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Macalester Today

MMER 2010

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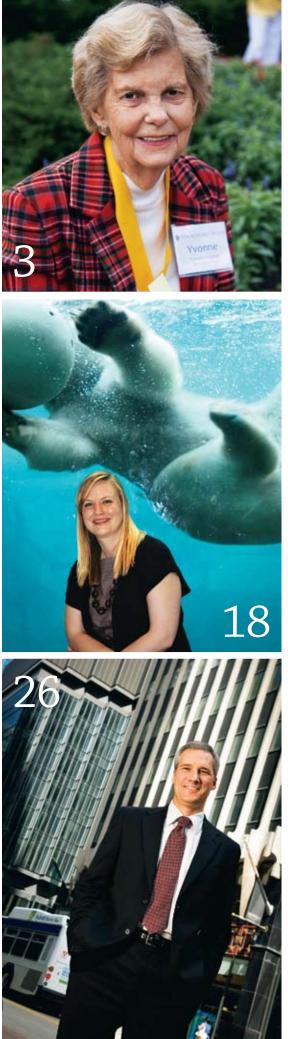
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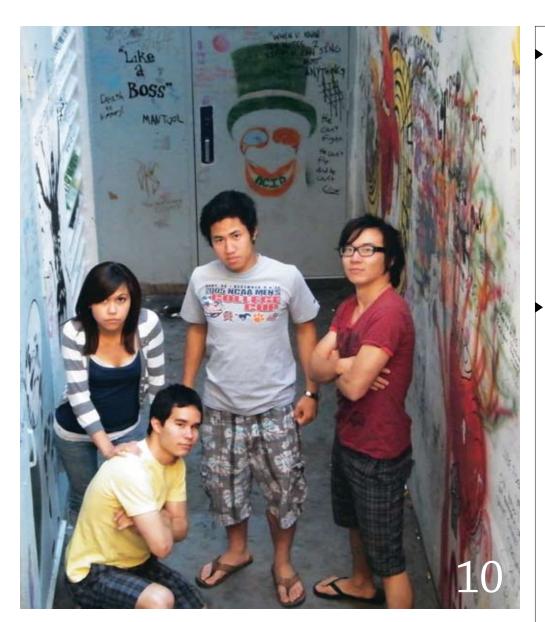
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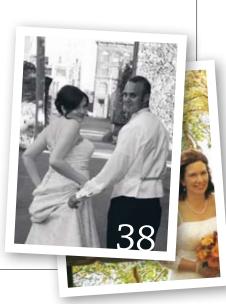
CORRECTION: The young man in the far left photo on the back cover of the Spring 2010 issue was misidentified as Wes Alcenat '10, chief organizer of the Haiti fundraiser. The man pictured was actually Maliq Muro '10, a co-emcee of the event.





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ON THE COVER: Mac Mayo scholars (photo by Kellly MacWilliams)

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Commencement Remarks

BY BRIAN ROSENBERG

This is the seventh time I've had the honor of presiding over Commencement at Macalester College, and with each passing year, I feel a stronger sense of pride—in the quality of education provided by our faculty and staff, in the distinctive mission of the college, and

especially in the extraordinary students with whom we are privileged to work. It is probably difficult for you at this moment in your lives, when your dominant feeling may be some combination of exhaustion, excitement, and anxiety, to realize how remarkable you are. But the rest of us know, and we expect great things from you.

Once you leave this place, the differences among you will become more pronounced. You will pursue different careers, live in different places around the country and around the world, even—believe it or not—come to hold a wider range of political and intellectual views. Your lives will follow different trajec-

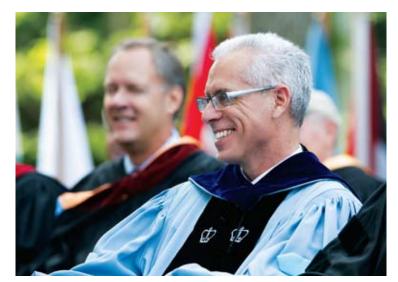
tories and you will seek success and happiness in different ways.

But my hope is that even as these differences evolve, you will continue to share certain traits that I like to think are hallmarks of a Macalester education. It is because of these traits that—to quote a bumper sticker we've given to alumni—the world needs Macalester. Indeed I would contend that it has never needed Macalester more.

Among these traits I would like to highlight three in particular. The first of these is civility. Stephen Carter, professor of law at Yale University, has repeatedly made the point that civility is not merely politeness and some desirable accoutrement of public discourse but rather the very foundation of citizenship in a democracy. "Civility," he has written, "has two parts: generosity, even when it is costly, and trust, even when there is risk." I want to underscore that point: generosity and trust, even at a potential cost. "Civility," he continues, "requires that we express ourselves in ways that demonstrate our respect for others....It creates not merely a negative duty not to do harm, but an affirmative duty to do good." Think about the nature of civic discourse toof civility and empathy. What you are being given this afternoon is a gift made possible by your families and this college, and with such a gift comes the responsibility to give back in meaningful service to the society that has made it possible. Service can take many forms; it can be public and visible or private and subtle; it can stretch across all professions

> and all communities. But make it a part of your lives. As graduates of Macalester College, as representatives of Macalester College, it is what you are called upon to do.

> As President of Macalester, I have the opportunity to interact regularly with alumni whose experiences here stretch back many decades. Of course they are not perfect, and of course not every one of them embodies the traits of civility and empathy or the spirit of service that I have highlighted. But these traits are far more in evidence among them than they are among the populace in general. Of course they, like most of you, brought with



President Rosenberg at Macalester Commencement, held May 15.

day and set yourself the challenge of modeling and reinforcing these essential dimensions of civility.

The second trait is empathy, defined most simply as "identification with and understanding of another's situation, feelings, and motives." It is in part to develop empathy in our students that we strive to create a diverse community at Macalester and that we emphasize internationalism and multiculturalism in our work. Empathy is the counterweight to parochialism and self-interest. It is a prerequisite for communication across social, cultural, economic, and religious boundaries. It is in short supply in today's world and thus very important for you to demonstrate as Macalester graduates.

And the third trait, finally, is a spirit of service, which I believe is a natural outgrowth

them an inclination toward these qualities when they arrived on this campus; otherwise I suspect they, like you, would not have elected to be here. But I choose to believe that your experience at Macalester has deepened and reinforced these traits in you and has prepared you to carry them into your lives beyond the college—helping, influencing, and setting the highest example for others. That you will do this I have no doubt.

So congratulations to all of you. May your lives bring you success and fulfillment and may you never forget that you always have a home on this campus.

BRIAN ROSENBERG, the president of Macalester, writes a regular column for

Macalester, Writes a regular country for Macalester Today. He can be reached at rosenbergb@macalester.edu.

Mac Reunion







Reunion 2010 "It was so great to be together"





"Attending Reunion 2010 was a great reminder of how many amazing people we all went to school with; it was both inspiring and fun to learn how Macalester graduates are positively changing their little corners of our world." —Ethan Roberts '96

"Reuniting with so many great people from a very important time in my life was a wonderful, enriching experience. I look forward to the opportunity to do it again in five years."

—Jane Hallas '70

"Thanks for a fun reunion. Mac does a great job of hosting—good food, nothing left undone, and warm hospitality."

—Muriel Gilman '72

"It was so great to be together! See you at our 50th back here at Dear Old Mac in June 2015." —Margo Holen Dinneen '65

"Reunion is like being a first-year without classes or studying . . . and a really good excuse to act like you're 19 again." —Alisha Seifert '05

Mac Reunion

A record 1,400 alumni and friends convened on campus in early June to become the Reunion community of 2010.

ALUMNI ASSOCIATION AWARDS

2010 Distinguished Citizens Judith Pearcy Christianson '60 David C. Bloom '65 David C. Hodge '70 Scott McCallum '72 Sarah J. Craven '85

2010 Charles J. Turck Global Citizen Award Steven W. Laible '67

Young Alumni Award Nicole C. Palasz '96

Catherine Lealtad Service to Society Award B. Todd Jones '79

2010 Alumni Service Award Raymond B. Runyan '72

M Club Athletic Hall of Fame Inductees LeRoy Martin '62, track & field Gary Davison '65, basketball Jeremy Steiner '70, track & field, cross country JoAnna Diebel Hesse '87, soccer, track & field, softball John Leaney, soccer coach







PHOTOS: GREG HELGESON



Summit to St. Clair

CAMPUS NEWS SUMMARY

PHOTOS: GREG HELGESON

Michael J. Davis '69 (far left), Chief Judge of the U.S. District Court, District of Minnesota and the first African-American federal judge in the state, was Mac's 2010 commencement speaker. For the first time, the college streamed live video of the ceremony. Westenley Alcenat '10 (inset), a political science and history major originally from Haiti, was the senior class speaker. Former Macalester President Robert M. Gavin, Jr. (1984–1996) received an honorary degree, along with retiring faculty members Karl Egge, Diane Glancy, and Fabiola Franco Barbier.

2010 Commencement

Tagging and Connecting

COMPUTER SCIENCE PROFESSOR **SHILAD SEN** (far right, shown here with Isaac Sparling '10) is jazzed about empowering people to be better online contributors. This summer he's directing eight students on two research projects that are opening new doors in academic networking and research.

The first project advances a site called Macademia, which connects Macalester faculty members who share research interests. An elegant visualization shows that Sen shares an interest in group psychology with fellow professors Kendrick Brown and Brooke Lea, and an interest in politics with anthropology professor Arjun Guneratne. Just go to the site and play with it. Simply as a fluid graphic, it's irresistible.

Sen and students are also working to expand that network to faculty of the Associated Colleges of the Midwest (ACM), of which Mac is a member. A \$19,000 grant from the ACM supports this work.

Faculty will describe their research with tags, and then Sen and company hope to use those tags to connect nearly 1,000 ACM faculty members. This could be a real boon for faculty researchers who are seeking collaborators. "It's fun to build sites," says Sen, "but the focus is on facilitating research."

Sen, who has been at Mac for two years, had previous industry experience with companies like Thomson Legal Research and Google. He's an expert on tagging in online communities. Many companies, such as Amazon and YouTube, which use online communities also use tagging systems.

Along with partners at the University of Minnesota, Sen recently received a four-year \$1.2 million NSF grant to develop a research collaboration between Macalester and the U, with tagging systems a focus. The grant will allow Mac students to work with graduate students; the NSF and

the U also hope it will encourage them to consider graduate school. "Mac students are the kind of people we want in our field," says Sen. "They're interested in the world and in why people do things. Our work is at the crossroads of psychology, computer science, and statistics.

"Also, they have their fingers on the pulse of online communities better than we do."



WEB CONNECT: http://macademia.macalester.edu/Macademia

Shaping the Future Mac

Kath

MILLION W

What does Macalester do well? Not so well? What curriculum and faculty will make us the college we want to be 10, 20, or 40 years from now?

The faculty's Educational Policy and Governance (EPAG) committee decided it was time to take on questions like these. So

they solicited input from the faculty through proposals, town hall meetings, and an online forum, and then proposed a curricular development plan. "They came up with some enormously strategic thinking," says Provost and Dean of the Faculty Kathleen Murray. "The plan joins 8 or 10 other criteria that we consider when prioritizing faculty hiring."

Some key points:

Strong, core liberal arts curriculum remains essential. Two areas highlighted for attention across disciplines are:

 Asia. This recognizes that an understanding of Asia is crucial when discussing not

also economics, environment, social change, etc. (A new major in Chinese language and literature was approved last spring.)

 Historical depth. A modernist outlook should not overwhelm the historical perspective.

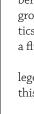
Areas of distinction, where Macalester can stand out:

• The global city. As an urban campus with a global focus, we have unique opportunities to study urbanization locally and around the world.

• Collaboration across disciplines through team teaching, to be supported by a new Fund for the Advancement of Collaborative Teaching.

As an example of a hypothetical teamtaught course, Murray proffered a course on air pollution in China. "You could look at air pollution from an environmental studies perspective and from an economics perspective. They would likely have two different sets of concerns. How do we reconcile them? Can they be reconciled?"

When hiring faculty, there are many factors to consider, from student demand to retirements. With this new curriculum policy guide, EPAG is offering a strategic look at how those decisions might shape the college.



HOTO: GREG HELGESON



Summit to St. Clair

CAMPUS NEWS SUMMARY















Winning **Big**

Macalester students scooped up numerous prestigious scholarships last spring.

