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INDIANA UNIVERSITY'S COMMITMENT TO ARTS & SCIENCES



Growing Your Own Major

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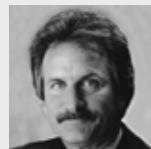
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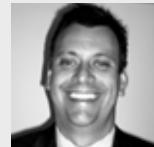


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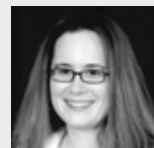
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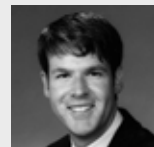
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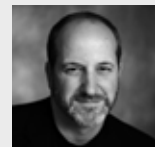
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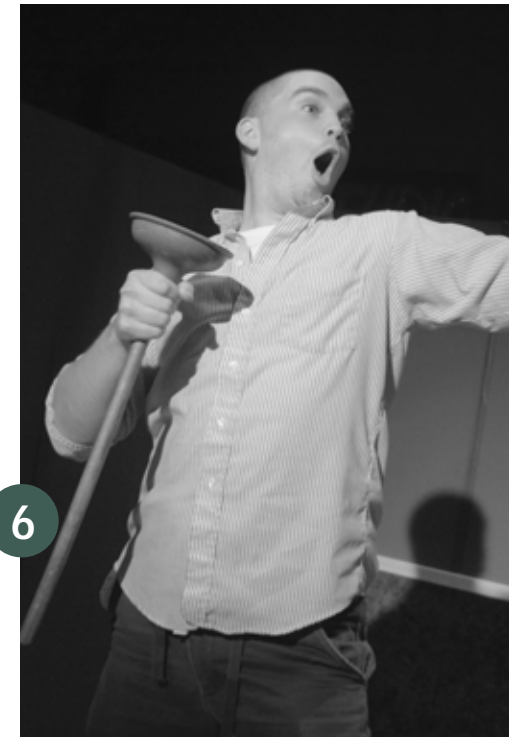
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College, campus transitions mark new era

As you know, both the College and the larger Bloomington campus are moving through a period of major transition. Kumble R. Subbaswamy left his position as dean of the College to take up the post of provost at the University of Kentucky on July 1. Joseph Steinmetz, executive associate dean of the College, also left, to become dean of the College of Liberal Arts and Sciences at the University of Kansas. The departures of Swamy and Joe were announced at about the same time that IU trustees approved an administrative reorganization for the entire Bloomington campus. A newly created office of the provost has replaced the chancellor's position, which for decades has been the chief academic post on the Bloomington campus. Other new administrative and organizational arrangements are in the process of implementation.

Swamy's departure marks the end of a six-year term of truly visionary leadership of the College. Since his arrival in 2000, there has been an unprecedented level of innovation. More new undergraduate and graduate degree programs are being added than at any point I can recall during my 29 years as a member of the College faculty. Since 2000, a nearly decade-long decline

It is truly inspiring to observe the outstanding teaching, research, creative activity, and service activities that occur across our many departments and programs.

in the College's undergraduate enrollments and majors has leveled off, as has a long decline in graduate programs. At the same time, the volume of externally funded research has doubled. Research activity will be further enhanced by the opening of Simon Hall next spring — the first new science facility to be built in 40 years. Establishment of the College Arts and Humanities Institute and the first substantial addition, in over a decade, to much-needed fellowship funds are among the many other notable accomplishments of Swamy's work at IU.

As interim dean of the College, I want to assure you that the College is well-positioned to continue to move forward on multiple fronts. We will implement more new programs, such as an innovative, multidisciplinary BS program in human biology that we expect will be an attractive option for many undergraduates. We will recruit top-flight faculty who will deepen and expand our expertise in area studies across the globe. We will also recruit scientists whose teaching and research will propel the IU Life Sciences Strategic Plan. As of July 1, there are two new departments in the College, the Department of Statistics, which will enhance many areas of research, and the Department of Second Language Studies.

I can also report that this has been another outstanding year with regard to special accomplishments by students and faculty in the



Interim Dean David Zaret

College. Here are just a few of many examples:

In April, two juniors, Elizabeth Adams and Robert Koffie, were named Goldwater Scholars for the 2006–07 academic year. Goldwater scholarships are among the most prestigious national awards to encourage outstanding students to pursue careers in mathematics, natural science, and engineering. Adams is pursuing degrees in astronomy/astrophysics and mathematics. Under the guidance of IU professors, she has worked at an observatory in Australia, studying binary star systems. Koffie is working toward degrees in biochemistry and physics. His plans include pursuit of a joint PhD/MD degree, researching neural networks.

At the annual Founders Day ceremony, four College faculty were named Distinguished Professors, the most prestigious appointment for faculty at IU: Ellen Ketterson (biology), who studies evolutionary dynamics in animal populations; Alan Kostelecky (physics), a theoretical physicist who works on the theory of relativity; Robert Nosofsky (psychology), an experimental psychologist who studies perception and categorization; and Joseph Steinmetz (psychology), whose experiments in neuroscience explore the molecular underpinnings of neuronal activity. Other university-wide awards garnered by College faculty at Founders Day include the George W. Pinnell Award for Outstanding Service (Cathy Olmer, physics, and Dennis Peters, chemistry), and the John W. Ryan Award for Distinguished Contributions to International Programs and Studies (Dennis Sinor, Central Eurasian studies).

Of course, College faculty continue to receive many prestigious external awards. These include Guggenheim Fellowships awarded to Daniel James (history) and Deidre Lynch (English). In addition, I am pleased to report that four of our graduate students received Lieber Memorial Teaching Associate Awards, given to acknowledge outstanding and innovative classroom instruction: Jeff Dixon (sociology), Nicholas Henriksen (Spanish and Portuguese), Celia Rasmussen (English), and Vance Schaefer (East Asian languages and cultures).

Reflecting on these and other accomplishments by many other faculty and students, I feel very fortunate to work in the College. It is truly inspiring to observe the outstanding teaching, research, creative activity, and service activities that occur across our many departments and programs. ☐

~ DAVID ZARET, INTERIM DEAN

Think big, stay honest — advice from a pro by Emily Williams

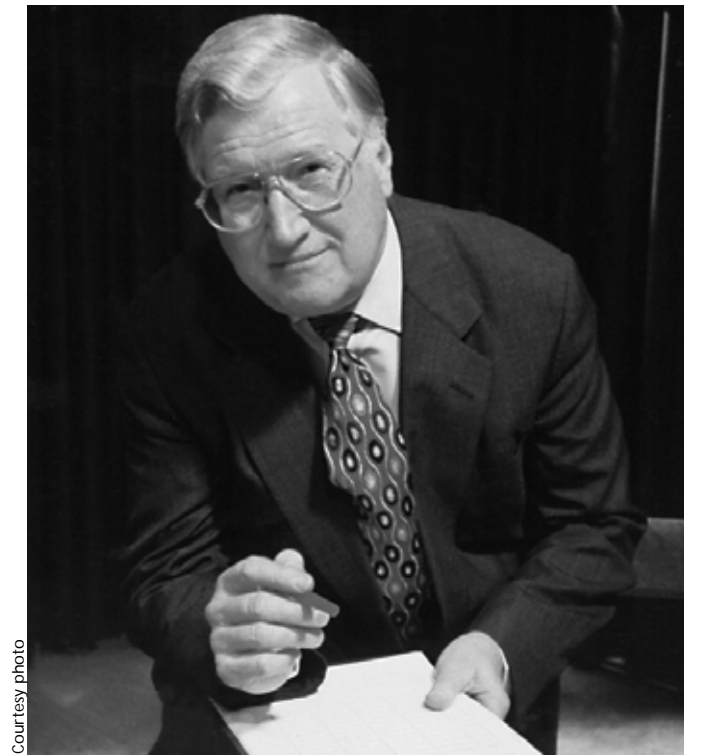
The business world has a bit of an image problem these days. A series of scandals has left the public skeptical that every motive is greedy, every action corrupt, every statement a downright fib. This makes Virgil Scudder's fundamental advice to businessmen and others who seek his services as a media consultant both obvious and surprising. "Do not lie, mislead, or deceive," he says simply. "It will burn you in the long run. It will come back to haunt you." The trouble, of course, is how much harder it is to be honest. That's where Scudder, BA'58, comes in.

Scudder's firm, Virgil Scudder and Associates, is in the vanguard of the emerging field of media consulting, which teaches clients how to give interviews and deliver presentations. "It's knowing what to focus on and making the messages tight and trim and easily understood," Scudder explains. "It's identifying the most difficult question and making sure you've done your homework and you know what the answer is." The training involves speech organization, conquering nervousness, body language, practice interviews ... and a liberal dose of humor. Scudder's seminars have titles like "TV Crew on the Doorstep: What to Do if Mike Wallace Shows Up" and "When the Bomb Drops: Surviving A Crisis." Clearly, he's a presenter who practices what he preaches — with style.

Scudder has worked as a media trainer in 24 countries, mainly with executives in large corporations like American Airlines, Forbes, GlaxoSmithKline, IBM, Pepsi, and Time Warner. Individual clients have included new house majority leader John Boehner, singer Wynonna Judd, and NBA great Bill Russell. Russell, in particular, had some very high praise, saying: "Virgil Scudder is to me in this era of my life what [coach] Red Auerbach was during my playing days with the Celtics." It's hard to imagine higher praise than that for a Hoosier.

