

"When I interviewed for the job, I looked at the situation and said, 'No way,'" says the 38-year-old Fuller. "But then I went home and laid it out, and I realized this is what everybody wants: To take a struggling program and make changes for the better."

And there will be changes. She won't talk about specific personnel moves on the record, only advising interested parties "to watch the NCAA News (the organization's weekly publication listing personnel moves)." Fuller can't bring fans and donations and media attention to Northeastern overnight, but she can bring in people who buy into her philosophies and attack their jobs with her verve.

"She has the energy and fortitude and organization skills to make the necessary moves," says Georgia State AD Orby Moss, Fuller's boss at North Carolina A&T and the man who guided her out of coaching and into administration. Did he say energy? How about 15-hour work days that include six and a half mile, noon-hour runs? "She'll need it," Moss answers. "She's got to make the program grow, make change."

Whether Fuller one day finds a road up and out of Northeastern, or whether the Division I's first hired black woman AD is also its first fired remains to be seen. But she'll not have to advance one inch farther for many to grant her "pioneer" status. It's a word reporters rarely fail to mention when referring to her. And it's a word that never fails to elicit a groan from Fuller. In fact, about the only thing she refuses to talk about is how she's overcome the -isms attached to race and sex. "Of course a black woman in this environment encounters sexism and racism," Fuller says. "Of course I realize I'm the first. That's exciting, but I will not let people make an issue of it. The issue is how good of an athletic director I am."

Adds Moss: "Collegiate athletics is the perfect place to give somebody like Vivian a chance. If you produce, whether or not you're a woman or man, black or white, you're successful. If you don't, they get rid of you like anybody else."

It's the only way Vivian Fuller has ever known.●

THE FULLER FILE

BIRTHDATE
Oct. 1, 1954

EDUCATION
Ph.D., Iowa State University (1985); master's degree, University of Idaho (1978); bachelor's degree, Fayetteville (N.C.) State University (1977).

WORK
Athletic director, Northeastern Illinois University (1992-); associate athletic director, Indiana University of Pennsylvania (1987-1992); assistant professor, assistant AD, assistant to the director for advisement programs/students, women's volleyball coach, North Carolina A&T University (1984-87); women's volleyball and softball coach, North Carolina A&T (1980-82); director of intramurals, Bennett (N.C.) College (1978-80).

SPORTS BRIEFS

COMING ... In February, ISU named Jackie Nunez to take over the women's volleyball team. Nunez, the head coach at Temple University for the past three years, replaces eight-year coach Vicki Mealer, ISU's all-time winningest volleyball coach. Nunez played collegiately at Northwestern University, where she played on two NCAA tournament qualifying teams. Mealer left Iowa State to pursue business interests in San Diego.

... AND GOING In a surprise February announcement, Athletic Director Max Urick announced that this, his 10th year in the job, would be his last. Urick said he had been relieved of his duties by President Martin Jischke. His last day in the Olsen Building will be June 30. Urick, a native of Troy, Ohio, came to Iowa State as assistant athletic director in 1974. ... In January, eight-year women's gymnastics Coach Mike Sharples announced his resignation. Sharples, who left to pursue work as an investment broker in Indiana, led the Cyclone women to school records in team score and every individual event. Amy Nonneman, Sharples' assistant since taking over the program in 1985, was named interim coach.

PREZ-TIGIOUS New Mexico State University President James E. Halligan, owner of three ISU degrees, was named in January to the National Collegiate Athletic Association (NCAA) Presidents Commission. The commission, with representation from 22 Division I institutions and 11 each from Divisions II and III, represents presidents of all NCAA institutions in making policy decisions. Current demanding topics include cost-cutting and gender equity. Halligan earned bachelor's (1962), master's ('65) and doctoral ('67) degrees from ISU.

Faculty Diversity: Is This Our Level Best?

ILLUSTRATION BY BRIAN EBERT

By Mack Shelley

Political science and statistics Professor Mack Shelley has been a member of the Iowa State University Faculty Senate.

SEVERAL MONTHS AGO, PRESIDENT CLINTON'S well-chronicled attempts to assemble a cabinet that "looks like America" created no small wave of controversy. At Iowa State University, President Martin Jischke's own efforts to enhance faculty diversity are creating quite a commotion of their own. The central administration, the Faculty Senate, the State Board of Regents and all the colleges and most departments have addressed this issue. The media, too, have tuned in to the deliberations, but public debate has given little direction to the university community.