• Allison Jacobel '11 (Northfield, Minn.) was awarded a \$7,500 Goldwater Scholarship, one of 278 students selected on the basis of academic merit from a field of more than 1,000 math, science, and engineering students nationwide. Jacobel, a double major in geology and environmental studies, plans to earn a PhD in paleoclimatology.

• Matthew Kazinka '11 [Iowa City] was awarded a \$5,000 Udall Scholarship, one of 80 students selected. Udall scholars are chosen for their commitment to a career in environmental, health care, or tribal public policy; leadership potential, and academic achievement. Kazinka is an environmental studies major with an urban studies concentration. He hopes to have a career as an organizer and innovator in the green economy.

• **Shelle Shimizu '11** (Mililani, Hawaii) has been named a 2010 Truman Scholar, the eighth Mac student to receive this award. Each Truman scholar receives \$30,000 for graduate study. Shimizu, a double major in political science and Asian studies, plans to pursue a joint law and master's degree in public policy after serving in the Peace Corps. The Truman's mission is to find and recognize college juniors with exceptional leadership potential committed to careers in public service.

• **Kyera Singleton '11** (Clementon, N.J.) was awarded a \$34,000 Beinecke Scholarship for graduate education. A double major in American studies and women, gender, and sexuality studies, Singleton is considering various graduate programs in which she can study history, African American studies, and post-colonial studies. Singleton was one of 20 students nationwide and the only private college student in Minnesota to receive this scholarship.

• **Kristin Riegel '10** (Batavia, N.Y.) was the firstplace, \$1,000 winner of the Presbyterian Outlook Church-College Partnership Award, given for the best essay written on the topic of how education at a Presbyterian Church (USA)-related college has shaped a student's faith and prepared her for service and leadership.

• Cecilia Martinez-Miranda '13 (Makati City, Philippines) and Michael Manansala '12 (Rochester, Minn.) won a \$10,000 Davis Projects for Peace Prize. Both students are natives of the Philippines and have returned there this summer to complete their project: a sustainable garden and environment education for a shipping-container school located in a poor area outside Manila. They plan to build a rainwater collection system, a compost bin, and an herb and vegetable garden, and to write a curriculum to educate the students about sustainable living—thus making a healthier school environment for these children, whose parents live by scavenging in a nearby garbage dump.

• Colin Williams '10 (Kent, Ohio) and Amanda Janoo '10 (South Strafford, Vt.) have won Fulbright awards. Williams, a double major in German studies and English, received a teaching assistantship to Germany. He'll be placed in a German high school where he will assist in teaching courses in American studies, including English language courses. Janoo, a political science major, received a research grant to India to investigate the economic competitiveness of the SEWA Trade Facilitation Center, an export-oriented grassroots textile cooperative in Ahmedabad. The Fulbright Program, sponsored by the U.S. government, is designed to increase mutual understanding between the people of the United States and the people of other countries.

Start date changed

Macalester's academic year start date was changed from Wednesday, September 8, to Tuesday, September 7, so that the first day of classes would not conflict with Rosh Hashanah. The Jewish holiday begins at sundown on September 8 this year. The conflict was brought to the attention of the administration by the Macalester Jewish Organization, which successfully lobbied the college to change the dates.



MACALESTER HAS LONG said that civic engagement and internationalism are two of its core values. The college's students embrace those values too and are determined to live them.

To help them do so, the Live It Fund was begun this year by the Institute for Global Citizenship's Student Council. The council asked students to define global citizenship and then propose a project that would enable them to live it out. Twenty-one proposals came in from 27 students, featuring partnering organizations from St. Paul to Cambodia.

The council picked six projects and funded them at amounts ranging

from \$500 to \$10,000. The money came from the President's office, and the hope is that many of the projects will find future funding from other sources in order to continue.

Following are the six projects chosen for this summer. Keep an eye on the Macalester website next fall as we report on how they succeeded.

MACALESTER WORLD CUP SOCCER CAMP,

Danny Calderon '11 Roughly 100 middle school kids will watch the World Cup games, learn about the culture and customs of the countries those teams represent, and practice soccer skills taught to them by collegiate soccer players.

• B.R.E.A.K.I.N. (Bringing Real Education to At-Risk Kids in Impoverished Neighborhoods), James "Flo" Zhou '13, Ty Hong '13, Stephen Peyton '13, Mary Pheng '13

These four students will be supporting the work of Tiny Toones Youth Center in Phnom Penh, Cambodia, which brings education to disenfranchised youth through hip hop culture and break-dancing. They'll teach and learn at the center and upon their return will share what they've learned about Cambodia's history, culture and contemporary challenges. They also will connect Mac's growing hip hop community to Tiny Toones.

• SI SE PUEDE! THE STRUGGLE FOR SOCIAL JUSTICE AMONG MI-GRANT FARM WORKERS, Marichel Mejia '11

Mejia will intern with the United Farm Workers for America at its Delano, California, office and help the group organize migrant farm workers in their campaign for workers' rights. She will also interview migrant farm workers and report on the challenges and struggles they face and how the UFW tries to help.

DAKOTA BIRTHRIGHT, Terence Steinberg '11

Santee Sioux Reservation members will join Steinberg in canoeing the reverse route of their 19th century exile from Minnesota to Nebraska. This voyage is being developed with the Minneapolis American Indian Center and Santee community elders, and will become a model for future trips.

• DRAFTING AN AMENDMENT FOR THE BUDGET LAW IN CHINA, Robert Woo '12

Woo is organizing a summit in his native China to engage scholars, policy wonks and citizens in reviewing the country's budgetary law and to facilitate drafting a new one that would better reflect the best interests of both the government and its citizens.

ACCESS COLLEGE, Jonas Buck '13

Buck is making an informational film explaining the college application process to make it more understandable and accessible to a wider range of kids. He plans to make his film, which will draw on the experience of both students and college counselors, available over the Internet.



Summit to St. Clair

CAMPUS NEWS SUMMARY

PITCHING ACE >>

James Murrey '10 (Western Springs, Ill.) became Macalester's first four-time all-conference pick last spring. He tied the MIAC all-time record for career wins with 28, while also setting the school single-season win mark with nine. Murrey led the league in strikeouts for the past two seasons, after finishing second as a firstyear and sophomore, and was ranked third in the NCAA Division III in strikeouts per nine innings with 12.6. He was selected as the team's Most Valuable Player for the third straight season. The Scots completed the season at 22-17-1 overall and 8-12 in the MIAC.



Paul Farmer to Speak at Mac

N.

AFTER SEVERAL YEARS of trying to get the world's highest profile global relief activist onto its campus, Mac has secured Partners in Health founder Paul Farmer to speak at the opening fall convocation. Partners in Health is an international health and social justice nonprofit that became famous when its founder and his work served as the subject of Tracy Kidder's 2003 book *Mountains Beyond Mountains: The Quest of Dr. Paul Farmer, A Man Who Would Cure the World.* PIH began its work in Haiti in 1987 and now has projects in Rwanda, Russia, Malawi, Lesotho, and Peru. In 2009 Farmer was named United Nations Deputy Special Envoy to Haiti to assist in improving conditions in that country. Because of space constraints, his talk on September 14 will be open only to the campus community.

ADMITTED STUDENTS BY THE NUMBERS



1,837 Number admitted

42.5 Percent admitted

207 Number who applied from California (top state)

> 90 Number of countries

> > 1410 Median SAT

31 Median ACT

74.5 Percent in top 10% of class



Molecular Mechanism Money

Devavani Chatterjea, assistant professor of biology, was recently awarded a three-year \$482,000 Academic Research Enhancement Award (AREA) by The National Institutes of Health. The AREA awards recognize scholars heading meritorious research programs with a human health focus and engagement

of students in biomedical research careers.

This award will fund Chatterjea's research into the cellular and molecular mechanisms of immune cell involvement in inflammatory pain. It will also provide research support for Macalester students.

DINOSAUR DOUGH

Kristi Curry Rogers, dinosaur expert and associate professor of biology and geology, has been awarded a five-year \$571,000 CA-REER grant from the National Science Foundation.

Rogers will use the grant to support her work on reconstructing the life histories of dinosaurs through detailed analyses of their bones, as well as to enhance her teaching and public education efforts.

She got interested in dinosaurs at age 6, Curry Rogers told *Macalester Today* (Winter 2009), when she read about the work of Jack Horner in an issue of *Weekly Reader*. After working at the Science Museum of Minnesota as a curator, she was hired by Macalester in the fall of 2008.

"Early on, paleontology was mostly about digging up bones because there was so little to go on. Now it's about looking deeply at the big story of evolution, of how dinosaurs lived and interacted," she says. "Everything that's a fossil is part of this context of the evolutionary history of life."

The Faculty Early Career Development (CAREER) Program is the NSF's most prestigious award for junior faculty. It's given to those who exemplify the role of teacher-scholars through outstanding research, excellent education, and the integration of education and research within the context of their organization's mission. Only one other Macalester faculty member has ever received this award: Former physics and astronomy professor Kim Venn received one in 2000.





How four smart Mac students evaluated the potential of a Mayo Clinic invention.

BY | JAN SHAW-FLAMM '76 \rightarrow Photos By | Kelly MacWilliams



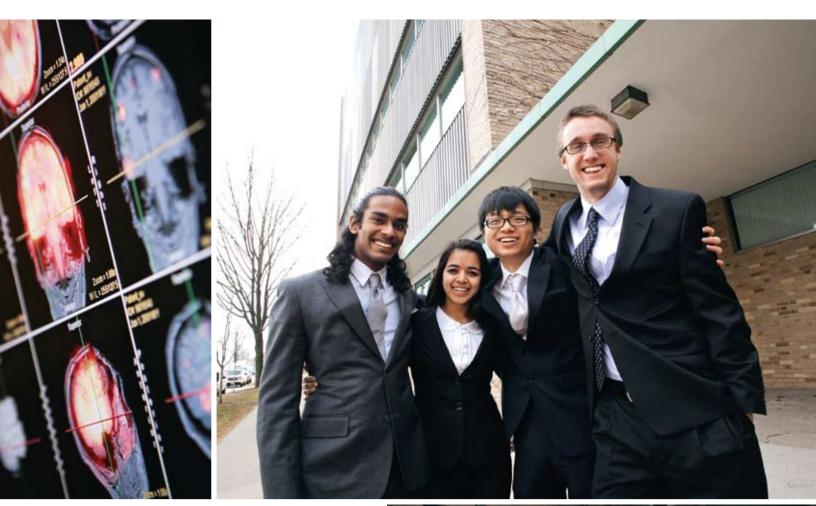


The four-student team met whenever their schedules meshed, sometimes from midnight to 2 a.m., powered by gallons of Red Bull and coffee. Days and nights the science students read journals and patents and combed databases, while the economics majors pored over market research. They lived with and grew to love the reality of cross-disciplinary collaboration.

It may sound like finals week, but this wasn't about grades or course credit. Instead, at stake was the next step in developing a new technology that could impact the lives of millions suffering from neurological diseases. Millions now, and with the rising numbers of aging baby boomers, millions more to come.

The inventors are physicians and scientists at the world-renowned Mayo Clinic. The evaluators are students: **Chen Gu '11** (Shanghai), **David Lopez '10** (Kuala Lumpur), **Varini Sharma '11** (New Delhi), and **Philip Titcombe '11** (Eagan, Minnesota). The process is part of the Mayo Innovation Scholars Program (MISP).

MISP, soon to enter its fifth year, brings teams of outstanding students from Minnesota private colleges together with the Mayo Clinic Office of Intellectual Property to evaluate discoveries arising from the work of Mayo researchers, and to make recommendations about taking those ideas to the marketplace.