Scudder entered the media consulting business after a long and successful career in broadcasting. That career began at IU, where he earned a degree in radio and television and a minor in music history, literature, and appreciation. "At IU a couple of my professors said something that really resonated with me: 'Think big. Think New York.' And that, of course, was the goal, the top spot in broadcasting. You don't start in New York, though." Scudder started at a daytime radio station in Seymour, Ind., and by the mid-1970s had risen to that top spot, covering news, sports, and the arts for networks like NBC and ABC. "I interviewed an awful lot of interesting people," Scudder recalls, "like Hal Prince, Beverly Sills, Grace Bumbry, Alexis Weissenberg. And that's where the training — both the background in the arts that I got through the college and the music study — really gave me an advantage." It was at NBC that a colleague's wife persuaded Scudder to try his hand at a new field called media training. After 15 years in the business at major public relations firms, Scudder partnered with his son to start his own firm in 1990.

With the demands of running his own successful business, Scudder doesn't have much in the way of spare time. Nevertheless, there are a few causes for which he clears his calendar. One is sitting on the board of directors of WiRED International, a not-for-profit organization that provides medical and technological



Virgil Scudder

training to doctors in war-torn regions such as Iraq and Somalia. Another was founding the annual International Public Affairs Symposia at the United Nations, which brings together experts in public relations, diplomacy, journalism, academia, religion, and medicine. He also champions the value of a liberal arts education by serving on the Dean's Advisory Board for the College.

"I am passionate about it," Scudder affirms. "I think the advisory board is, frankly, one of the most satisfying things I do." Scudder's rhetorical skills make him a persuasive advocate, and after a few minutes of discussing education with him, it's hard to imagine why anyone wouldn't major in the liberal arts. "What should an arts and sciences education do?" he asks. "It should teach you to communicate. It should teach you to reason. It should teach you to problem-solve. And it should teach you to question assumptions. Well, if you're going into business, what better background is there?"

Scudder's wide variety of experiences in journalism and business around the world have strengthened this resolve and lead him to stress the College's role in preparing students to think globally. "I've been very impressed with what I've seen of the foreign study programs and some of the on-campus programs giving these young people a broad perspective that they're going to need," he says. "I think the College is doing an excellent job."

Finally, sitting on the board allows Scudder to give back to the university. "I was very well prepared by IU. I got a terrific education there. I'm very grateful for it, and I think I owe something back." ☐

Infrastructure repairs on an aging campus: There's no easy fix

Crumbling interiors in memorable core campus buildings. Elevators out of order, forcing students and faculty to climb six flights of stairs. Outdated classroom equipment.

The launching of IU's life-science initiatives, with the potential to make a significant difference in our world, is truly exciting. But for all the good news, facilities maintenance, particularly in older, core campus buildings, poses major financial challenges. The balance between building repairs and a project that can make a major difference in our future is not unique to IU. All established institutions are faced with infrastructure issues. Our Big Ten neighbor up the road, the Smithsonian Institution, and the nation's highways come to mind. At IU, a need to apply the majority of limited funds for facilities to the life-science initiatives and associated cutting-edge research has led to a bare-bones approach to IU general facilities maintenance. The backlog is ever increasing.



Janet S. Smith, BA'67, a board member since 2002, lives in Bloomington.

Life sciences and infrastructure are two of the areas members of your alumni board must review regularly, along with the humanities, the need for diversity of thought as well as demographics, and the impact of the global economy. No one party is responsible for our campus infrastructure; nor is there a single simple solution to funding infrastructure repairs. Various alternatives will be needed to solve the problem. Creative "out of the box" fixes must be developed. Viable solutions can and should be plagiarized (one acceptable time for doing this).

Your alumni board represents majors from arts and sciences with graduation dates spread over five decades. We are involved in careers that span the spectrum and include international involvement. Each individual brings unique skills and background to the table. All are extremely committed to the success of the College. We can brainstorm solutions to the College's infrastructure problems, but we can't do it alone. We need your help. We're asking you now:

- Share your ideas.
- Get involved.
- Make a difference in lives that follow.

~ JANET SMITH, BA'67

Alumni board names are listed on the inside front cover of this publication. Contact us at: asalumni@indiana.edu.

Fellowships open up graduate school opportunities by Vanessa Cloe

Getting into graduate school can be one of the most exciting and challenging times for a student. But after the excitement dies down, reality sinks in and you wonder 'how on earth am I going to pay for this?' Thanks to generous donors like Louise McNutt (see page 11), graduate school can be a viable option for students who otherwise just couldn't afford to attend IU.

Over the years, individuals have established fellowships for various reasons. One of the biggest reasons, however, is to honor either the memory or the impact one has made on another's life. In 1956, David A. Rothrock Jr. established a fellowship in the Department of Mathematics in memory of his father, David A. Rothrock Sr. Rothrock had been a noted mathematician, teacher, and administrator at IU from 1892 to 1938. In 1979, Madelaine "Sunny" Hemingway Miller, sister to famed author and journalist Ernest Hemingway, established a creative writing fellowship in English in the memory of her beloved brother. More recently, in 2004, IU economics alumnus James Grant, BA'70, created the Robert H. Ferrell Endowed Fellowship, in honor of the Distinguished Professor Emeritus of history, to assist graduate students pursuing advanced degrees in humanities. Grant's gift pays tribute to Ferrell's excellence as a teacher and mentor to his students.

Over the years, individuals have established fellowships for various reasons. One of the biggest reasons, however, is to honor either the memory or the impact one has made on another's life.

Fellowships are important not only for graduate students who need financial assistance, but also as a recruiting tool for the College to help attract the best and brightest students. Case in point: In 1951, Richard B. Hudson, professor of English, asked and ultimately received \$300 to offer five fellowships at \$60 each to encourage better students to enroll in the newly established School of Letters. Though this amount seems minimal by today's standards, it would equal more than \$12,000 today for in-state graduate students. (In 1951, the rate for one credit hour was \$3.25, compared with \$659.85 in 2006.)

Today, the College is paying fellowships of various amounts to about 400 graduate students. Of those 400, about 70 might be considered "full" fellowships. In addition to the fellowships paid out of the College's graduate fellowship account, many other graduate students in the College are receiving fellowships from other sources, both internal (Research and the University Graduate School and International Programs, for example) and external (Fulbright, the National Institutes of Health, the National Science Foundation, and so on).

Two students who received Louise McNutt fellowships say the funding has enabled them to focus intensely on their work.

"The support offered by the McNutt Fellowship will allow me the time necessary to transcribe and analyze the data I am currently collecting, travel to conferences to present and discuss my findings, and work on writing the dissertation. I'll also be able to



Courtesy IU Archives

The Department of Mathematics offers fellowships in the name of David A. Rothrock Sr., a former IU administrator and mathematician.



Courtesy Lilly Library, Indiana University, Bloomington, Ind.

Louise McNutt established fellowships in her own name and in memory of her parents.

compensate the participants of my study, of course!" says Bryan Donaldson, a doctoral student in French linguistics.

Paul Westover, a PhD candidate in English, says the Louise McNutt Fellowship has given him both the gift of time and the gift of focus. It will allow him to complete his dissertation in 2007. Being on fellowship does present one interesting challenge, though. "When I'm teaching, I have a built-in way to break up the day. Often, I'm starved for writing time, so when I actually get to sit down to the dissertation, I go at it with relish. It will be different when I have only to write," he says. "I will sometimes feel a burden, I think, and a real obligation to produce. I'm willing to deal with that, though!"



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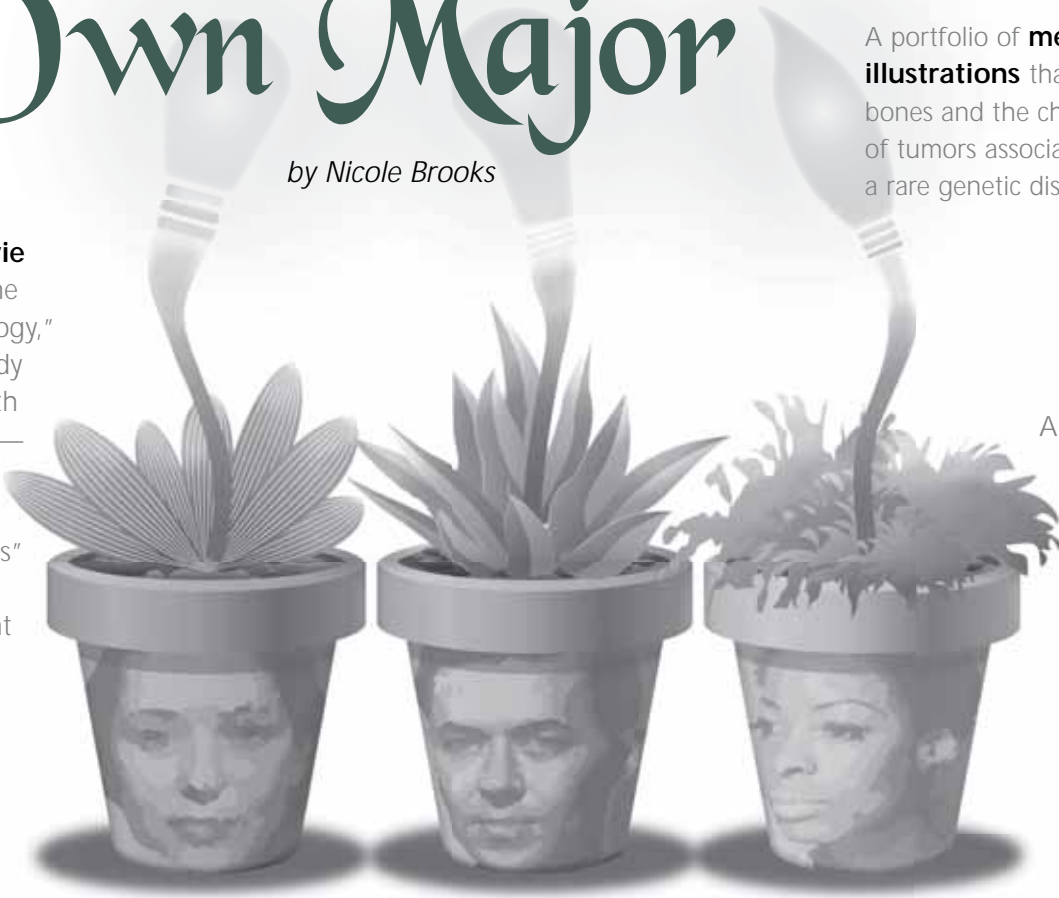
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Growing Your Own Major

by Nicole Brooks

A series of **movie scripts** called the "Superdank Trilogy," an action comedy — complete with Biblical themes — that follows the exploits of four "bumbling idiots" who discover extremely potent marijuana.