There seems to be virtually unanimous faculty support of the principle. The occasional vociferous opponent notwithstanding, I sense there are two general, and sometimes only vaguely articulated, concerns at work. I strongly support the enhancement of faculty diversity; but rather than giving my views, I'll report on what I see as the general tenor of those concerns.

The first involves reflexive and self-protective impulses. Will enhanced support for diversity mean tenure will be easier to obtain for faculty in "protected" groups? Will a form of quotas, or at least hiring goals, be implemented? Will departments or colleges be rewarded or punished according to their degree of success in meeting goals? Will the efforts of non-protected faculty to assist non-traditional colleagues become a positive consideration in their gaining tenure and promotion? Would active opposition or even neutrality be met with negative sanctions? Will non-traditional faculty be evaluated by different criteria than those who "earned their own promotions the hard way," or those frustrated over not yet earning promotion?

This set of concerns seems to be motivated by at least two feelings. First, there's the desire for self-advancement and to prove oneself "better" than one's colleagues, as measured in the only ways that academe seems able to gauge such things — promotions, salary increases, publication and professional activity. Second is a more general, and typically meritocratic, if not downright elitist, worry that standards will be lowered, compromised or selectively enforced. In this context, this push for greater diversity may well be seen as synonymous with a perceived loosening of standards.

The second dominant response is rooted in concerns over the future of non-traditional colleagues. What support systems will be created to make it easier for non-traditional faculty to survive in an academic and cultural environment that often is not benign? Will indifferent support simply set up such new faculty to fail, because they won't be adequately acclimated to Iowa State's norms and expectations? Do we know from other institutions' experiences, or from those of previous minority faculty at ISU, what the best forms of support may be? Is it essential for non-traditional faculty to achieve a numerical "critical mass" to have enough sympathetic colleagues to ensure success? Or is it enough to engage in what may turn out to be an exercise in well-meaning tokenism? Will the merging of diverse faculty "integrate" non-traditional faculty into the dominant culture? Or will Iowa State be sufficiently flexible to respond to the different cultures, views and expectations which, by definition, are involved in incorporating non-traditional actors into the current script and cast?

Rather than following the Socratic method of pedagogy, and providing allegedly sagacious responses, I think it better to leave these as matters to be resolved by the men and women of different cultures and abilities who will be our colleagues — and eventually our replacements. What worries me most, however, is that ham-handed efforts by the regents, the Iowa Legislature and the campus administration could provoke resistance by faculty who should be sufficiently educated to react differently.

I leave you with two more questions — two crucial questions which must be answered before this diversity effort can succeed:

•How do we convince concerned faculty that this is only an attempt to level the playing field?

•How can we remind them that they probably have benefitted from advantages that generally have not been as available to their new, non-traditional colleagues? ◐

THE ASCENT

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INSTRUCTIONS FOR VOTING FOR BOARD OF DIRECTORS

1. Each association member may cast three votes and may select up to three write-in candidates in lieu of listed nominees.

2. Original ballot must be signed by each voter and mailing label must be attached to be valid.

3. Detach this completed page, fold and tape it in place, affix a first-class stamp and mail it to the Iowa State University Alumni Association.

4. Ballot must be received not later than 5 p.m., May 14, 1993.

SUGGESTIONS FOR FUTURE CANDIDATES

NAME

ADDRESS

NAME

ADDRESS

BALLOT

★ PROXY STATEMENT ★

As a qualified voting member of the Iowa State University Alumni Association, I hereby authorize Alumni Association President Sharon Juon to cast my vote as indicated below.

VOTER A SIGNATURE

VOTER B SIGNATURE

(TWO SIGNATURES ARE REQUIRED IF BOTH SPOUSES VOTE.)

✔ CHECK THREE CANDIDATES

VOTER A	CANDIDATES	VOTER B
A1. ☐	Kenneth O. Anderson	☐ B1.
A2. ☐	Geoffrey C. Grimes	☐ B2.
A3. ☐	Mary B. Harms	☐ B3.
A4. ☐	Randall S. Luwe	☐ B4.
A5. ☐	Anne T. Robinson	☐ B5.
A6. ☐	Rebecca M. Stadlman	☐ B6.

✍ FOR WRITE-IN VOTES *ONLY*

_____	A7.	B7. _____
_____	A8.	B8. _____
_____	A9.	B9. _____

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TOTAL VOTES CAST ON THIS BALLOT ☐ CONTROL _____

NOTE: This official ballot may not be duplicated. Votes cast on duplicate ballots will be invalid.