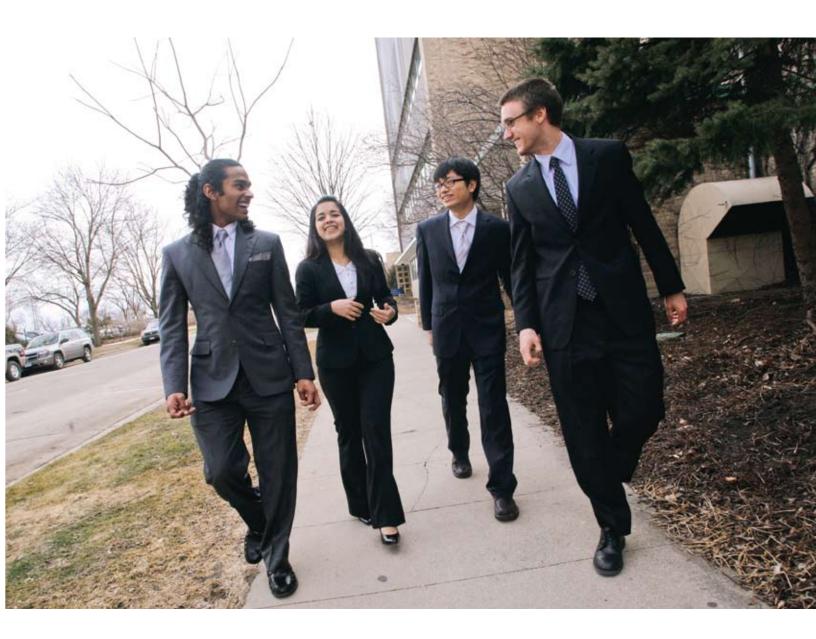


Even at their most exhausted, the **Macalester team members** were grateful for the chance to partner on an important medical project with the famed Mayo Clinic.



Clockwise from upper left: A brain scan; Mayo Scholars team (from left) David Lopez, Vaini Sharma, Chen Gu, and Philip Titcombe; the team joined by chemistry professor Chris Calderone (second from left) and biology professor and program director Liz Jansen (far right).





Students are given a description of a new invention being developed at Mayo Clinic and then they have six months to research it. At the end of the program they give a 45-minute presentation of their team's work to an audience of peers, faculty members from other colleges, intellectual property experts, and physicians and scientists from Mayo Clinic. They analyze the science behind the inventor's idea, present the potential novel medical and scientific applications of the technology, and make recommendations to Mayo Clinic as to whether and how to proceed with their idea, including identifying potential licensing partners.

And they do all of this on top of their regular class load and other obligations.

The Mayo Innovation Scholars Program is the brainchild of John Meslow, who early on approached biology professor Elizabeth Jansen and Joan Toohey, director of Macalester's Science and Research Office, to discuss the idea. Now retired, Meslow is a former president of Neurological Business and a former senior vice president at Medtronic. He had also served on the board of the Minnesota Private College Council, so he was in a unique position to envision the win-win possibilities that became MISP. "Macalester was one of the first colleges I talked with about the concept," says Meslow. "I found Liz Jansen and Joan Toohey to be very positive and receptive to the idea." Both women remain integral to the program, with Jansen serving as the academic program director.

Macalester's 2010 project dealt with novel chemical methodologies to enable drugs to traverse the blood-brain barrier, a physiological structure that prevents certain substances in the bloodstream from entering the central nervous system. While often protective, this barrier presents challenges in delivering medication to brain tissue. This hampers both the diagnosis and the treatment of neurological diseases, among them Alzheimer's disease and brain tumors.

David Lopez, an economics and math major who graduated in May, called the whole experience "a fantastic opportunity. It was wonderful to work with a group of both economics and science majors." Varini Sharma is an economics major. Chen Gu is a chemistry major and Phil Titcombe is pre-med, an economics major with a chemistry minor. "Phil and Chen gave us presentations on the blood-brain barrier, which helped us understand the science of it," says Lopez. "The experience really broadens your horizons, one of the benefits of the liberal arts."

Back home in Malaysia, Lopez had been educated

in the British system based on lectures and exams, and at first found Macalester a challenging environment. "Here we have to form opinions that others critique and comment on. The system values asking why and being open to questions." He credits this approach with helping their MISP team succeed, as well as positioning him for his new job as a research analyst with the Federal Reserve Bank of St. Louis.

Each student brought different strengths and skills to the team. Last fall both Lopez and Sharma took a class on business presentations from economics professor Joyce Minor '88, and they brought that knowledge to their Mayo work. Among other things, "the science students learned to present; we learned due diligence," summarizes Sharma.

"The most difficult part of the program," says Sharma, "is that it's not an actual class. While we were working on our Mayo project, we were also dealing with classes, job applications, and interviews, but we were committed to upholding the reputation of Macalester and to not letting down Mayo."

Why do students take on this extra challenge? Titcombe, the econ and chemistry student, has always been interested in biomedical research and called it "a perfect synthesis of what I'm doing at Mac." Lopez and Varini were attracted by the chance to get a real-world perspective. And as for Chen, he "wanted to understand how an idea becomes a product and to understand the relationship between the science and the market."

Gu, the chemistry major from Shanghai, immersed himself in the literature related to the blood-brain barrier, reading many of the approximately 100 sources cited in the appendix of their final paper, plus others they didn't cite. Two key sources were the U.S. Patent and Trademark Office's database and the NIH digital archive of biomedical and life sciences journal literature.

"There are programs like this in business or engineering schools, but this is highly unusual at the undergraduate level," says Jansen. "The process looks at all aspects—science, business, ethics. It's a perfect mix for the liberal arts student. I started out thinking, 'Isn't this nice of Mayo?' but I have come to realize that we are really helping them with analysis of their innovations and to identify new applications or potential licensees." (Mayo often enters into licensing agreements with commercial industry to further develop and market a given Mayo technology, rather than doing so themselves.)

After meeting with the inventor and a licensing manager from the Mayo Office of Intellectual Property, it's easy for students to get caught up in the excitement, but Mayo isn't just looking for a rubber stamp. If a product isn't likely to succeed, they want to know that. And there are endless considerations—*What's the competition? Who* else might use it? If it's designed for a hospital, does it have applications for first responders? What about the ethics of a diagnostic test for which there is no treatment?

And sometimes you hit a wall. Because of the years of research involved and the proprietary nature of the inventions, everyone involved must sign a non-disclosure agreement, and this article must necessarily be a bit vague, beyond saying it has to do with the bloodbrain barrier. Therefore, Titcombe's quote has been altered to be a bit cryptic: "After further research, we realized that the great thing was not so much the originally proposed application, but that you have this novel invention that's applicable to so many fields. Our biggest role as the science students was to branch out and tell the econ kids what markets they should look at."

From there, the economics students studied the incidence of the relevant diseases, costs of treatment, and competition in the marketplace, and they did a SWOT marketing analysis. SWOT stands for strengths, weaknesses, opportunities, and threats, and is a method used to analyze a business opportunity.

For all their academic brilliance, the team members are still students, and one of the benefits of MISP is its real-world aspect. "Science students may not be used to thinking about their audience," says Toohey, who works closely with the program. "They're all expected to present at a professional level and to present a report with a business plan." Nothing is taken for granted. "The students sometimes bring in their shoes and ask if they're okay. Our office keeps a supply of neckties to loan."

The months of study culminated in a 21,000-word report and an oral presentation at Mayo Clinic on March 12, the last of three days of presentations. Dressed in dark suits and dress shoes, the teammates gathered before dawn for a foggy drive to Rochester for four hours of presentations.

The wood-paneled room was set up for PowerPoint presentations and there were muffins and juice for those not too nervous to eat. With founder Meslow's final advice—"I want you to move ahead with confidence"—the presentations began. Each was followed by a question and answer session with the audience. The questions were probing but friendly, and the audience members' depth of knowledge was apparent.

There are no "winners," medals, or team rankings, but Mayo licensing manager Susan Stoddard told Jansen she thought Macalester had the most difficult project of the year and had done a great job with it. Following the presentations, the presenters and audience members enjoyed a celebratory luncheon at the English manorstyle Mayo Foundation House, the former home of Dr. and Mrs. William J. Mayo.



C There are programs like this in business or engineering schools, but this is highly unusual at the undergraduate level," says Mayo Scholars adviser Liz Jansen. "The process looks at all aspects—science, business, ethics. It's a perfect mix for the liberal arts student.)







Finally, the Mac Mayo four could return to campus to begin their spring break and the possibility of sleeping for more than five hours a night.

Even at their most exhausted, though, the Macalester team members were grateful for the chance to partner on an important medical project with the famed Mayo Clinic. Sharma had instant validation of the respect this experience accords: During her interviews for a summer job in investment banking, her experience with MISP was the only thing the interviewers wanted to talk about. (P.S. She got the job and is currently interning with UBS in New York.)

Lopez, the only graduating senior in the group, is now a research analyst at the Federal Reserve Bank of St. Louis. Titcombe is spending the summer at the University of Minnesota doing research on a

fellowship from the Lupus Foundation of Minnesota and also interning with Jennifer Gobel '81, a doctor at Mendakota Pediatrics in West St. Paul. He has his eye on medical school. Gu had a summer grant from the American Society of Plant Biologists to continue his research on plant growth hormones, plus a research opportunity at Princeton, where he'll study slime mold. He's contemplating a PhD program in biomedical engineering.

If the previous team's experiences are any indica-

tion, this year's Mac four will find their MISP project well worth the midnight oil they burned. For Meredith Pearcy '09, a senior specialist at global clinical diagnostics company Beckman Coulter, the program reconfirmed her interest in the biomedical industry as well as her preference for the business side of it.

Colin Hottman '09 has just finished his first year in a graduate economics program at Columbia University. MISP helped him discover he preferred academia to industry. Hannah Carlson-Donohoe '09 says that the Mayo program gave her confidence in her ability to independently research and understand new scientific concepts. She now works in a genetics lab in the Undiagnosed Diseases Program at the National Institutes of Health as part of the Intramural Research Training Award program.

Although it's hard to predict where this year's team will end up after Mac, it's safe to say at least this: Their careers will be forever colored by the chance to be Mayo scholars. \square

JAN SHAW-FLAMM '76 is a member of the communications staff at Macalester and a regular science writer for the college.



Images from Mayo (clockwise from upper left): Dennis P. Hanson, coordinator for Imaging Technology Development; David R. Holmes, director of the Biomedical Imaging Resource Core Facility; Hanson demonstrating with model spine; the whole Mac group, including (from left) MBA student team member Chad Leonard, Lopez, Sharma, Gu, Jansen, Titcombe, and Calderone, posing with a statue of the Mayo Brothers (from left), Charlie and Will.



MAYO SCHOLARS KEY PLAYERS mnprivatecolleges.org/misp

- Mac faculty advisors—Biology: Elizabeth Jansen (MISP academic program director), Chris Calderone, and Paul Overvoorde; Chemistry: Becky Hoye; Economics: Jeff Evans and Joyce Minor '88
- Mac's Science and Research Office director—Joan Toohey
- MISP founder and program director—John Meslow
- Financial support—Medtronic Foundation, Mayo Clinic Office of Intellectual Property
- Administrative support—Minnesota Private College Council





At St. Paul's Como Park Zoo and Conservatory, **Jessica Madole '99** does everything from illustrating signs to training volunteers.



BY | LYNETTE LAMB ightarrow Photo By | Kelly MacWilliams

WHEN POLAR BEAR ILLUSTRATIONS were needed for a new exhibit at the Como Zoo, Jessica Madole '99 drew them. When the zoo needed a live animal show this summer, she learned how to train chickens.

Being flexible and multitalented is an unspoken part of the job description for Madole, an interpretive coordinator and co-manager of visitor services at the popular St. Paul zoo and conservatory.

And during the last year she has picked up a third job, that of on-site project manager for interpretive displays for the zoo's new state-of-the-art polar bear exhibit, which opened last month. "Each of these jobs would be a separate one at most places," she says. But hers is a city-owned and operated, small-scale operation, despite handling up to 2 million visitors a year. So Madole must be a Renaissance woman, a role she has grown to love.

For example, she knew nothing about plants when she came to the Como Park Zoo and Conservatory after 12 years at the Science Museum of Minnesota. And now? "I know about almost every plant we have," she reports happily. "I still can't keep a plant alive at home, but I don't need to." She has written materials and interpretive guide talks on nearly every plant in the conservatory, "and we're getting new stuff every day," she says.