A portfolio of **medical illustrations** that details bones and the characteristics of tumors associated with NF2, a rare genetic disease.

An **illustrated novel** that takes readers on an adventure with a young girl who leaves the city for the country to live in a "honey-colored house" and subsequently blurs "the lines between what's real and what's pretend."

These are the final projects of three Individualized Major Program students at Indiana University Bloomington.

Who knew school could be so much fun?

IU created the IMP in 1969, around the time other universities were instituting their own programs. "It started in the late '60s, early '70s, I think pretty clearly as a response to student discontent with establishment," IMP director Ray Hedin says.

Director of the program for nine years, and a professor in the English department, Hedin is drawn to the sort of student who is attracted to the IMP. "I sort of gravitate toward students who want to take the unbeaten path," says Hedin, who experienced dissatisfaction with the status quo during his own education. "I've always been interested in students who are having a hard time working their way through the institution."

These days, students aren't necessarily drawn to the IMP because they are unhappy with the majors offered at their school. They join the program because their interests are broad and can't be summed up in an established degree. "I think it's more a reflection of students' sense of the resources that are out there, and in fact, what we want to learn is really often not defined clearly inside a discipline," Hedin says. "Disciplinary boundaries are pretty artificial."

The road to gaining a degree as an IMP student is one that students often pave as they go. "A lot of people like the security of knowing what's required," IMP assistant

director Paul Aarstad says. But Aarstad is most excited about the students who don't need that security. "I would like to see as many truly individualized majors as possible, meaning some of the more off-the-beaten-track things," he says.

Some majors are more "off-the-beaten-track" than others. There are two types of majors offered through the IMP, Hedin says. "One is a major that other universities offer that we don't. And so, those often take on a more conventional configuration." Fashion design and musical theater fit into this category. Students may have an easier time choosing courses, since what they are doing has been done before.

"But they can also put together something that doesn't exist anywhere or something that is highly individualized," Hedin says. In this instance, students dream up their majors. The most unusual one Hedin has heard pitched recently is entrepreneurial brewing, from a young man who wanted to operate a microbrewery. Aarstad says he had to check the definition of the word used to identify another student's proposed major, eschatology, or "end-of-the-world studies."

In addition to serving imaginative students, the IMP serves the university by acting as a testing ground for new majors. Common IMP degrees evolve into standard IU majors. "Fashion design has a curriculum by now," Hedin says. "In fact, it's in the process of becoming a major." Gender studies cut its teeth in the IMP, as did cognitive studies and international studies. And, contemporary dance and musical theater, are on their way to becoming majors, he says.

Hedin is glad the IMP serves this function for the university. "We welcome the thought that we are a place where these things take shape and then they move on," he says.

Students help create IMP degrees by first designing their majors. Aarstad is essentially the academic adviser for IMP students and is the liaison between an idea and the construction of a plan. Aarstad advised exploratory students at IU before becoming IMP's assistant director three years ago. Some of his duties include "devising their majors, helping them decide what they want to do, if it's appropriate for the program, sometimes helping them devise ways of making it more appropriate for the program."

Aarstad and Hedin say students vary greatly in how fully formed an idea they have for their major when they first walk into the IMP main office. "They will come in sometimes saying, 'I'm just not happy, I don't know what I want to do,'" Hedin says. "Or sometimes they'll be quite focused."

Aarstad says the focused students often have their options narrowed down. "Sometimes people know they have interests that cross departments or disciplines. Sometimes they already have a title in mind."

Senior Sarah Buono knew the title of her major, medical illustration, because it had been done before — but not since 1990, when she was in kindergarten. Buono started her career at IU in education,

thinking she'd one day be an art teacher or in special education, with a focus on art therapy. She's always loved art, bones, and muscles. The parent of one of her closest friends is a medical illustrator, so Buono knew it was a viable career. What she didn't know was how to best prepare for such a career.

Buono heard about the IMP through her freshman-year adviser. She then dropped in on Aarstad to ask if her interests could be turned into a major; she officially started the IMP the second semester of her junior year. "It's kind of nerve-racking," she says of the lack of resources available in creating her own major. "It's hard because it's a very specialized field." Buono has based her curriculum on other colleges' graduate degree programs in medical illustration.

Upon hearing of a student's interests, Aarstad will first help that student accomplish two important tasks: figuring out

what classes they might take and finding a sponsor to oversee their studies. "I might talk to them about what departments they would draw on for classes," he says. "Sometimes one question is how practical or applied they want to be versus how theoretical." Some students' interests are purely academic, Aarstad says, and may not translate directly into a future profession. This perhaps nonlucrative approach does not concern Aarstad. "I'm very much a proponent of liberal arts and exploration for its own sake," he says. "And I frequently make the comparison with other majors in the College of Arts and Sciences, like philosophy and history, that don't have any immediate utility at all."

After defining the nature of a student's course of study, the next step is for the student to find a faculty sponsor. "And that's where I think the real refinement takes place," Aarstad says.



Sarah Buono, medical illustration

The relationship students have with their sponsors often determines their success in the IMP. "We urge them to stay in productive, frequent contact with the sponsor," Hedin says. "Now, what that needs to be varies, because some students are very self-starting and they don't need to do more than check in now and then." Some students have more than one sponsor because their major is interdisciplinary.

Buono says her sponsor, Valerie Dean O'Loughlin, assistant professor of anatomy, has been supportive and helpful in designing her course work. Dean O'Loughlin has quite a task: Buono is drawing from many disciplines to gain her degree in medical illustration, including graphic design, painting, figurative sculpture, biology, anatomy, physiology, psychology, and, for good measure, ethics.



Joe Sadler is IMP-style success personified. He spent his first three years at IU switching majors — until he heard about the IMP from a friend who graduated with a tailor-made degree in hip-hop. Starting the program as a senior added two extra years of undergraduate work to Sadler's academic career, and he couldn't have been happier. "When you set up your own classes, you look forward to going to them," he says.

Sadler and his sponsor, telecommunications professor Thom Gillespie, drew from many disciplines to create Sadler's IMP degree, lifestyle design. It had never been done before. "It defies traditional function," Sadler says by way of explaining the concept behind his IMP degree. "It's a synergetic approach to design. It allows for broader output."

His final project, in T-shirt form, now sells for about \$80 a pop. Coexist, the lifestyle brand Sadler created with his senior year roommate, is now in 130 stores across the United States and Canada and on the bodies of celebrities.

The Coexist logo has a "C" in the shape of the Muslim crescent, a star of David standing in for an "X", and a "T" represented by a cross. The message is not necessarily about religion, Sadler says, but "it's asking that we look past religion."

Sadler says his brand is based on a lifestyle of peace and unity. He credits the IMP with helping him focus his interests and talents into this tangible logo and this concept he truly believes in. "It's just a great feeling to know, 'Wow, I've really got something here that's worth putting my entire existence inside of and giving it a shot.'"

~ NB

About 85 faculty sponsors serve as sponsors for the IMP's 100 students. Not all sponsors are from the College of Arts and Sciences, since students are not restricted to majors within the College, as evidenced by a great number of business-related majors. These sponsors are signing on for extra work when they agree to supervise an IMP student. "In some parts of the program that are more fixed than others, like fashion design or musical theater, somebody might sponsor six or seven students at the same time," Hedin says. "In the other more genuinely individualized majors, that would be rare. But it's not unusual for somebody to sponsor two or three students at the same time."

Once the student-sponsor relationship has been set in motion, potential IMP students' next task involves a lot of conceptualizing. They put together a curriculum plan with all the courses the major will comprise. The IMP requires 27 credit hours to fulfill the individualized bachelor's degree, the only degree offered. "They also have to plan all the courses that they at the moment see they will take for the rest of their IU careers," Hedin says, including all College of Arts and Sciences requirements, which still must be fulfilled.

Students sometimes become interested in the IMP because they think it'll be a cinch, Hedin says. "They think it's a way to avoid requirements. Or they might think that this is a way to take some courses in a department but not have to deal with the ones that they don't want." In reality, a lot of effort is spent finding a sponsor, writing a curriculum, going in front of a faculty committee for the admissions interview, and doing the final project, which many undergraduate majors don't require.

Before the admissions interview, students will create titles for their majors, if they haven't already, and write a two-page statement, detailing why they need the IMP to gain their degrees. "It has to be either something that doesn't exist here, or interdisciplinary," Hedin says. "Multi-disciplinary is probably a better term."

Usually students will include in their statement what they hope to do with the IMP degree when they're done, Hedin says, although that's not necessary. "And then they have to give a tentative notion of a final project, which is not a contract. We assume that this notion will change, will very likely change. But it gives the admissions committee something to go on."

Students can be accepted into the IMP as



John Druska, cinemocracy

Jeremy Hogan

early as the end of their freshman year, although the majority join as sophomores. They can come into the program as late as the first semester of their senior year, Hedin says, "although our general guideline is that they have to have a year in the program." In that case, the student can graduate in the summer session.

To get accepted into the IMP, students meet with their sponsor, Hedin, Aarstad, and an admissions committee, made up of three members of the IMP's faculty committee. During the hour-and-a-half interview with the admissions committee, curriculum and the final project proposal are discussed and dissected.

A student would rarely be rejected at that point, Hedin says, although it does happen. "Every year a couple, a small number are. If they've really been in touch with their sponsor and have carefully crafted these documents with their sponsors' strong approval, the chances of getting rejected are much sligher," he says. "But sometimes the sponsor's a little careless or the student slips something past them, and then the interview gets awkward." Even if a student is turned down, he or she can reapply.

Catherine Reynolds had her well-informed sponsor's support when she applied for the IMP. "When I came to IU, I was a fine arts major, but then I took some awesome English classes, including children's literature, with Professor Hedin," she wrote in an e-mail. Figuring out that she could specifically major in writing and illustrating children's books — and have Hedin for a sponsor — was a happy moment for Reynolds. The IMP "allows students to decide what they really want to do, instead of finding some other major into which they must squeeze what they want to do," she said.

Senior John Druska found that the classes dictated by his original major in the theater department didn't exactly serve his interests. He'd come to IU to act, and he'd taken a number of required theater and drama courses before he became an IMP student at the end of his first semester, sophomore year. "I had no desire for costuming or those things," he says. He is now majoring in cinemocracy. "It's just a fancy word for film study," he says.

Druska draws from three departments for his classes: theater, telecommunications,

Puzzle master Will Shortz, BA'74, the *New York Times* crossword editor who is featured in the recent movie *Wordplay*, may be the most recognizable IMP graduate, with his degree in enigmatology. But he's not the only alumnus to create a truly individualized major. Here are a few of the many interesting degrees awarded to past IMP majors:

- Meredith Briggs Skeath, BA'72: Interdisciplinary study of consciousness
- C. Michael Byrne, BA'74: The analysis of contemporary events
- David Eastman, BA'77: Psychospiritual integration
- Chad Williams, BA'79: Dynamics of death and dying
- Henry Harrison Huffman, BA'84: Biogeography/natural history of the Midwest
- J. Yael Fischman, BA'89: Comparative mysticism
- Marla Cohen, BA'87: Jewish history
- Sara Lyn Archibald-Wood, BA'91: Deaf children's theater

“The better the student, the better the IMP degree serves them. It’s not going to make a mediocre student look terrific.”

and communication and culture. Freed from stage lighting, stagecraft, and stage costuming, Druska can focus his studies on acting, directing, screenwriting, and production. If he’d stayed in theater, he says, he wouldn’t have experience in acting on film or studio taping. Having a sponsor who’s “on the same page as you” helps in designing your major, Druska says. Julia Fox, assistant professor of telecommunications, likes to hear his ideas, he says. Fox is also supportive of his final project — a series of movie scripts called the “Superdank Trilogy.” Druska adds, “My sponsor said that’s a pretty ambitious final project.”

IMP students have a number of options when it comes to the final project. They can do an extensive research paper, a professional internship, or a creative project, which is especially appropriate for musical theater, contemporary dance, or film majors. Some final projects are exceptionally ambitious and therefore expensive

for the student. Most fashion design majors will put on a fashion show, Hedin says, even though that is not specifically required. Musical theater majors will often rent a performance space or piano for their final project.

This expense ties in with one of Hedin’s goals for the future of the IMP. “I want to do more in fundraising,” he says. “And the most obvious place to channel that money would be for art grants so that for students who have a project, we could come close to funding the whole thing. That would seem to me a better use for money than giving one student a \$5,000 scholarship.” Currently the IMP isn’t able to offer scholarships, although the university’s Hutton Honors College has recently established a fund to help IMP students finance their final projects.

Another goal Hedin is consistently working to meet is increased exposure. “Ideally, every student in the university

should know about the program,” he says. IU sends out information about the IMP to incoming freshmen, but Hedin says many students, and faculty, still don’t know about this unique opportunity. And if they do, they probably heard about it from a friend. “We do everything we can; nonetheless, often when students come in and we say, ‘How did you find out about the program?’ it’s by word of mouth.”

Most of the changes Hedin wanted to see take place have come to pass, he says. The IMP is a more social department now. “The danger here is isolation,” Hedin says, because IMP students are not taking classes with one another. There is an inherent lack of the kind of support classmates can offer.

“If they feel they lack direction and aren’t assertive about asking for it, I sometimes think people do feel they’re adrift,” Aarstad says. “And we do find that occasionally in alumni responses.”

Hedin created the student activities committee, which plans dinners, parties, and theater outings. The IMP also holds its own graduation ceremony, now in its fourth year. Students are presented with an individualized certificate, along with their official diploma from the College.

And after graduation? How does an IMP degree hold up in the professional world? “The better the student, the better the IMP degree serves them. It’s not going to make a mediocre student look terrific,” Hedin says. “But my strong nine-year experience says a very good IMP student does better than a very good other student, because on top of a 3.8 GPA, they’ve demonstrated imagination and tenacity and they’ve done a final project of a substantial nature.”

Current students are positive about the power of their IMP degree. “I think it’s prepared me a lot more for what my future profession is,” Druska says. Buono echoes this sentiment. IMP students benefit from specialization because they know what they want out of their studies, she says. In school, they get to study “what they want to do with their future.” Reynolds says her studies are so specific she’ll “actually know what on earth I’m going to do next, and I’ll be prepared to do it.”

Nicole Brooks is a graduate student in the School of Journalism and is the arts and culture editor at the Indiana Alumni Magazine.

A Lasting Legacy

by Jennifer Piurek

Louise McNutt, daughter of former Indiana Gov. Paul McNutt, made sure her success led to opportunities for others.

Some people seem destined for personal greatness, while some act as a vessel to help others to realize their dreams. Louise McNutt, daughter of former Indiana Gov. Paul McNutt, both achieved impressive career heights and made it a priority to create opportunities for others. Her distinguished 43-year career with the U.S. Department of State culminated with a position as United Nations adviser in the Bureau of Far Eastern Affairs, while her fondness for Indiana University inspired her to bequeath estate gifts to IU. One, in the names of her parents, has already provided 12 full-tuition fellowships for arts and humanities students in the College of Arts and Sciences. The other, amounting to more than \$6 million, will support doctoral students in the arts and humanities as they pursue their dissertation research. Louise, who died in 2000, “had a keen interest in seeing young minds grow and enrich themselves,” her cousin John Krauss said. “She really believed in what Herman B Wells meant when he said that he saw the whole world as Indiana University’s horizon, and that he wanted to bring that world to IU.” Here are two of the first crop of McNutt fellows.

Parlez-vous French?



Bryan Donaldson
PhD candidate, French linguistics

When it comes to learning a second language as an adult, there are two camps of scholars: Those who believe adult learners can never fully master the language, and those who think that it’s within the realm of possibility for adults to learn to speak like a native. Through his research on second language acquisition in adults who have learned French, Bryan Donaldson hopes to shed some light on the debate.

“Since I began learning French, I’ve been fascinated by the spoken element of the language, so my dissertation topic is a logical extension of a personal interest,” Donaldson says. His dissertation focuses on adult learners of French who have spent a long time in France, who use French every day for their work or with their family, and who are completely fluent and at ease in French.

“I’m curious to know to what degree the structure of their conversations and spoken interactions mirrors French native speakers,” Donaldson says. “There is lots of research documenting how learners gradually acquire a second language, but we don’t have a lot of evidence yet about how highly successful learners speak and interact spontaneously. Spoken French follows a different set of ‘rules’ than the French that’s often taught in classrooms or that people learn to read and write.” Donaldson is hoping to establish how well adult learners of French can pick up on this alternate set of rules, thereby contributing to the theoretical knowledge base of second language acquisition.

Donaldson came to IU in 2001 to join the French linguistics program and hopes to complete the program within the next year-and-a-half. He is currently living in France as part of an exchange, teaching English at a French university while collecting data for the dissertation.

— JP

The cult of the literary pilgrimage



Paul Westover
PhD candidate, English

“[The men that have lived] are not dead. They are still with us in their stories, in their words, in their writings, in the consequences that do not cease to flow fresh from what they did: they still have their place, where we may visit them, and where, if we dwell in a composed and quiet spirit, we shall not fail to be conscious of their presence.”

— William Godwin, *Essay on Sepulchres* (1809)

What motivates people to flock to the settings of their favorite characters from novels, particularly characters from books that were published hundreds of years ago?