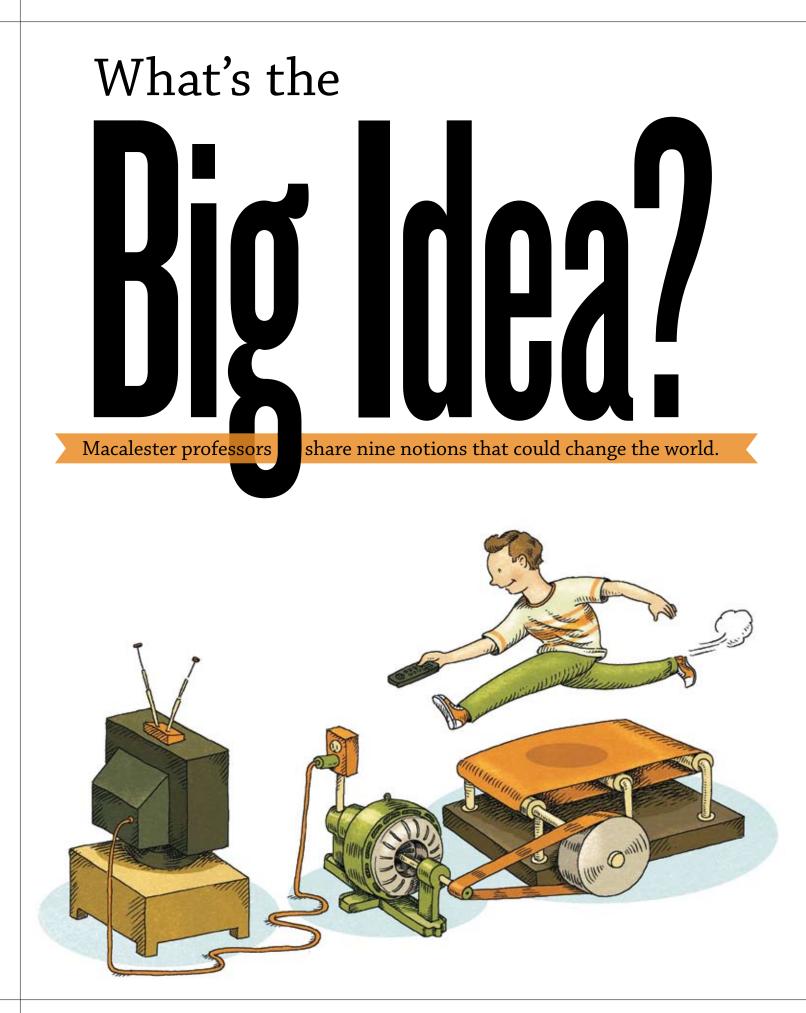
Although Madole is part of the education department, she's not involved with the official classes. "If you learn something at the zoo that you didn't pay for, it's my job," she says. What's included in that definition? Signage, literature, exhibits, zookeeper and gardener talks, seal demonstrations, training demonstrations, and the children's story time, among other things.

The new challenge of Como Zoo is what lured Madole there, despite her love for the Science Museum, where she started working as a high school senior. She was hired to work on the Jurassic Park exhibit, and stayed on, ending up as a program supervisor.

While majoring in anthropology at Mac, the St. Paul native often worked full time, or close to it. Over the years she had "practically every job there was," particularly enjoying the special exhibits, which ranged in topics from bats to circuses. She'd get six weeks to become an expert on a topic and develop a training program about it for interpretive staff and volunteers. "It was really fun to do stuff like research the bearded lady at the circus sideshow," she says. "Just having to become knowledgeable about something in a hurry was great." What better use for a liberal arts education?

Learning new things has continued for Madole at Como, where one week she might be asked to research and buy a sound system and the next she may be training customer service staff to run the seasonal butterfly exhibit. She also developed the zookeeper talks at the zoo. "Before that you might spend all day at the zoo and never see a zookeeper," says Madole, "or at least not know you had."

As for the new polar bear exhibit, that had a learning curve all its own. Among the other tidbits she's taken in: Polar bears have a keen sense of smell. "They love it during State Fair time," laughs Madole. "If the wind is blowing right, they're in heaven."



If you're like most Macites, you've had a few late-night discussions lamenting the world's problems and offering up your finely wrought plans to solve them. "If only they'd just *ask* me," you may have joked to your companions.

So, finally, we have.

We asked some of Macalester's brightest academic minds how they'd change the world if they held the power. It turns out that in their visions, the world would look a lot different than it does today. Your house, for instance, might have treadmills instead of couches. Your boss would be kicked to the curb. And your commute would cost you three times what it does today.

Whether you find these ideas incisive or insane, we're confident that you'll find them thought provoking. Read on to find out how Mac professors would tackle some of the world's biggest problems with even bigger ideas, all in 250 words or less.

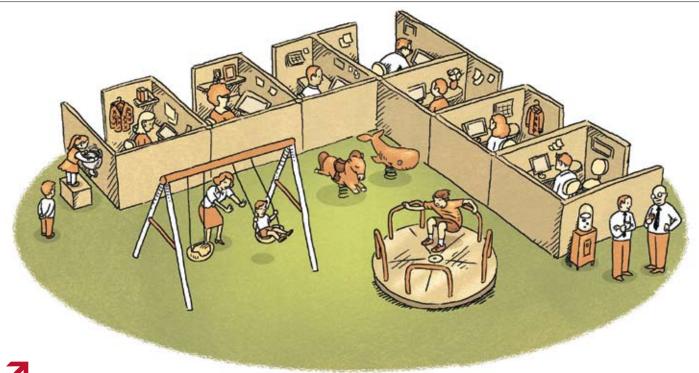
COMPILED AND EDITED BY | ERIN PETERSON ILLUSTRATIONS BY | WESLEY BEDROSIAN

Power Televisions and Video Games with Treadmills

David Chioni Moore is an associate professor of international studies and English.

Two of today's largest global problems are too much staring and not enough moving: Call it the soaring watch-to-walk ratio. In fact, diabetes rates are mounting even in places recently known for famine, such as China. For the first time in human history, there are more obese than hungry people worldwide. As the epidemiologist Barry Popkin put it (reworking a phrase of Thomas Friedman's): The World is Fat.

Linking screen time to a mild form of exercise would serve several purposes. Not only would it likely trim screen time, but it would cut our carbon footprint too. I'm not aware of any foot-powered video technology now, though there are office workstations with integrated treadmills. Though I'm generally quite active, even I could benefit from this idea. As I type these very words, I'm sitting on my couch, staring at my laptop screen.



7

Make Employers Offer On-Site Childcare

Karine Moe is a professor of economics and **Dianna Shandy** is an associate professor and chair of anthropology. They are authors of Glass Ceilings and 100-Hour Couples: What the Opt-Out Phenomenon Can Teach Us about Work and Family.

Quality childcare is expensive. In the United States, parents pay child care costs ranging from \$4,000 to \$14,000 per year for center-based care, depending on where they live. While the costs and quality of childcare are important to families, finding childcare that fits their work schedule is a major stressor for working families. Oftentimes centers will charge parents by the minute for late pickups, and will call child protection services if the parent is more than 30 minutes late. The inflexible opening and closing times of many childcare settings makes it incredibly challenging for working parents to respond to the demands of the modern workplace.

Employers that provide on-site childcare go a long way toward solving this problem. Studies show that employers who offer direct childcare benefits enjoy improved worker productivity and reduced turnover and absenteeism. Also, since employers don't pay payroll taxes on benefits such as subsidized childcare, companies can lower their tax burden by casting a portion of the employee's compensation as a childcare subsidy. These benefits also accrue to the workers on a tax-free basis.

So here's a call to employers: If you want increased productivity and reduced absenteeism, create an on-site childcare facility for your workers. By easing childcare related stress for working parents, employers could improve both their bottom line and their workforce morale.



Make All Donations to Political Campaigns Illegal

James Dawes is a professor of English and American literature.

Here's my idea: Eliminate bribery.

No, we haven't done that yet.

Imagine you and I are involved in a legal dispute. The night before the judge renders the decision, I give her \$50,000 toward her election expenses and take her out to dinner to explain my side better. The next day she decides that I win. You complain, but I reply: You cannot infringe on my right to free speech and giving money to her campaign is an expression of my free speech.

We cannot buy and sell judges, and we should no longer be allowed to buy and sell Congress and the president. We need elections that are exclusively publicly funded.

To paraphrase Gandhi: What do I think of American democracy? I think it would be a very good idea.

Make Everyone Teach

Ruthanne Kurth-Schai is a professor of educational studies.

We need our public schools to prepare all people to act as broadly educated, open-minded, intrinsically motivated learners throughout their lifetimes. Schooling should be about more than competitive performance on standardized tests.

We should commit to a vision of public education that promotes both personal fulfillment and social responsibility. We can redirect educational policy and classroom practice to ensure continuing opportunities for all children and youth to learn in order to teach, and teach in order to learn.

On a regular basis—in preschool through secondary school settings supported by public funds—all students should be supported in learning specific concepts or skills for the expressed purpose of teaching these skills to others. For example, kindergarteners might teach peers how to care for household pets; upper elementary math students might learn to teach basic math to younger students; high school students might analyze a social concern and then provide a range of educational and advocacy events to engage the broader public. At every level, preparation and performance of teaching and learning would become more complex, more challenging, and more enlightening. Young people would experience the power of using their knowledge to make a difference in the world.

For all people, teaching and learning could then be experienced as a way of life. It would sustain people's capacity for personal meaning and growth, for informed social advocacy, and for principled social action.

Fire Your Boss

Erik Davis '96 is an assistant professor of religious studies.

Our economic system creates wealth through work. Workers create this wealth through their work on the job, but are paid less than the wealth they create. It should be possible for us to manage our own jobs—and fire our bosses.

I envision an economy run by unions of workers at their individual worksites. Take healthcare, for example. Even when doctors don't have employers, they must nevertheless answer to insurance company administrators. They aren't doctors, don't have medical degrees, and don't know what the work actually involves. Doctors and nurses should fire their bosses and go back to providing healthcare that they control. With the profit motive eradicated, doctors can make a living while doing a better job of helping us live.

Everyone wonders if people would simply stop working without bosses—that there are too many lazy workers. To which I say: Would all lazy workers please raise their hands? No hands ever go up. If you ask people what they're afraid of, they'll give you all sorts of nightmarish fears. When you ask them what they themselves would do in a situation, they almost always give you the best possible answer. The truth is somewhere in between. But we can agree that those doing no productive work and reaping most of the benefits ought to be fired.

Require Quantitative Literacy for College Students

David Bressoud is the Dewitt Wallace professor of mathematics.

There are many common mathematical misunderstandings, but an important one is the idea of compounding. Consider a college student who for two years charges \$100 more per month than she or he pays off, building

a debt of \$2,400 plus interest. At 12 percent, the total debt is \$2,697. At 30 percent, the debt is \$3,235, more than $2\frac{1}{2}$ times as much interest.

The real difference occurs when this student pays this debt off. If the student now pays \$100 each month toward the outstanding debt, then at 12 percent interest it would take 32 months to pay off the debt of \$2,697, including the interest that accumulates while paying off the original debt. The student at 30 percent interest would take a total of 67 months—more than 5½ years and \$6,700 in interest—to clear debt plus interest.

Failure to understand compounding leads to poor financial decisions. People take on more debt than they can afford because they don't appreciate its effect. And this ignorance has been a significant factor in the housing bubble that led to our current financial difficulties.

Students study the mathematics of rates and percentages by eighth grade, but there is a significant difference between solving problems such as "What is 120 percent of 15?" and understanding the effect of percentage growth on compounding debts. Elementary mathematics in complex real-life situations is worth studying. It is called quantitative literacy. This must be part of the knapsack of basic abilities for all college graduates.

Design Governing Structures to Encourage Participation

Erik Larson is an assistant professor of sociology.

Admonishing, coercing, and providing incentives to individuals and organizations to do good things—eat more sustainably, walk or bike more often, use resources efficiently—are standard tools of leadership. However, governance works better when people have greater investment in the rules and goals. This investment tends to be greatest when people tell themselves what to do, how to do it, and why it is important.

Research consistently finds a gap between the law on the books and the law in action, since those who pass laws differ from those who determine how to comply with laws. For instance, equal employment opportunity law required that companies take action to ensure nondiscrimination. Companies responded by developing formal policies to demonstrate compliance, but didn't necessarily achieve substantive results. The problem stems not from ill will on the part of employers but from their desire to comply with legal mandates. Rather than requiring mere compliance, it would be more effective to engage organizations to determine smarter ways to address the enduring problems.

Truly effective participatory governance requires bringing together a diverse group of people in local environments. Working together on common problems can build better connections between people and foster innovative and creative ideas. Rather than designing settings in which people respond to directives from above, settings in which actors face diverse sets of priorities and values are more likely to generate creative ideas and new ways of approaching familiar situations.