Through his research on literary tourism in 18th- and 19th-century Britain, Paul Westover aims to illuminate the history of the literary pilgrimage, offering insight into the origins of the industry. “Just about anyone who has been to England has been a literary tourist. An American tourist in England can hardly help ‘doing’ Westminster Abbey and Stratford-upon-Avon,” Westover says. “In my view, literary tourism is a kind of ‘necro-tourism’ — a way of getting access to the dead.”

Westover says his research sheds light on contemporary phenomena, such as why literature students are sent on study abroad programs. “We take it for granted that certain kinds of literary knowledge are best gained on the spot. That assumption isn’t inevitable, though.”

His research has also gotten Westover thinking about modern forms of tourism based on an artist’s cult following. “Many IU students have been to Jim Morrison’s grave in Paris. It might surprise them to hear that, 150 years ago, students were going to Keats’s grave in Rome,” Westover says. “I’ll wager, too, that IU students have been to Preston, Idaho, to see Napoleon Dynamite sites. In my view, that is much like 19th-century travelers trying to locate the settings of their favorite novels. Why do people visit the homes of people who don’t even exist? It’s kind of wacky — and I’m really interested in that wackiness.”

— JP

OTHER LOUISE MCNUTT FELLOWS FOR 2006–07

Susan Curry (classical studies)
Charles Egeland (anthropology)
Melinda Fagan (history and philosophy of science)
Jennifer Hayes Clark (political science)

Joanne Quimby (East Asian languages and cultures and comparative literature)
Andrea Solomon (psychological and brain sciences and neuroscience)
Georg Theiner (philosophy and cognitive science)
Narine Yeghyan (telecommunications)

IMP students are often one-of-a-kind.

Below are some of the majors current students are working on:

- Forensic sciences
- Video-game design
- Sustainable education, awareness, and development
- A holistic approach to environmental and cultural awareness
- Community conflict resolution in Latin America
- Wearable art with social perspective
- Japanese animation
- Aesthetics of the Biblical tradition
- Writing for sequential art
- Black music and creative writing

A Bard by Any Other Name

by Timothy Goeglein

Georges Edelen was one of the greatest professors of English in the history of Indiana University. That's my belief, at least, but I'm sure I'm not alone. Natural modesty and humility were his disposition, and his profile in the life of the university was never red hot. His students loved him because of his remarkable humanity, wit, and learnedness. He conveyed a moral duty to be intelligent, and you had the sense, sitting in his classroom, that if need be, he could have recreated our civilization from scratch.

There were never any fire bells ringing in the night with him. No faddish scholarship. No sense of the primacy of Shakespeare through the lens of the avant-garde or yesterday's fashionable academic journal essay. I think it possible he believed the avant-garde was over, maybe spent. No more ways to shock people, it would seem. It wasn't that he didn't want his students desensitized to what was becoming of literature by the early 1980s. (There were a lot of "-isms" creeping into the study of the Bard by that time.) For Georges, the plays were the objects of his

In the course of two years I took his superb Shakespeare courses, we read more than half of the 38 plays, and not a few sonnets. We would read whole scenes again and again. Each day in his class, over those four semesters, was an epiphany. How could he know so much about each and every play, scene by scene by scene?



passion, not the -isms, and he kept his classes on a remarkably high plane.

A lot of us had only read of the teaching of Shakespeare by the great professors of American academic history — George Lyman Kittredge at Harvard, Mark Van Doren at Columbia, Harold Bloom at Yale. We who were privileged to sit in Georges Edelen's IU Shakespeare classes felt we were in the company of a fellow master, albeit a humble one.

I very clearly recall a fellow student raising her hand breathlessly one morning to tell him she had read a review of a new Shakespeare biography over the weekend that doubted the playwright's authenticity. Professor Edelen reassured the student that such books, and such speculation, were actually part of Shakespeare's biography itself, and had no bearing on the plays at hand. He said students could comfortably believe Shakespeare wrote all the plays, and that whether he did

or didn't — and Professor Edelen firmly believed he did — the greatness of the literature was not in doubt.

I remember another student demanding that Professor Edelen change her grade on a composition, that surely the grade he "gave" her — a C — had been misapplied. "No, no, Miss Jones," he replied with a grin. "You earned it all by yourself." Even she laughed.

In the course of the two years I took his superb Shakespeare courses, we read more than half of the 38 plays, and not a few sonnets. We would read whole scenes again and again. Each day in his class, over those four semesters, was an epiphany. How could he know so much about each and every play, scene by scene by scene? I once asked him how much scholarship he had read over the years to develop such command and expertise. "I do something really radical," he said. "I read the plays themselves. There seems to be a lot of opinion and attitude now. But the plays stand on their own. They wear well." And that was that.

We began a decade-long correspondence after my graduation in the spring of 1986 that totaled dozens of letters by the time of his death in August 2002. In reviewing those letters now, I have come to appreciate the remarkable variety of his gifted mind and style. Although he lived in Bloomington during the academic year, he



Georges Edelen at his summer home in Maine with Timothy Goeglein and Goeglein's son, Timmy.

and his beloved wife, Vicky, spent each summer on Vinalhaven Island off the coast of Maine, working an 18th-century farm that he loved as much as life itself, a bucolic place that my family and I would come to visit and love, too.

His erudite and charming letters to me came to vividly mark the seasons on Vinalhaven, including everyday events that had caught his fancy. He wrote of life there with an intensity and verve that borders on the poetic. His letters always came to me typewritten on an old upright on plain white bonded paper. In fact, the typewriter sometimes became a character in his writing.

"I brought this old portable of my mother's up here, since we never used it in Bloomington, and I'm not sure I've mastered all its idiosyncrasies yet. Actually, since it uses a fancy kind of ribbon holder that is probably no longer

The world seems a lesser place for Georges Edelen's death. He embodied the humane tradition of high learning. He did not compromise his personal or professional integrity to score points with students or colleagues.

obtainable, its life may be quite short. The problems of living on technological cusps. Vicky claims that writing letters by hand forces her back into forgotten modes of composition. Do you suppose the monks in the scriptoria had similar beefs post-Gutenberg?"

The personality of the island always captured his style most succinctly. "As you can see, we are safely here, after a pleasant and digressive trip across [by ferry from Rockland]. We've had excellent weather so we've been mostly working outside. Thanks to an early spring the grass was knee-deep, so willy-nilly we had to hay and rake, but after three mowings in 10 days the lawns look civilized and even the fields have been trimmed. This is apple-blossom time, and lilacs (the big white one across from the house has never been more lush, simply gorgeous) and columbines. All part of the kaleidoscope. But you can imagine it now, except perhaps for the road which is remarkably smooth (comparatively) after all the work we had done on it over the winter. We don't aspire to be an extension of the Maine Turnpike, but it is a pleasant change to drive it without worrying about damage to the spleen."

Here is how he crisply described the first photo we sent him of our new baby son.

"What a wonderful picture of Timmy. And what a handsome fellow he is turning into (thank heavens he takes after Jenny). I like the suggestion of mischief around the mouth, though, to cut the sweetness. Pure angelic always raises suspicions." How right he was, having raised three children of his own.

He routinely found the winsome in the otherwise mundane.

"No news here, we're having a quiet summer of it, no visitors as yet but family and friends from all over, lots of dinners and evenings of bridge and talk. In a couple of weeks all our kids are coming at the same time, and a good many cousins to boot ("cousins by the dozens"), in a kind of family reunion. The various family houses on the island will absorb them all, but we shall be shaken out of our torpid ways. Temporarily."

The world seems a lesser place for Georges Edelen's death. He embodied the humane tradition of high learning. He did not compromise his personal or professional integrity to score points with students or colleagues. He was comfortable with the folly of the human condition, which he believed happily and securely immutable. It was the same quality that made Shakespeare such a great playwright: so much humanity, so much excellence, so much humor, so much forgiveness.

I was on the Bloomington campus at Christmastide last year and happened to be in the student union. Two sophomores were sitting near the bowling alley, discussing their classes for the next semester. Both were taking a class on the Bard. I asked them whether they knew of Georges Edelen. "Oh yes," said one of the women. "Didn't he write plays at the same time as Shakespeare?"

Georges would have loved that. ■

Timothy Goeglein, BA'86, is a special assistant to President George W. Bush at the White House.

Right as Rain

by Emily Williams

Seattle skies notwithstanding, two College alumni are in their element working for companies that produce the city's most famous exports — computers and coffee.

Mention Seattle and most people think of one thing — the weather. That is, rain.

Seattle averages more than 150 rainy and 200 cloudy days each year. Even though residents tend to shrug off the damp winters and focus on the beaches, mountains, mild temperatures, and lush rain forests that come along with them, things always seem to come back to the rain.

Just as it defines the area's weather, the long, rainy winter also shapes Seattle's culture. At the very least, it is a city made up of almost 4 million people content to wear Gortex half the year. Combine that with a healthy dose of West Coast pioneer spirit, perhaps the most literate and college-educated population of any major U.S. city, and a lot of time for indoor pursuits and it seems almost inevitable that you'd wind up with the world's most successful and charismatic corporations in two fields: coffee and computer software. Equally inevitably, IU alumni are in the thick of it at both Microsoft and Starbucks — wearing their Gortex, braving the rain, and leaving their mark.

Global software giant Microsoft is actually based just outside of Seattle in Redmond, Wash. Microsoft Windows is the world's most widely used operating system and corporate revenues in 2005 were close to \$40 billion dollars. But that isn't exactly what makes Steve Aeschbacher's job as a lawyer for the company so exciting. Being on the cutting edge of information technology also puts Microsoft on the cutting edge of legal issues in the field

A Cincinnati native, Aeschbacher graduated from IU Bloomington in 1982 with an undergraduate degree in political science. After earning a law degree from the University of Michigan, he moved to Salt Lake City to see what he thought of life outside the Midwest. It agreed with him, and he says that before he knew it, he was a partner at his firm and married with children. It was as a partner at that firm that Aeschbacher first encountered the Microsoft legal department. In 1997 he accepted a job in the litigation group of the department and moved to Seattle.

"As the Internet has grown over the last 10 years and computers have become tools of communication and entertainment, and not

just word processors and number crunchers, there's all kind of new issues that have come along," Aeschbacher explains. "And some of those involve Microsoft, and some of those I get to work on." The best-publicized example of these issues is Microsoft's anti-trust battles with the U.S. government. However, just about everything having to do with computers and the Internet would have been inconceivable to the framers of our legal system. Figuring out how that system applies to the new frontiers of computing is both a daunting and exciting task.

In addition to the professional satisfaction of working on interesting cases, Aeschbacher emphasizes how much he enjoys his coworkers at Microsoft. In fact, he compares it with the experience of being in honors classes in college. "Those people were interesting and challenging to interact with because they were smart and forward-thinking," he remembers. "And that's the way it is here. Pretty much everybody is smart and very hardworking. It makes it not just a bunch of people putting in time. It's a very motivated group of people who realize that, hey, if we do a good job we can make something that many, many people around the world will use and that will impact the way they do their work and live their life." Thinking about the effects of his work, Aeschbacher says he feels lucky to have a job that can deliver that kind of motivation.

Just as his colleagues remind him of the bright students he studied with in college, Aeschbacher likens the beautiful Microsoft cam-



Steve Aeschbacher

Courtesy photo

pus to the famously impressive grounds at IUB. "It's a lot like a college campus in terms of yards, plantings, play fields and cafeterias," he muses. That might be about as far as the comparison between old and new can go, though. "You never really see kegers," he jokes, "but you never know. They might just happen and I don't know about it."

Today, few companies can run without the kind of software Microsoft provides. In fact, there may be only one other product as crucial to the world's businesses — and Seattle is home to that industry's leader as well. Even though Aeschbacher is employed by Microsoft, he admits that since moving to Seattle, he has fallen firmly under the thrall of his town's other globally pervasive brand. "I'd never really been a coffee drinker. I made it through IU without, I think, ever having a cup of coffee," he says. "But now I've pretty much become a mocha person. Starbucks has worked its way with me." He's not alone: According to recent reports, Starbucks is now the largest coffee-shop chain and the fourth most recognizable brand in the world.

"Maybe it's our Northwest gray winters that make us want a little pick-me-up," suggests Miriam Effron, BA'61. She would know. At the high temple of caffeine itself, Starbucks' corporate offices in Seattle, Effron works as a systems analyst, designing and programming computer interfaces for the company's financial systems database. She describes her job as "challenging and creative," and says it's exactly the kind of thing she's always wanted to do... even though she took a circuitous route to get there.

The problem, really, was that she was ahead of her time. "I started at IU as a math major," remembers Effron, an Indiana native. "By the time I got to my junior year it was really theoretical math. I just didn't enjoy it as much without an application." So she switched to fine arts and hurried to fulfill requirements for a major in graphic design instead. Neither seemed exactly what she was looking for; in fact, what she was looking for didn't exist yet. "If there had been a computer science program back then, I would probably have continued in that direction," she says. "They had computers, but they were huge, huge things. Ordinary people didn't touch them."

After graduation, Effron worked for a publishing company, then left the work force to stay at home while her children were young. More than a decade after her first college degree, Effron landed in Seattle and returned to school for a BS in computer science. She has been working in that field for the last 25 years and says people often don't understand the succession of subjects she has studied. "People hear art major, math major, computer science and say, 'Oh that doesn't fit.' Well, it really does fit, because in each you're presented with a problem. You want something designed and you think of the most elegant way to do it." Computer science, for her, perfectly combines the empiricism of mathematics and the creativity of graphic design.

Effron has now been at Starbucks for six years and brims with positive descriptions. "High energy, really diverse, good people, socially conscious, aware of the environment ... it's a good place to work," she says. And the company's perks are second to none.

At Starbucks every employee (or partner, as they're called within the company) is trained as a barista as part of orientation — even computer programmers. And no old, beat-up coffee pots in the corner in this office. Instead, there is a full complement of Starbucks equipment and ingredients so everyone can whip up their java dream-come-true at a moment's notice.

Likewise, even routine meetings frequently feature coffee-tastings so everyone learns to appreciate the heart of the business. The strategy is certainly working: Effron talks about coffee beans with the terminology and enthusiasm of a fine-wine connoisseur. "My palate has become more refined," she admits. "I can appreciate that different beans from different regions roasted differently have totally different flavors." It's hard to tell if this appreciation for the company's core product affects her work with financial computer programs, but at the very least the extra caffeine can't hurt.

Just recently, Effron realized that a coworker of hers was also a Hoosier alumna. "I was walking past her desk one day and here was a photo of her baby in a little IU onesie. I had no idea there was this connection!" Little things like this keep her tied to her home state, reminding her of the Midwest's specific charms, like thunderstorms and fireflies, that the Northwest lacks. But these days Seattle holds her heart. "Coming here for me was like coming home," she sighs. "I don't like the short days in the winter, but I love the kind of variegated skies we have. There's just something about the beauty of the place that I fell in love with."

This connection with the landscape is something shared by many Seattle residents. For Steve Aeschbacher, the beauty of the sunny summer weather is what keeps him in the city's thrall. "The thing about Seattle is, it's about the prettiest place in the world when it's sunny... And so, you know, about 60 or 70 days out of the year it's just paradise."

Whether it's appreciating the velvety gray winter days or knowing it's all worth it for the achingly perfect summer respite, Seattleites do always seem to come back to the weather. Good or bad, it defines the area and seems to weed out ambivalent spirits, leaving a city full of confident, energetic people. That energy goes a long way toward explaining the evolution of Seattle's computer and coffee empires ... or maybe that's just all the caffeine. ☐

Emily Williams grew up in Bloomington but now lives under the Seattle-like skies of Portland, Ore.



Miriam Effron

Courtesy photo

Don Knauss

He's president and chief operating officer of Coca-Cola North America, part of the world's largest beverage company with consumers in 200-plus countries purchasing more than 1 billion Coke products a day. But once upon a time, Donald Knauss, BA'77, was a kid from Highland, Ind. He was the first in his family to go to college.

"When I came here, it was very intimidating to me," said Knauss during a visit to Indiana University's campus in January, when he had lunch with a group of students from the Liberal Arts and Management Program. "I was afraid I was going to fail out."

Taking a range of courses through the College of Arts and Sciences sparked Knauss's intellectual curiosity. Support from professors allowed him to excel in the history program, where he became an honors student. "The one thing I noticed about the faculty here — even though it's such a big school, there was a lot of caring and compassion for the students," he said. "That had a big impact on me."

Knauss's undergraduate adviser, the late Paul Lucas, provided guidance and support throughout his academic career. "I would say that he was a key influence in my life," said Knauss of Lucas, who also acted as his honors thesis adviser. After

completing his undergraduate degree, Knauss worked odd jobs around Bloomington and spent a semester in graduate school. "I worked at a liquor store and had my own janitorial business. I was 22, 23, and didn't know what I wanted to do. At this point in time, Paul [Lucas] reminded me that a lot of the liberal arts PhDs were driving cabs here in Bloomington. He said, 'You may want to get some other type of experience and then come back to this if you want to.' That's when I went into the military."

Knauss left Bloomington to enter the U.S. Marine Corps, soon becoming a battery commander. The positive, respectful attitude he learned there formed many of his current beliefs about effective leadership. "My first day in the artillery, there were 115 Marines," he recalled. "We'd been on the field for three days eating cold food. I was talking to a sergeant when some hot food was brought out, and I ran over to get in front of the line," Knauss recalls. "The sergeant grabbed me and said 'Lieutenant, in the field, the men always come first. If there's anything left, you can have some.' I never forgot that. The whole philosophy is based on love and trust for each other. People come first."

In 1981, Knauss left the Marine Corps for a position at Procter and Gamble,

which he jokingly calls "the civilian equivalent" of the corps. "Two weeks later, I was sitting in a cubicle in Cincinnati, Ohio, by myself with a 22-year-old person telling me what to do," he said with a laugh. He ended up thriving at Procter and Gamble, working in marketing positions there and at Tropicana Products Inc. Over the years, Knauss moved through a variety of executive positions with Frito-Lay, Minute Maid, and Coca-Cola before being named to his current position as president and chief operating officer of Coca-Cola North America in 2004. Coca-Cola North America is the company's largest operating unit.

Despite his position at one of the most successful corporations in the world, Knauss, a member of the College of Arts and Sciences Dean's Advisory Board, hasn't forgotten his early training — or where he came from. When he's interviewing employees, he looks for "passion over pedigree."

"When you interview people, you look at the body language. Are they sitting in the back of their chair or are they coming out of their shoes because they want the job? First is their drive. Second is the ability to think. Third is the ability to communicate. It's a dying art," he said. "Reading more is critical to writing bet-

He's the Real Thing

by Jennifer Piurek

Don Knauss, president of Coca-Cola North America, says integrity, intellectual curiosity, and humility are necessary ingredients for a successful business culture.

ter. At Procter and Gamble, their whole philosophy was 'If you can't write well, you must not think well.' Fourth is how well you connect with people. If you don't like people, get a different job."