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Read More Medieval Authors

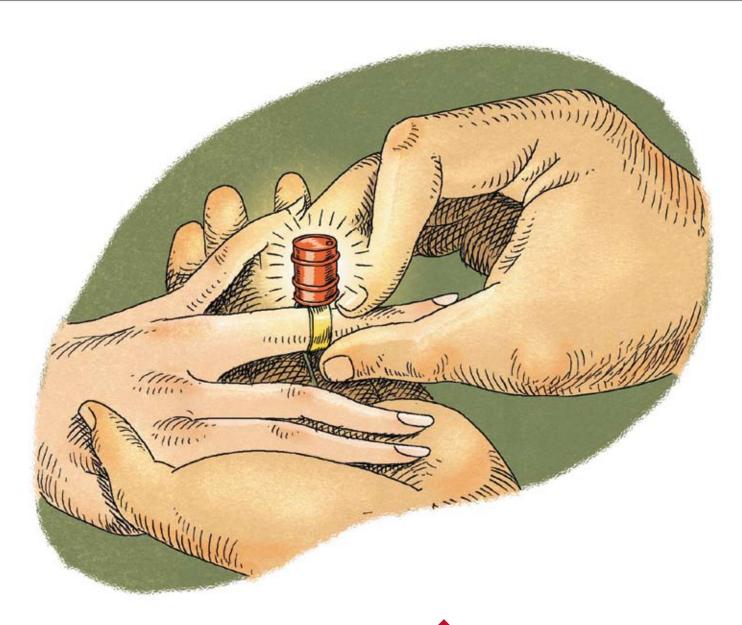
Andrew Latham is an associate professor of political science.

Today, it's easier than ever for people to share their thoughts with the world, whether it's in a 140-character Twitter update or a 500word blog post. Unfortunately, it's also easier than ever to say nothing at all with all those words. Too often, we skim the surface instead of diving deep into the issues that matter most.

Perhaps it's time to return to the medieval era—with its rich tradition of thinking on topics such as democracy, citizenship, rights, the common good, constitutionalism, sovereignty, civic virtue, and freedom—and see what conceptual raw materials we can collect and use to craft social and political theories that might shed light on contemporary challenges.

For example, the work of thinkers such as Albertus Magnus, Thomas Aquinas, John of Salisbury, Christine de Pizan, and John of Paris addressed questions as pressing today as they were a millennium ago: How should we live our lives as individuals? How can we live together in peace, justice, and the pursuit of the common good?

I'm not, of course, suggesting that these thinkers can provide direct solutions to the current era's challenges. But I am suggesting that recovering the intellectual toolkit of the medieval age might provide us with better ways of thinking about the great questions of our own.



Charge the True Price of Fossil Fuels

William Moseley is an associate professor of geography.

Some experts have estimated that the true cost of gasoline is about \$70 per gallon if you accounted for the environmental damage created by energy consumption, the health effects of fossil fuel-related pollution, and the wars fought to secure access to cheap energy.

Imagine if we paid even a tenth of this estimated true cost, or \$7 per gallon of gas. No longer would it be possible to live in car-oriented suburbs with limited access to public transportation. Our cities would become denser, demand for more and more diverse forms of public transportation would rise, and the market for alternative energy homes would skyrocket.

The way we practice agriculture in this country would become localized. Food production would need to capitalize on natural plant relationships, encourage agro-biodiversity, and be less processed. Decreasing demand for fossil fuels in the country, driven by higher prices, would allow us to stop fighting foreign wars to secure cheap access to oil.

A simple cost-of-living grant to assist the poorest Americans (funded at a fraction of the costs of the foreign wars we are fighting to secure cheap energy) would help ease the transition to higher energy costs. Other anticipated savings could be used to build a more robust public transportation network. Government policy helped us make the transition to greater energy use after World War II. There is no reason policy couldn't help us reverse the trend.

ERIN PETERSON, who writes for numerous alumni magazines, is a regular contributor to Macalester Today.



the Recession

For Macalester alumni working in the financial industry, the last two years have been a wild ride.

BY JACK GORDON

The economic meltdown of September 2008 looked scary to anyone who could read a newspaper. But to the people who work in the financial sector—Macalester alumni included—it looked at times like an outright apocalypse.

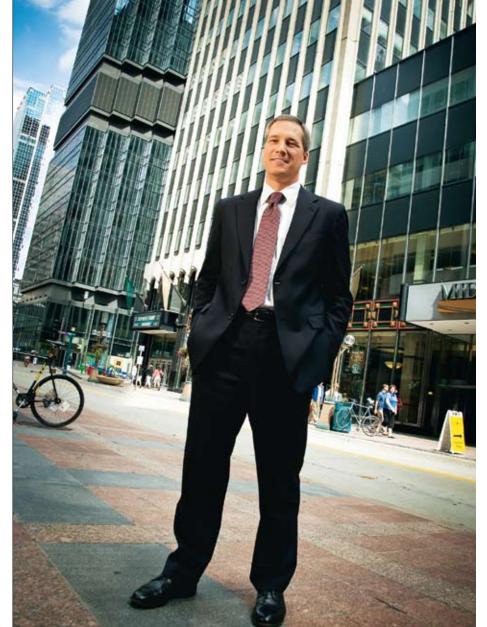
Trouble clearly had been brewing for a while. The subprime mortgage crisis began to reveal itself in 2007. Investment bank Bear Stearns collapsed in March 2008. But nobody was prepared for the events of September. In that appalling month alone, Fannie Mae and Freddie Mac, the big government-sponsored mortgage-lending enterprises, were placed into conservatorship. Lehman Brothers collapsed. Merrill Lynch was forced into a shotgun wedding with Bank of America. Taxpayers were introduced to the phrase "too big to fail" when they were told they would have to bail out insurance giant AIG. Washington Mutual, the country's sixth largest bank, was seized by the FDIC. To avoid the same fate, Wachovia Bank sold itself to Wells Fargo. essentially shut down. The world economy plunged into a deep recession from which we are still recovering in a sputtering and uncertain fashion. For some the phrase "Wall Street Greed" vied with Osama bin Laden for the title of Public Enemy No. 1. As this is written, in early summer, Congress is arguing about a new regulatory framework for the national financial system.

New worries continue to arise. Americans spent the spring of 2010 learning that the phrase *global economy*, tossed about so glibly, means that financial problems in a country the size of Greece can threaten to cripple the entire economy of Europe and exert a huge drag on our own.

What impact has all of this had on Macalester alumni who work in the financial industry? How has it changed their lives and their jobs? Do they agree that "Wall Street greed" was the primary cause of the 2008 meltdown? Was there a silver lining? `And what lessons do they think should be imparted to current students of economics?

By the end of that gruesome September, the credit markets had

Here is what we learned from four of them.



SCOTT BARRINGTON '90

Managing partner, Piper Jaffray Private Capital Minneapolis

fter graduating from Macalester with a degree in math and economics, Scott Barrington earned a law degree from the University of Michigan. As an attorney at Dorsey & Whitney in Minneapolis, he advised startup companies and private equity firms about leveraged buyouts, acquisitions, and initial public offerings.

After a few years he moved to Piper Jaffray, and in 2000 he helped launch the company's fund of funds team for private equity investing. He explains his role as creating investment opportunities similar to mutual funds, but with the investments going into private companies instead of public ones. "We'll pool \$100 million or \$200 million in capital and invest with 10 fund managers, who in turn will invest in maybe 200 private companies for one of our funds," Barrington says.

For instance, in 2005 Piper Jaffray launched the first private equity fund of funds devoted entirely to clean technology. That portfolio includes investments in everything from water-treatment companies

like Seven Seas to Tesla Motors, the California– based outfit that makes a fast-accelerating electric sports car.

Thus Barrington was pretty far removed from the mortgage-backed securities business that precipitated the events of Black September. But he remembers 2008 vividly. Early in the year, his team was raising money for its second clean-tech fund of funds. The usual sources for that money—foundations, college endowments, pension plans, and wealthy individuals-were very interested. On September 1 he had \$500 million in "indications of interest" for the new clean-tech fund. By October 1 that interest had evaporated. "We eventually ended up with only a \$100 million fund, and it took all of 2009 to raise that capital," he says. "The world kind of came to a stop for about a year, not just for us, but for everybody."

Business has improved greatly since, he says, but fund raising remains more difficult in the private-equity niche because investors are still nervous, and nervous investors like liquidity. "When you invest in private equity, which is what we do, it's not uncommon for your money to be tied up for five to seven years," Barrington explains. "You're investing in private companies to help them grow. That takes time."

Uncertainty makes his proposition a harder sell, even with the prospect of higher returns. Institutional investors "who are worried about what will happen if Greece blows up, followed by Spain and Portugal," are reluctant to tie up their funds for five years, he says.

Barrington remains close to Macalester, volunteering annually as a guest speaker in Karl Egge's economics classes. What would he tell students today about the causes of the 2008 crash? For one thing, he'd say that "Wall Street greed" is largely a red herring. Yes, he says, "some Wall Street bankers were greedy and maybe even immoral" for packaging up collateralized debt obligations and various bundles of what became known as "toxic assets," and selling them to

other institutions. And yes, he agrees that some new financial regulations probably are necessary.

But he is outraged that Washington's proposed solutions do not address the root cause of the subprime mortgage debacle that brought on the meltdown. "At the core of it was bad government policy, as implemented by HUD, Fannie Mae, and Freddie Mac," he says. "The unintended consequences of Washington's social engineering policies policies that interfere with the free market—led to Fannie and Freddie directly and indirectly making mortgages to people who never should have been given one in the first place. These policies allowed mortgage originators to sell all their loans to Fannie, Freddie, and Wall Street, which led to ever decreasing lending standards and loans to people who could not afford them, all just to keep the money-making machine turned on. None of this would have happened without Washington's tinkering and if loan originators had born a substantial amount of the risk that the loans they originate might someday default."

DENITZA BATCHVAROVA '06

Associate, Citigroup Global Markets Inc. New York City

enitza Batchvarova came to Macalester directly from her native Bulgaria, attracted by the school's reputation for friendliness toward international students. She majored in economics and math. When she graduated in 2006, at age 21, Batchvarova accepted a job with Citigroup. A year later she found herself in a ringside seat at the epicenter of the subprime mortgage fiasco.

Citigroup was one of the bellwethers of disasters yet to come. Its former CEO, Chuck Prince, resigned in November 2007 as losses from the company's mortgage-backed securities mounted into the billions. By April 2008 the company had announced layoffs totaling at least 13,000 jobs. By the end of 2008, Citigroup reportedly suffered at least \$65 billion in losses, most of them mortgage-related. Its stock

tanked to such a extent that at one point 73 percent of the company's value had disappeared. As one of the too-big-to-fail institutions eligible for taxpayer rescue, Citigroup received \$45 billion in federal bailout money.

Scary is the word Batchvarova uses to describe the period. Even after it was clear that the subprime bubble was bursting, she says, nobody anticipated a freefall so horrendous that it would wipe out Bear Stearns and Lehman Brothers. "It was scary to think that Citigroup might be next to come down. We had confidence that we could refocus and find our way out of the hole, and that we *should* survive, but the market wasn't rational at that point. You didn't feel that the most rational thing would be what happened next."

Batchvarova works on the investment-banking side of Citigroup. Her group specializes in the paper and packaging industry, helping companies acquire other companies, sell divisions, and raise capital. "We



work with real companies that make real products," she stresses, as opposed to companies that create exotic financial instruments. "But the blowup on the mortgage side scared investors away from everything, not just from risky investments.... The markets froze entirely."

Frightening though the period was, she discovered a silver lining. "For me, what changed was that we started working on more interesting things," Batchvarova says. Before the meltdown, she explains, with capital for mergers and acquisitions readily available, "all deals were pretty much the same." Life was easy, but the work involved little creativity.

After the meltdown, "we had to think more strategically about how to create value and how to fund deals," she says. "It used to be, 'here's a deal, here's how we'll fund it.' With new projects, it's now, 'Okay, how can we do this?"

Batchvarova is surprised but happy at the stock market's recovery since 2009. Despite continuing jitters, "I think investors' sentiment is that the economy has bottomed out. They're asking, 'How do we invest in companies that will benefit from an economic recovery?" That's good for her niche in the financial world, she says, because what kind of firms are those? "Real companies with real products."





ELIZABETH HOFFMAN '93

Principal, Berkshire Partners Boston

fter graduating with an economics degree from Macalester, Elizabeth (Beth) Hoffman earned an MBA from Northwestern University's Kellogg School of Business. She worked as a financial analyst for Morgan Stanley & Co. and for two venture capital firms before joining Berkshire Partners in 2003. Boston-based Berkshire Partners is a private equity firm, with seven institutional funds totaling \$6.5 billion. Berkshire has invested in a wide range of industries for more than 25 years, frequently by acquiring a majority or minority equity ownership position in mid-sized private companies. "Often we utilize leverage to enhance potential equity returns," Hoffman says. "Without available credit, there is more pressure on earnings growth alone to generate equity returns."

For months following September 2008, "the credit markets effectively shut down," she recalls. The nature of her dayto-day work changed dramatically. "Our focus was on maintaining liquidity for our existing portfolio companies," Hoffman says. Many companies operate with revolving lines of credit, for instance, and "there was some uncertainty about whether the bank would be there tomorrow to honor its revolver commitments."

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Without functioning capital markets, leveraged buyouts are difficult to complete. "With the new-deal market dormant, we were forced to think more creatively about where new opportunities might exist," Hoffman says. That translates to figuring out where the next phase of growth will be in a sector. She was involved in Berkshire's creation last year of Tower Development Corporation, a new entity formed in partnership with Crown Castle International Corporation of Houston to pursue new wireless tower builds and acquisitions. Within the communications sector, they are betting that demand for new wireless infrastructure will continue to be strong.

The markets have come back more quickly than she and others expected, Hoffman says. "There's a lot of worry about Greece, so right now it's a little fickle, but generally the credit markets are open again." For Berkshire, that's actually a double-edged sword, because it can lead to price inflation. "When credit is available, people can and will pay more for companies, so valuations tend to creep up. Right now, we're trying not to overpay."

Who is to blame for the 2008 meltdown and how can we prevent a repeat? The government push to increase home ownership played a role by "fostering an environment of extremely relaxed credit-writing standards," she says.

Also central to the problem, however, was that "people forgot about gravity.... It all would have worked if housing prices kept going up forever," she says. "People just didn't think the music would stop—or that it would stop on their watch."





SETH LEVINE '94

Cofounder and Managing Partner, Foundry Group Boulder, Colorado

eth Levine originally intended to become a psychologist, majoring in psychology and economics at Macalester. But when he left school, he got a job as an investment banker for Morgan Stanley. Then he moved to Colorado for "lifestyle reasons," working for a communications company and then in the venture capital world.

Foundry Group, which Levine cofounded in 2006, is a venture

capital firm that specializes in funding new companies in the information-technology industry. Although he's a bit embarrassed to admit it, from his point of view the 2008 market meltdown actually had a positive impact on his business.

"We raised our fund [from institutional investors] in fall 2007. So we had fresh capital to invest throughout the downturn" of the next two years, he says. Downturns are good times to invest in young businesses. In a recession, when investors are extremely cautious, "there are fewer dollars chasing those opportunities. So there was less competition for us," Levine says.

In fact, he says, a recession can be an excellent time to start a business. A startup has easier access to talent, office space, and even basic equipment like desks and computers. He points out that Microsoft and Cisco Systems both were launched during downturns.

"I think the world will look back on 2008 and 2009 and realize that a number of meaningful businesses were founded in that period," he says. "We were fortunate in our timing. We've been able to put together an exciting portfolio of companies." As an example, he cites Zynga Games Network Inc., founded in 2007, which makes social games for online players.

Levine recognizes that the recession has meant "a lot of hardship for a lot of people," including many of his own friends, "who have suffered dearly in this market." But the plain truth is that for him at least, the meltdown of 2008 was no disaster.

Now he's in a more mainstream position, hoping that the current recovery continues and strengthens. "We need to exit companies, too, and the landscape needs to adjust for us to see realizations from our portfolio," Levine explains. Then again, he's in no hurry for a strong sellers' market to develop. The oldest companies in Foundry's portfolio were bought in 2008, and he expects to hold onto firms for at least five years. "So we have lots of time," he says.

The main lesson he'd draw from the subprime crash? The same one that should have been learned from the In-

ternet bubble of the '90s: that "economies are cyclical," Levine says. A mortgage market that made sense only if housing prices kept rising forever was doomed because "markets behave as markets. The rules don't fundamentally change."

JACK GORDON *is a Twin Cities writer who specializes in business topics, writing frequently for* Twin Cities Business *and similar publications.*

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Business leaders continue to come up through the ranks at Macalester, among them three rising senior women who are interning this summer at New York City investment banks. They are **Eshita Sethi** (Gurgaon, India), Bank of America Merrill Lynch; Diarra Gueye (Dakar, Senegal), Credit Suisse; and Varini Sharma (New Delhi), UBS. All three took "Introduction to Investment Banking," taught by Joyce Minor '88, the Karl Egge Professor of Economics.

« Shown here near their Wall Street offices are summer interns (from left) Varini Sharma, Diarra Gueye, and Eshita Sethi, all rising seniors.

John Hanschen '73 manages the family carnival business he married into—and he wouldn't have it any other way.

BY | HELEN CORDES \rightarrow PHOTO BY | BRANDON PETREE



trolling onto the grounds of The Mighty Thomas Carnival on a balmy central Texas spring afternoon is like entering a Norman Rockwell painting. Beaming youngsters clutch cotton candy and beg parents for more rides on the vintage carousel while teens scream in chorus with each soaring swing of the Pharoah's Fury. The timeless mélange of carnival scents—sweet caramel corn swirled with tangy hot dogs—is tinged

with a Texas touch: barbecue slowly smoking for the Liberty Hill Livestock Association Cook-Off next door to the carnival. Hungry families line up for plates piled high in exchange for a donation to the Future Farmers of America and 4-H, while horseshoes clink in friendly tournament jousts.

John Hanschen '73 oversees this sunny tableau, as he has hundreds like it since 1976, when he started working for Thomas Carnival. For him, it's a point of pride that this traveling carnival, founded in 1928 by the Thomas family of Lennox, South Dakota, has stayed a family business.

"My wife's great-uncle started it," says Hanschen, "and our kids grew up helping out, just like my wife did when she was young." And the kids are still helping: daughter Katherine and her husband, Brandon (now joined by baby Mamie), manage the confection stand; son Mike drives one of the big rigs that move the rides; and son Andrew takes on jobs like repainting the carousel between stints of teaching English in Asia. Hanschen's wife, Carolyn, pitches in when she's not working for the Austin, Texas, school district as director of campus accountability, and Carolyn's sister, Margaret, has managed the hot food concession for 25 years.

Hanschen chuckles as he recalls the road that brought him to the offbeat occupation of carnival chief. "Growing up, it wasn't like I loved carnivals, although I must have gone to a few like every other kid," says Hanschen. He grew up on Minneapolis's north side, the oldest child of a postal worker dad and nurse mom, and was elated by his Macalester acceptance call. Though he loved English, he ended up as an economics major. He remembers "fantastic professors—Karl Egge

was brand new then, and you had to be on your toes!" Playing on the Mac basketball and baseball teams was a passion for the tall and lanky Hanschen, "but I got pretty good grades."

An internship with the St. Paul Companies led to a job in insurance underwriting, and that job in turn brought him to his future wife, a fellow underwriter in the Little Rock office. "We decided we'd give the carnival a try for one summer," he recalls with a laugh. The two never looked back, and in 1986 they became co-owners with Carolyn's sister Margaret and her husband, Tom Atkins.

Over the years, the math skills he honed in math professor John Schue's classes ("he made math make sense") proved priceless, as Hanschen juggled numbers for a complicated business that changes venues weekly during the 10-month carnival circuit. "We start in Texas in February and head up through the Midwest to Minnesota and over to Montana and head back down through Louisiana in November," Hanschen explains. Fuel is a potent factor to figure in, given that up to 100 trucks haul rides over long distances and daily operations are powered by two huge diesel generators. He's had to balance the rising cost of fuel, the high price of buying a new ride (up to a half million dollars), costly insurance, and maintenance with a keen need to keep prices reasonable for carnival goers.

Hanschen had to quickly master the logistics of setting up and breaking down 30 rides—"wish I would have taken more physics!"— as well as hiring and managing a workforce able to cope with the challenges of the mobile life. Carny workers, Hanschen says, have an undeservedly bad reputation. "I've worked with some fine people in this business," he says. "They've got to be good at people skills to keep all our guests happy and make sure things run smoothly."

And he's had to get used to a family life that had him on the road while Carolyn and the kids stayed behind in Austin for school and work. Still, he wouldn't have it any other way. "I like that we're providing a really nice time for people who probably won't be able to go to a Disneyland," he says, surveying the bustling carnival grounds from atop the Ferris wheel. "We started out keeping people entertained during the Depression, and we aim to keep doing that."

HELEN CORDES, who has written for many national magazines, lives just outside Austin, Texas.

Mac Connect

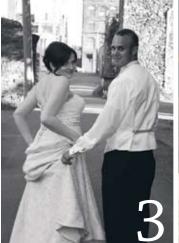
John Hanschen enjoys an occasional chicken fried steak get-together with an Austin area Mac alumni group organized by **Bookie Read-Orr '73**. He reports knowing two other Mac alumni in the carnival business: **Alicia Merriam '60**, retired co-owner of Merriam's Midway Shows, based in Tempe, Arizona, and **Kevin Koski '80**, a food concessionaire based in Sturgis, Michigan.

Catch The Mighty Thomas Carnival!

July 30-Aug 8 Aug 13-21 Aug 26-29 Aug 25-Sept 6 Sept 2-5 Sept 9-19 Sept 24-Oct 2 Oct 6-10 Oct 6-9 Oct 13-17 Oct 20-23 Montana State Fair Montana Fair Eastern Montana Fair Minnesota State Fair Beaverhead County Fair Utah State Fair Arkansas-Oklahoma State Fair West Louisiana Forestry Festival Jefferson Davis Parish Fair Rapides Parish Fair Washington Parish Fair Great Falls, Montana Billings, Montana Miles City, Montana St. Paul, Minnesota Dillon, Montana Salt Lake City, Utah Fort Smith, Arkansas Leesville, Louisiana Jennings, Louisiana Alexandria, Louisiana Franklinton, Louisiana

Mac Weddings







Carol I '91 and were n Minnea

Carol Marshall Nemanich '91 and Michael Nemanich were married in Minneapolis on September 26, 2009.



Andrea Heilman '02 and Bucky Koehler were married September 19, 2009, at the Marjorie McNeely Conservatory in St. Paul. The alumni who joined them are (from top) Stephanie Drinkard '01, Chris Kenyon '01, the bride, Kathryn Benz '02, Eli Effinger-Weintraub '01, Cole Sarar '01, and Drew Lindorfer '01. 2 Dev Oliver '04 and Datra Oliver '04 were married October 9, 2009, in Nassau, Bahamas. Pictured here with the new couple are their Mac friends (from left): Damion Rhudd '04, Kwame Phillips '01, Heather Cover '04, Elli Stephanede '04, Jared Davis '03, Camille Davis '04, Dominic Pearson '02,

Xaviera Williams '02, and

Nadia Pinder-Morris '03.



Stephanie Atwood '03 and Cameron Hatzenbuhler were married June 20, 2009, in Hancock, Michigan.



Kelly Loughman '01 and Tim Wallace '02 were married October 11, 2009, in Minneapolis. Also attending (from left): Todd Murray '01, Kelly Pezzella '01, Mike Johnstone '03, Diana Johnstone '01, Annemarie Ackerman '01, Zephy McKenna '03, Karin Halvorson '01, Annie Halland '01, Nick Elders '01, Sara Valesano '02, Laurel Havas '01, Jennifer Downham '91, Lilly Kan '02, and Joe Hanes '03.