Knauss's beliefs made an impression on LAMP students. "Don's story sincerely makes me believe I can be anything I want to be," says Dan Billick, a junior majoring in sociology with minors in communication and culture, Dutch, and small business management/entrepreneurship. "We came from the same area, worked the same jobs, studied similar subjects, and have similar beliefs. And he's the president of one of the largest companies in American history. If that's not inspirational for the College and its members, I don't know what is. Above all, Don sees himself above no man. He believes that love and respect should motivate people to do the right thing, not orders or commands. I will certainly remember that for a long time."

At Procter and Gamble, Knauss said he learned five core values similar to the five values at the heart of Coca-Cola's company culture: integrity, intellectual curiosity, optimism, compassion, and humility. "Those values are critical to how well you're going to do," Knauss said. "Think of yourself as a brand and keep building on those qualities. Think of how to make them part of the package of who you are. It's so easy to talk of values and so different to walk those values."

Knauss has learned that integrity goes beyond telling the truth. "It's about standing up and doing the right thing," he said. "I've learned in this business, because we're a franchisor, that if your bottling partners don't trust your integrity, you don't get anything done." Speaking about the importance of opti-

mism and intellectual curiosity about your business, Knauss cited Kmart and Wal-Mart. "Forty years ago, Kmart had 2,500 stores and Wal-Mart had less than 100. They both had basically the same strategy: everyday low prices. Today Kmart is working to transform itself to compete with the largest retailer in the world — Wal-Mart."

When Knauss returned to Coca-Cola's U.S. headquarters after running Coca-Cola South Africa four years ago, he had to lay off 1,000 employees. "It really ruptured the trust in leadership in the company, but I was honest and respectful with (the employees)," Knauss said. "Now, people are engaged in the business and starting to trust the leadership again. It's not easy to demonstrate compassion. I'd rather someone just be a jerk than to try to fake compassion."

At one of Knauss's quarterly town hall meetings with the top 500 leaders of the company, he was talking about the company's values when someone challenged him about his inclusion of "humility." "He said, 'I don't think you can be a leader and be humble.' I said, 'I'm not saying you should say, 'I'm not up to the task.' You've got to have self-confidence, but don't act like a big shot.'"

Matt Crawford, a senior majoring in international studies with a minor in Chinese, said he appreciated Knauss's down-to-earth attitude. "I liked that he talked about the core values of people. He didn't say one thing about making money. I thought it was really cool that even at a COO level, he's still focusing on values my parents taught me — especially in the age of Enron and Andersen."

After meeting with students, Knauss said many in the corporate world are extremely ethical. "It's ironic and unfortunate that

corporate life gets painted with the Enron and WorldCom brush, because the vast majority are decent people who have kids in universities like this," he said. "The 12 people I work with, who report to me, are very genuine, down-to-earth, caring people."

Abbey Rae Stemler, a sophomore majoring in psychology and the anthropology of health and illness, said meeting Knauss made her proud of the educational path she's pursuing. "Mr. Knauss was such a ringing endorsement for a liberal education. He didn't have an MBA or PhD, and look at him now. He told us how the individuals who go through liberal arts education programs, challenge assumptions, develop into lifelong learners, and broaden their perspectives are what companies want and need in order to be successful. He made me proud to be in the College — and gave me some major ammo for the debates I often find myself in concerning what I am going to do with a degree in psychology!"

Knauss's visit sparked his memories of IU in the 1970s. He lived in McNutt his freshman year and Foster his sophomore year before moving off campus with a friend he's still in touch with. He recalled being a graduate student when the IU basketball team won the NCAA Championship, going to the Von Lee theater, and hanging out at Nick's and the Gables. "I always loved the part of campus behind Woodburn Hall. It seems like if you can get people to see that part of campus, they're hooked on it. It's a tranquil place."

Knauss's IU connection may strengthen in the near future. One of his four children is considering attending IU, and the two are planning a campus visit for the fall. Knauss said he was impressed with the young men and women of LAMP he met. "There was some interesting feedback around the table," he said. "A lot of their passion is in learning more about a variety of things."

Combining a passion for lifelong learning with the right surroundings is the recipe for success, Knauss said. "So much of learning seems to be the people you surround yourself with. I was surrounded by good people here [at IU], I am surrounded by good people there [at Coca-Cola]. You've got to put yourself in the position where you're surrounded by good people, because that's what really pushes your learning." ■

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Gute Werbung für IU

Good press for IU has been common since Newsweek named it the nation's "Hottest Big State School" last August. Some of the most unusual publicity about this ranking, though, may be thanks to Fritz Breithaupt, associate professor of Germanic studies, director of West European studies, and co-director of the European Union Center of Excellence. One of the two major German dailies, *Die Süddeutsche Zeitung* (*The South German Newspaper*), interviewed him in March about what factors had earned the university this distinction. Describing the article to colleagues here in the States, Breithaupt promised it's more good press for the Hoosiers. "The tenor is good, especially if you understand German." Plus, he adds, "The paper has a large circulation, which does not hurt."

Scholarships and awards

Palmer-Brandon Prize

Seniors Kristin Michelle Smith and Zachariah Overlay earned \$20,000 each toward further educational expenses as this year's Palmer-Brandon Prize recipients. The competition is held annually to support outstanding full-time students majoring in the humanities. It was made possible by a gift to the College of Arts and Sciences in the 1980s from the late Ralph Graham Palmer and Barbara Brandon Palmer.

Smith, of Indianapolis, is pursuing a bachelor of fine arts degree in studio art-photography and a bachelor of arts degree with majors in history and French and a minor in art history. Overlay, of Zionsville, Ind., is completing majors in Spanish, anthropology, and Portuguese and a certificate in Latin American studies.

Beckman Scholars Award

Charles Haitjema and Aaron DeLoughery are the 2006 Beckman Scholars. Each student will receive \$17,600 to support two semesters plus two summers of scientific research. The scholarships are the final two of six supported by the Arnold and Mabel Beckman Foundation through the College of Arts and Sciences.

Haitjema, a Bloomington native, is a senior majoring in microbiology. His Beckman-funded research will focus on the plant pathogen *Agrobacterium tumefaciens*. DeLoughery, of New Castle, Ind., is a sophomore majoring in biochemistry with a minor in mathematics. His research will focus on a regulatory bacterial protein that coordinates many functions related to bacterial adhesion to surfaces.

Guidant Life Sciences Scholarship

Seniors Alec Sexton and Jordan Raynor will receive \$10,000 each as winners of the Guidant Foundation Scholarships in the Life Sciences. The awards are given to high-merit students in the life sciences who intend to pursue careers in the health-care industry. This is the second year that the Guidant Foundation has funded scholarships for students in the College of Arts and Sciences.

Sexton, of Fort Wayne, Ind., is majoring in biology and French with a minor in chemistry. Raynor, of Seymour, Ind., is majoring in psychology, with a certificate in neuroscience and minors in biology and religious studies.

Goldwater Scholarship

Seniors Elizabeth Adams and Robert Koffie have been named Goldwater Scholars for the upcoming academic year. Adams and Koffie were among 323 juniors and seniors nationwide to receive one- and two-year scholarships of up to \$7,500 per year. The scholarship was established in 1986 in honor of Sen. Barry M. Goldwater to encourage outstanding students in mathematics, the natural sciences, and engineering.

Adams, who is from LaPorte, Ind., is double-majoring in astronomy/astrophysics and mathematics. Koffie is a native of Ghana, Africa, and is double-majoring in physics and biochemistry, with a minor in mathematics.

Sticky situation

The bacterium *Caulobacter crescentus* lives on surfaces in rivers, streams, and human aqueducts. To keep from being washed away, it produces what scientists from IUB and Brown University reported in April is nature's strongest glue. IUB bacteriologist Yves Brun and his colleagues found the sugar-based glue could resist a force of about 70 newtons per square millimeter. That is equivalent to five tons per square inch — the weight of three or four cars hanging from a spot the size of a quarter. By contrast, commercial "super" glue can withstand 18 to 28 newtons per square millimeter.

Hypothetically, *C. crescentus*'s glue could be mass produced and used for medical and engineering purposes, such as a biodegradable surgical adhesive. It's especially valuable because it works on wet surfaces. "The challenge will be to produce large quantities of this glue without it sticking to everything that is used to produce it," Brun said. "Using special mutants, we can isolate the glue on glass surfaces. We tried washing the glue off. It didn't work."



Courtesy of Indiana University

Fossil fracas finished

In recent years, scientists in China and elsewhere have reported remarkable and controversial discoveries of animal embryo fossils. Remarkable, because such fossils could shed light on the mysterious appearance of animals in the fossil record between 500 and 600 million years ago. Controversial, because some scientists have questioned whether something as fragile as an embryo could actually be fossilized.

A report in March, authored by IUB biologists Rudolf Raff, Elizabeth Raff, and their colleagues, may have resolved the debate. "The fossils look great. The problem is, if you know

anything about embryos, their fossilization just doesn't seem likely," Rudolf Raff said. "It's like trying to fossilize soap bubbles. Some investigators showed that these fossils are being preserved with calcium phosphate, but they haven't explained how embryos could survive long enough for that to happen. We do that."