6

Maren Bramhall '02 and Jason Askins were married on June 13, 2009, at The Grove Park Inn, Asheville, N.C. Other alumni who celebrated the occasion include (from left): Lizzie Christensen '02, Jessica Hopkins Buelow '02, Paul Chapman '02, Miriam Skurnick '02, Ben Chapman '01, Sarah Keiser Johnson '02, Damon Barna '02, and Caitlin Vatikiotis-Bateson '03. Dave Freeman and **Amy Voytilla '04** were married last winter on White Iron Lake near Ely, Minn.. The site of the ceremony was accessible only by lake. Many of the guests rode dogsleds to the ceremony. Lindsay Weinberg '04 a and Ben Chandler were married on September 26, 2009, in the Pulaski Park Fieldhouse in Chicago. Alumni attending were (clockwise from lower left): Kendra Ortner '03, Marc Friedman '02, Delaney Kreger-Stickles '02, Lucas Kreger-Stickles '03, George Weinberg '50, Janna Cuneo '04, Isabel Nelson '04, Dan Schwartz '03, Poppy Coleman '02, Taavo Smith '03, Jean Beyer Weinberg '50, Jeremy Karpen '03, Brie Callahan '03, Meara Borgen '04, and Morgan Feigal-Stickles '04.



Lailee Moghtader '96 and Rick Rosenthal were married June 14, 2008, in Washington, D.C. Present at the ceremony were (from left): Andy Sullivan '92, Meg Goetz '96, Casey Owens Casaes '96, Raphael Casaes '96, Sarah Erickson Moghtader '93, Paul Moghtader '93, the bride and groom, Carrie McGinnis '96, Elaine Cowles Fogdall '96, Kate Bell '96, Lorenzo Nencioli '95, Jane Lesnick '96, and Suzanne Roberts-Greene '96

GOING HOME AGAIN

BY GABRIELLE LAWRENCE '73, DIRECTOR OF ALUMNI RELATIONS

IT MAY BE TRUE that you can't go home again, but you can go back to college. Not always to the 53 acres at the corner of Grand and Snelling, but definitely back to the Macalester alumni community that exists in our heads, on the Internet, and in communities around the world.

This is a community of lively learners, curious about the world around them, who enjoy discussing the beauty and challenges of our world. Every year I meet alumni in cities across the country who engage with each other and Macalester by volunteering, gathering for meals, discussing books, meeting first-year students, and enjoying each other's company. This is your permanent community, in which you are always welcome and can still debate the issues of the day in good company.

Our young alumni know all about the value of staying connected. It is the 5th Reunion class that consistently wins the Reunion participation award.

Last year the senior class gift was bigger than the gift from the 25th Reunion class. The Class of 2005 had 46 percent of its members back for Reunion and already has a giving rate of 60 percent. Our youngest alumni are taking the lead in volunteering to organize regional events and working with current students and new grads on job leads. They're leading successful gift campaigns and organizing bike tours in Washington and social gatherings in Beijing. They get it. They understand

the value of the Macalester alumni community.

And these young alumni would like to get to know you. You might think you're too old to go to a Happy Hour event, but there are plenty of other opportunities. Alumni are organizing interesting events for you all over the country—service projects, wine tasting evenings, theater outings, potlucks. The M Club organizes activities in many cities. You can also participate online, through podcasts and book reviews and conversations on LinkedIn and Facebook. Go to macalester.edu or call 651-696-6295.

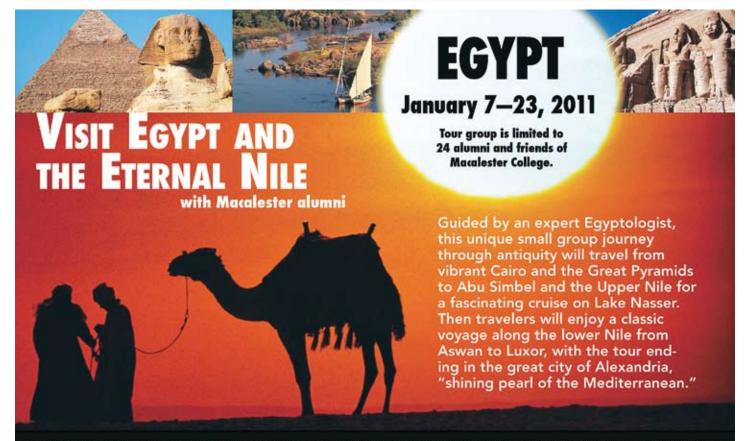
> Or, if you'd rather *literally* return to college, join us at the Third Annual Alumni College Summer Session August 1–4 on the Macalester campus.

You'll reactivate your brain and get to know Mac faculty on a different level than you did as an undergraduate. It turns out they're not distant, remote deities, but smart people who are, yes, possibly younger than you, but also passionate about their subjects and about teaching. And they enjoy teaching alumni.

This year you'll learn about the latest research on climate change and discuss the implications for the future. You'll hear about the initiatives being proposed to counter environmental damage and talk about the cultural, politi-

cal, and psychological barriers to change. You'll meet other people with whom you have a lot in common. You can even experience or re-experience dorm life with a convivial group of grown-ups (keggers optional).

College didn't end when you walked across the stage and accepted your diploma. As your commencement speaker undoubtedly told you, graduation is just the beginning of a life of learning. It's also just a steppingstone in your lifelong relationship with Macalester.



Questions, please contact: Carol Polk, associate director of Alumni Relations, polk@macalester.edu or call 651-696-6037 or 888-242-9351.



· Class Notes



2010 Alumni Awards

Nine outstanding alumni were honored at the Alumni Association Awards Convocation at Reunion.

CHARLES J. TURCK GLOBAL CITIZEN AWARD

Steven W. Laible '67 and his wife, Nancy, both enjoyed 30-year professional careers; he in auditing and business consulting with KPMG, where he was a partner, and she in microbiology. Together they planned an early retirement so they could pursue work more in line with their values. Today a poor rural community in Bangladesh is reaping the benefits. Laible first traveled to that country with Lutheran Aid to Medicine in Bangladesh (LAMB) as a volunteer financial consultant to a local hospital. He learned that Bangladesh's "free" schools required so many extras that many parents could not afford to send their children. Soon the Laibles were supporting 10 girls in their quest for an education.

In return visits supported by St. Paul-based Compatible Technology International, Laible saw more opportunities to make a difference. Between visits, he did research, involved friends, wrote grant proposals, and served on the LAMB board. As a result, five families in the village now support themselves making peanut butter with hand-powered grinders and several more use a special extruder that turns waste rice hulls into cooking fuel sticks that are more environmentally friendly than wood. The impact of his work on Bangladeshis, among the poorest people in the world, is profound.

DISTINGUISHED CITIZENS

Judith Pearcy Christianson '60 has always avoided being the center of attention but is nevertheless often at the center of the action. She was a Southeast Asia analyst for the CIA before Bill Christianson convinced her to marry him and bring her talent and energy back to Minnesota. Judith and Bill raised their three daughters in Red Wing, where she has been behind many of the initiatives that have made Red Wing a jewel among Minnesota cities. Christianson cofounded the Rocking Horse Academy preschool and served 12 years on the Red Wing School Board, followed by service on the Red Wing/Winona Technical College board. She was instrumental in the restoration of the historic Sheldon Theatre of Performing Arts and a member of its board for almost 15 years, and was part of a group of like-minded citizens that developed the Anderson Center for Interdisciplinary Studies, which provides artists, writers, and scholars with time and space to pursue their work.

David C. Bloom '65 is an extraordinary civic and faith leader whose efforts have had a positive impact on thousands of people in his hometown of Seattle and beyond. As the head of urban ministry at the Church Council of Greater Seattle for 19 years, a teacher and organizer, a leader in the effort to end homelessness and, most recently, a candidate for public office, Bloom's passion for social justice is manifest in all he does. With master's degrees in divinity and theology, Bloom has led numerous successful community-based initiatives to end homelessness. Among them, he was a leading advocate for a ballot measure to fund low-income housing in Seattle, which subsequently supported the construction of 10,000 new low-income housing units. Bloom calls these initiatives among his proudest accomplishments. He also has been an active and engaged member of the Macalester community, regularly attending reunions—and entertaining with the '60s folk group Dewey Decimal and the Librarians.

David C. Hodge '70 says it all started with Macalester geography professor David Lanegran '63. Hodge's path from exceptional student athlete to teacher, researcher, and university president owes much to Lanegran's influence. A geography major at Macalester, Hodge earned his PhD in geography at Pennsylvania State University. He joined the University of Washington faculty in 1975, and over three decades held many positions there, including dean of the College of Arts and Sciences. Winning the Distinguished Teaching Award from the University of Washington is among Hodge's career highlights. He was a leading researcher in his field, publishing dozens of papers, editing a leading journal, and serving as a program director for the National Science Foundation. In 2006, Hodge became president of Miami University of Ohio. He also serves on the board of the Association of American Colleges and Universities. Hodge has maintained strong connections to Mac, serving on its Board of Trustees and Alumni Board.

Scott McCallum '72, son of a mailman from Fond du Lac, Wisconsin, served as his native state's governor from 2001 to 2003. Filling out the term of former governor Tommy Thompson, McCallum was forced to deal with a pressing economic crisis. Later the Wall Street Journal called him one of the national "political tough guys" for solving the state's budget shortfall without raising taxes. After his governorship, McCallum decided on three criteria for his next job: it should be international in scope, should include helping people, and should involve building an organization. He hit all three criteria in 2004 when he was named president and CEO of Aidmatrix Foundation, a Dallas-based organization that uses advanced information technology to create efficiencies between donors and the needy. Aidmatrix began by matching donations from food companies with the needs of U.S. food banks. Now the Aidmatrix system is used in Europe, Canada, and Latin America, and to match charities with excess medical supplies and pharmaceuticals as well. McCallum, who has a master's degree in international studies from Johns Hopkins, also served as a Wisconsin state senator and as lieutenant governor.

Sarah J. Craven '85 was among the anthropology majors who wore pith helmets during their graduation ceremony, which proved prophetic in her case. She is a widely respected leader and advocate for the reproductive health and rights of women and families around the world. In her current role as chief of the United Nations Population Fund's Washington, DC, office, Craven carries out the organization's mission to improve and save women's lives. Craven attended the University of Cambridge, where she earned a master's in social anthropology, and then worked on women's health issues in the U.S. Senate and earned her law degree at Georgetown University, where she was a public interest law scholar. In the early 1990s, Craven played a key role in bringing grassroots women leaders from around the globe to international conferences in Cairo and Beijing. She continues to create opportunities for women to have their voices heard and to change policy-from bringing members of Congress to the mud hut of a traditional birth attendant in Malawi to educating senators about the devastating impact of rape as a weapon of war in the Congo. Craven has been instrumental in securing U.S. funding for reproductive and maternal health programs that are making a real difference for women in countries in which the U.N. works.

YOUNG ALUMNI AWARD

Nicole C. Palasz '96 grew up in Milwaukee, where she developed an interest in international affairs but had few international opportunities. Now, as outreach coordinator for the Center for International Education at the University of Wisconsin–Milwaukee, she works with educators and students to bring awareness of world affairs and human rights to the community she has long called home. A French and international studies major, Palasz earned a master's degree in human rights and conflict resolution at Tufts in 2002. Then, while pursuing a master's in public policy at the University of Minnesota's Humphrey Institute, she volunteered with the Center for Victims of Torture, which hired Palasz to join its New Tactics in Human Rights project. As project associate, she coordinated global research and documentation of innovative tactics for addressing human rights issues. In this role, Palasz developed a series of resources used by promoters of human rights in countries around the world.



1. Steven W. Laible '67, 2. Judith Pearcy Christianson '60, 3. David C. Bloom '65, 4. David C. Hodge '70, 5. Scott McCallum '72, 6. Sarah J. Craven '85, 7. Nicole C. Palasz '96, 8. B. Todd Jones '79, 9. Raymond B. Runyan '72

CATHARINE LEALTAD SERVICE TO SOCIETY AWARD

B. Todd Jones '79 was recalled to active duty in the Marine Corps Reserve on the eve of the first Gulf War. At the time, he was a lawyer with a prestigious Minneapolis firm and the father of three. His wife, Margaret Samanant Jones '80, was expecting their fourth child. Nevertheless, as the men in his family have done since the Civil War, he answered the call of his country. In 2009 Jones once again answered his country's call when he was nominated by President Barack Obama to serve as U.S. Attorney for Minnesota. He had held the same job from 1998 to 2001 under the Clinton administration. Before his return, Jones was a partner with Robins, Kaplan, Miller & Ciresi. Jones served as an infantry officer in the Marines, later joining the Judge Advocate Corps and trying cases in military court. He was sworn into office most recently by U.S. District Court Judge Michael Davis '69. Also attending was Attorney General Eric Holder, who has chosen Jones to lead a special U.S. attorneys advisory group because of his passion for justice and fairness.