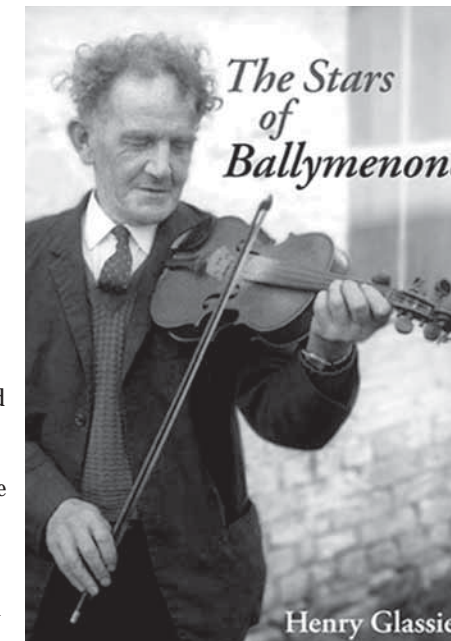
Using two sea urchin species as models, the scientists showed that the presence of chemicals like hydrogen sulfide could do the trick. These "reducers" slow internal cell degradation and inhibit nearby bacteria sufficiently that dead embryos could last the month or so necessary to be encased in minerals and fossilized. "It appears these formations in China had the conditions that would have preserved animal embryos," Raff said. "Hopefully, the question about whether this can happen can be put to rest."

The Stars of Ballymenone

Henry Glassie first visited the tiny Northern Ireland village of Ballymenone in 1972, the bloodiest year of the "Troubles." He found a place isolated by political, economic, and religious strife — without electricity, running water, central plumbing, telephone service, paved roads or, for the most part, cars. "Even at that time, friends in Ireland and other scholars in Ireland thought I was almost making it up. They didn't think it was possible that there was a community like that left," said Glassie, College Professor of Folklore at Indiana University Bloomington.

Glassie has written five books about Irish culture, including the much-acclaimed *Passing the Time in Ballymenone* (Indiana University Press, 1995), in which he examined life in the community. For his new book, *The Stars of Ballymenone* (Indiana University Press, 2006), Glassie focused on the people other residents admired. "They made their little poor forgotten world very rich by talking about not the general picture — which I did in *Passing the Time in Ballymenone* — but by pulling out those stars and celebrating them."

Today peace and prosperity have modernized Ballymenone and its residents. But Glassie, who has watched three generations come and go, will return again this summer to take copies of his new book to descendants of the village's "stars." "I go back because I have an obligation to the older people who are now dead to speak the truth as I understand it," he said. "I have an obligation to the next generation to make sure that they have access to this information as well."



This spring the IU Department of African American and African Diaspora Studies hosted an interdisciplinary conference on the African diaspora and the various meanings of race in the modern world called "Variations on Blackness." The conference concluded a yearlong focus on the topic by a faculty workshop and graduate research seminar.

IU professors Vivian Nun Halloran of the Department of Comparative Literature and Matthew Guterl of the Department of African American and African Diaspora Studies co-organized the initiative. They hoped the conference could begin to establish IU as a national leader in the study of race.

"IU has managed to make interdisciplinary work manifest across the College of Arts and Sciences and the Bloomington campus as a whole," Guterl said. "The real standard of interdisciplinary work is that it makes individual contributions to specific fields even as it encourages new connections across fields and disciplines. This doesn't happen easily, and it depends on the curiosity of students, the inventiveness of faculty, and the support of leadership in the university administration."

Good clean fun

Sex is complicated. And scientists have long wondered what evolutionarily benefits can justify the huge amount of energy animals devote to sexual reproduction. Wouldn't asexual reproduction be more efficient?

"It is known that sex is common in plants and animals, and that asexual species are typically short-lived, but why this should hold throughout evolutionary time is a great mystery," explained Susanne Paland, an IUB biologist. Paland and another IU biologist, Michael Lynch, answer this mystery in February's *Science* magazine. The reason for sex? Genetic housekeeping.

When sexual species reproduce asexually, they accumulate harmful mutations at an increased rate. Sexual reproduction, on the other hand, reorders genes and efficiently removes harmful mutations. Paland and Lynch proved this by comparing rates of protein evolution in sexual and asexual lines of *Daphnia pulex* (water flea). They found the asexual lines accumulated bad mutations four times faster than sexual lines.

Lynch commented, "Although there has been solid theory on the matter for quite some time, these results provide the first definitive proof at the molecular level that sexual reproduction magnifies the efficiency of natural selection in eliminating deleterious mutations from populations."

Every gift counts

With the departure of most students for three months, activities on campus have slowed to a pace that seems in keeping with the hot, hazy days of a Bloomington summer. Another group of new alumni of the College of Arts and Sciences has headed out into the real world, pursuing all kinds of interesting and exciting opportunities. As their futures materialize, we hope our new alumni will retain an interest in and demonstrate a commitment to their alma mater.

The College of Arts and Sciences is indeed fortunate to receive financial support from many of its alumni and friends. These gifts represent large dollar commitments from individual donors. These gifts may endow an undergraduate scholarship or graduate fellowship fund, a faculty professorship or chair, or name a building or a school. We are extremely grateful for such generous support. However, the publicity often associated with such gifts may lead some to conclude the College doesn't need or recognize gifts of smaller amounts. Quite the contrary. We value all gifts and appreciate the loyalty demonstrated year after year by so many who stand steadfastly by Indiana University and the College to educate students who will become tomorrow's leaders.

As you may know, the last few decades have seen a significant decline in the percentage of annual operating support provided by states to their public research institutions. IU has

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certainly experienced this decline from the State of Indiana. This negative trend continues and isn't likely to change. The primary sources of revenue for a state university consist of state support and tuition. As state support continues to decline and with a mandate to keep tuition as affordable as possible, private financial support is an increasingly important component of university funding. Each and every gift made to the College does matter! Have an enjoyable summer.
Yours for IU,

~ DAVID ELLIES

Communication & Culture

INDIANA UNIVERSITY BLOOMINGTON



- RHETORIC AND PUBLIC CULTURE
- FILM AND MEDIA STUDIES
- PERFORMANCE AND ETHNOGRAPHY

Full-time faculty: 21

Lecturers, adjunct, and visiting faculty: 3

Undergraduate students: 417

Graduate students (in residence): 15

PhD students: 42

Study options:

BA in communication and culture

MA in communication and culture

PhD in communication and culture

The Department of Communication and Culture was formed in 1997, drawing faculty from the departments of speech communication, comparative literature, telecommunications, English, anthropology, and folklore and ethnomusicology. We focus on three distinctive areas of research: rhetoric and public culture, film and media studies, and performance and ethnography, which combine to create a dynamic interdisciplinary environment for faculty and students alike. The department has quickly emerged as one of the most innovative communication programs nationally and internationally.

Communication and culture faculty explore the communication practices that have formed public culture over the past century, from film to the Internet, from photojournalism to global television, from political protest to social rituals. Recent books by our faculty have examined America's war on terrorism, the role of race on Puerto Rican television, the implications of the home theater phenomenon, and the complex ways that various media have constructed the cultural identity of the Berbers who live in Algeria and France. A number of new faculty hires over the past few years have made the department even more international and interdisciplinary.

We are delighted that IU students have found communication and culture to be such a valuable and thought-provoking major. Since 2000, our undergraduate majors have increased from 90 to well over 400. Our students have the opportunity to work with an innovative faculty, participate in internships and filmmaking workshops, and develop critical skills that will benefit and enrich them for the rest of their lives. Among our recent graduates are members of Phi Beta Kappa and the winner of the Elvis J. Stahr Distinguished Senior Award. Communication and culture students have gone on to different postgraduate opportunities, such as work in film production companies, public relations firms, not-for-profit organizations, and graduate programs at major institutions.

Our own graduate program consistently attracts top students from around the world, who thrive in an extremely challenging and innovative environment. They do original research on a wide range of subjects that draw on rhetoric, performance, and media studies — research that has been presented at leading academic conferences and published in journals such as *Film Quarterly* and *The Quarterly Journal of Speech*. In 2005, graduate Jacob Smith was honored by the Society for Cinema and Media Studies for having written the best dissertation of the year. Recent graduates have gone on to faculty positions at institutions such as Texas Christian University, the University of Nottingham, Allegheny College, Hope College, and the University of Massachusetts.

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The IU Alumni Association's new online career services center, **IUAlumniCareers.com**, is officially open! This Web site provides online career and mentoring services for IU alumni. Register at IUAlumniCareers.com to search for jobs posted by employers, post your resume for review by employers, or search for an alumni mentor for career advice.

IU alumni are invited to register as mentors to give career advice to their fellow alumni. As a mentor, you may choose how often and in what manner you wish to be contacted, and you may opt out of the mentor program at any time.

Employers are invited to register to post job openings, at no charge.

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FRIDAY, OCT. 13, 2006

Join alumni, faculty, and friends of the College of Arts & Sciences as they celebrate the achievements of the College and present the *Distinguished Alumni Award*, the *Distinguished Faculty Award*, and the *Outstanding Young Alumni Award* for 2006.

Distinguished Alumni **Dr. Lawrence H. Einhorn**
Distinguished Professor of Medicine and Lance
Armstrong Foundation Professor of Oncology,
Indiana University School of Medicine

Distinguished Faculty **Bernice A. Pescosolido**
Chancellor's Professor of Sociology and Director
of the Indiana Consortium for Mental Health
Services Research

Outstanding Young Alumni **Nathan J. Feltman**
Executive Vice President and General Counsel,
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