ALUMNI SERVICE AWARD

Raymond B. Runyan '72 believes that one of the most powerful gifts alumni can give current students is work experience. He does that by generously providing annual summer internships for Mac students in his cell biology lab. Each summer for the last four years, students have traveled to the University of Arizona—where Runyan is a professor of cell biology and anatomy—for full-time, paid research internships. First, they learn about his projects, which focus on the biochemical mechanism of tissue interaction and cellular transformation in the developing embryonic heart. Then they learn techniques such as embryonic chick micro-dissection and molecular biological approaches to studying the regulation of cell development and differentiation in the developing heart. For undergraduates to see firsthand how a research lab runs and how a career in research can look is a rare and invaluable opportunity. These young people arrive in Arizona as science students and leave as aspiring research scientists.

BOOKS

Christina Baldwin '68 and Ann Linnea, *The Circle Way: A Leader in Every Chair* (Berrett-Koehler, 2010)

Andrew Borene '98, The U.S. Intelligence Community Law Sourcebook: A Compendium of National Security Related Laws and Policy Documents (ABA Publishing, 2010)

Christian Campbell '99, *Running the Dusk* (Peepal Tree Press, 2010)

Anthony Caponi, professor emeritus of art, *Voice from the Mountains* (Nodin Press reissue, 2010)

Janet Kay Chalupa Jenson '68, *Waters of the Dancing Sky* (Llumina Press, 2010).

Robert MacGregor '54, *Leadership: A Team Sport* (Galde Press, 2010)

Rebecca Jo Plan '90, Mom: The Transformation of Motherhood in Modern America (University of Chicago, 2010)

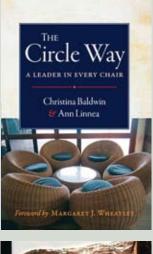
Arra Lynn Ross '99, *Seedlip and Sweet Apple* (Milkweed, 2010)

Rachael Stryker '94, The Road to Evergreen: Adoption, Attachment Therapy, and the Promise of Family (Cornell University Press, 2010)

William H. Thiesen '82, editor, Cruise of the Dashing Wave: Rounding Cape Horn in 1860 (University Press of Florida, 2010)

Andrew Wice '96, To the Last Drop (Bauu Institute, 2010)

Alan Zemek '81, Generation Busted: How America Went Broke in the Age of Prosperity (available from Amazon, 2010)







RACHAEL

In Memoriam

1932 Elizabeth Kranz Johnson,

99, died March 17, 2010. She taught nursing at Vanderbilt University for several years and served on the Minnesota State College Board. Mrs. Johnson is survived by 2 daughters, 2 sons, 11 grandchildren, 9 greatgrandchildren, and 1 great-greatgrandchild.

1934

Pauline Petit Hansen, 96, of Edina, Minn., died Sept. 27, 2009. She is survived by one daughter, two sons, three grandchildren, four great-grandchildren, and a brother.

1935

Charles T. Eginton, 96, of Detroit Lakes, Minn., died Feb. 25, 2010. He served in the Army Medical Corps during World War II and later became chief of staff and chief of surgery at Fargo Veterans Hospital. Dr. Eginton is survived by wife, Sally, 2 daughters, 3 sons, 10 grandchildren, and 1 greatgrandchild.

Hazel Todd Enochson, 96, died Nov. 14, 2009. She worked for 3M for 33 years. She is survived by one son, four grandchildren, and nine great-grandchildren.

1936

Louise Pribyl Bishop, 93, died Jan. 10, 2009, in Kenosha, Wis.

Jean Ambrose Dunn, 94, of

Warren, N.J., died Jan. 21, 2010. She was a caseworker for the Somerset County Welfare Board and a social worker and counselor for the Bridgewater-Raritan school system, retiring in 1985. Mrs. Dunn is survived by one daughter, one son, and two grandchildren.

1938

Elizabeth Patterson Cameron, 94, died March 10, 2010. She is survived by husband, Stuart, two daughters, and three sons.

Marjorie Meiners Stokman, 90,

of Eitzen, Minn., died Jan. 9, 2009. She was a schoolteacher and served as Eitzen's city clerk. She is survived by 2 daughters, 3 sons, 13 grandchildren, and 10 greatgrandchildren.

1939

Mary Champlin Tonkin, 92, died Feb. 28, 2010, in Duluth, Minn. She was a schoolteacher in several Minnesota communities and helped her husband, Robert, run Tonkin's Grocery and Meats. She is survived by one daughter, two sons, and two grandchildren.

1940

Mary Shoemaker Davidson, 91, died April 1, 2010, in Loveland, Colo. She was a secretary and administrator for the National Youth Administration and the Federal Reserve Bank. She is survived by 1 daughter, 3 sons, 10 grandchildren, and 11 greatgrandchildren.

Helen Vincent Farness, 90, of Minneapolis died Feb. 4, 2009. She is survived by two daughters, three grandchildren, and eight greatgrandchildren.

Doris Doughty Mohler, 90, of Hutchinson, Minn., died Jan. 21, 2009.

Peggy Greig Nelson, 90, died June 11, 2009. She is survived by one daughter, five grandchildren, and two great-grandchildren.

Audrey Ramlow Olson, 92, of St. Paul died Feb. 25, 2010. She is survived by one daughter, one son, and one brother.

1941

Frank E. Daggett, 90, of Elkhart, Ind., died Oct. 26, 2009.

Allen H. Dewall, 95, died March 15, 2010. He was a retired teacher. Mr. Dewall is survived by wife, Arline, one son, two grandchildren, two sisters, and one brother.

Linton R. Lehrer, 90, of Ackley, Iowa, died April 11, 2010. He served in France and Germany during World War II and retired as a major from the Minnesota National Guard in 1982. He was a coach at several high schools and at Minnesota Community College in Willmar, Minn. Mr. Lehrer is survived by wife, Mary, one daughter, four sons, and six grandchildren.

1942

Carolyn Middents Linth, 90, died Dec. 9, 2009, in Sequim, Wash. She served as a Navy wife alongside her husband, Vernon, a naval submarine officer. She is survived by 3 daughters, 3 sons, 16 grandchildren, 20 greatgrandchildren, and 1 brother.

Richard H. Posz, 90, of Sedalia, Mo., died Feb. 6, 2009.

Ruth Eldred Smathers, 89, of Grand Ledge, Mich., died March 21, 2010. She was a doctor and an artist. She is survived by five children, four grandchildren, and three great-grandchildren.

1943

James F. O'Hare, 90, of Royal Palm Beach, Fla., died Aug. 23, 2009. He is survived by one daughter and one son.

1944

Margaret C. Buck, 87, of Mankato, Minn., died Feb. 18, 2010. She served in the Red Cross during World War II. After a 37-year career in teaching, she retired from Mankato State University in 1990 as professor of health and physical education.

Harriet Walz Dressen, 86, of Pipestone, Minn., died May 27, 2009. She is survived by 4 children, 9 grandchildren, 11 greatgrandchildren, and 1 brother.

Marjorie Lee Huizenga, 87, of Denver died Aug. 27, 2009. She is survived by husband, Otto, two sons, and one granddaughter.

Ruth Henry Strand, 87, of Rancho Mirage, Calif., died April 13, 2010. She was the office manager of her husband's medical practice. Mrs. Strand is survived by sister Peggy Henry Matthews '43.

Lorenz F. Wahlers, 96, died Oct. 31, 2009. He served the Lutheran Church Missouri Synod as an ordained minister and taught at synodical schools in New York, Kansas, and Missouri. He retired as associate executive director of Concordia Plans in 1978. Mr. Wahlers is survived by two children, four grandchildren, three great-grandchildren, and three siblings, including sisters **Henrietta**

Wahlers Mack '38 and Margarete Wahlers Carlson '38.

Milo V. Wakefield, 86, of St. Cloud, Minn., died Jan. 30, 2009. He is survived by one daughter, two sons, and three grandchildren.

1946

Jayne West Foster, 85, of St. Paul died April 14, 2010. She retired from Arthur D. Little Co. in Washington, D.C., in 1987. She is survived by three sons, three grandchildren, and one greatgrandchild.

Esther Hedman-Lindberg, 84, of St. Paul died July 10, 2009. She is survived by husband, Donald Lindberg '53, three sons, six grandchildren, three greatgrandchildren, and four sisters.

Ruth Liebenstein Wheeler, 85, died March 17, 2010, in Winfield, Ill. She was an ordained elder in the Presbyterian Church. She is survived by one daughter, one son, three grandsons, and brother Donald Liebenstein '52.

1947

Helen A. Dobbin, 83, died Oct. 10, 2009. She taught throughout the western United States. She is survived by one brother.

Marjorie Thomas Knowles, 85, of Raymore, Mo., died April 3, 2010. She was a social worker in Minnesota and Missouri. She is survived by three daughters and four grandchildren.

1948

Bridget Finnegan Coleman of St. Paul died March 10, 2010. She operated an Irish import shop and a secondhand store in St. Paul and was a community activist. She is survived by 1 daughter, 5 sons, 19 grandchildren, 2 greatgrandchildren, and 1 sister.

Barbara Critchfield Dunn, 83,

died Feb. 26, 2010, in Arden Hills, Minn. She served two terms as commissioner of the Iowa Department of Transportation. She is survived by daughter, **Elizabeth Dunn '80**, three sons, and six grandchildren.

Theodore C. Van, 86, died April 27, 2010. He served in the Army during World War II. He was

In Memoriam

president of Van Paper Co. and worked for 46 years in his family's St. Paul business. He is survived by wife, **Joy Rogalla Van '48**, three sons, and six grandchildren.

1949

Iona Garry Budolfson, 82, of Grand Rapids, Minn., died Feb. 15, 2010. She was a partner in Janitorial Supply and Service Co. with her husband, **Donald Budolfson '49**. She is survived by her husband, three children (including **Christine Budolfson Tarr '76**), two grandchildren, and one greatgranddaughter.

Norman A. Mandehr, 82, died May 5, 2009, in Port St. Lucie, Fla. He was a realtor and served on the Martin County Board of Realtors. He is survived by wife, Yvonnie, 2 daughters, 4 sons, 12 grandchildren, and 4 greatgrandchildren.

1950

Burrell R. Board, 84, of Cottage Grove, Minn., died March 23, 2010. He served in the Army Air Force during World War II. He is survived by wife, Isabel MacDougall Board '49, four children, five grandchildren, and two great-grandchildren.

Mary Stiles Godfrey, 80, died March 2, 2009. She taught collegelevel Spanish. She is survived by two daughters, one son, and seven grandchildren.

Louise White Serebin, 80, died Jan. 28, 2010. She was a medical technologist. She is survived by 5 daughters, 2 sons, 13 grandchildren, 1 greatgranddaughter, sister Kathryn White Hitesman '59, and 2 brothers.



John C. Bryant, 83, of Wayzata, Minn., died April 25, 2010. He served in the Navy and worked in communications at Honeywell, Pillsbury, and several public relations firms. He later became a private investor. He is survived by wife, Marilyn, two daughters, one son, seven grandchildren, three sisters, and one brother.

Milton J. Frisch, 87, of White Bear Lake, Minn., died Nov. 3, 2009. He worked for Hoerner Waldorf for many years and retired as vice president and resident mill manager. He is survived by one daughter, one son, three grandchildren, and one sister.

James W. Hagen, 86, of Garner, N.C., died Feb. 7, 2010.

Milton A. Rhodes, 82, died Feb. 23, 2010, in Brenham, Texas. He was an Army veteran. He is survived by wife, Joan, three daughters, one son, four grandchildren, and one sister.

Dawn Heinzen Willson, 81, died Feb. 16, 2010, in San Antonio. She worked as a medical technologist at the Waseca, Minn., Memorial Hospital. She is survived by two daughters, including Marcia Willson '75.

1952

Walter N. Ammerman, 82, of Charlotte, N.C., died Dec. 26, 2009. He served in the Army during World War II and retired after many years with Henely Paper Co. He is survived by one sister.

Dale L. Astleford, 79, died March 13, 2010, in Mesa. Ariz. He is survived by wife, Lola, 3 daughters, 3 sons, 16 grandchildren, 6 greatgrandchildren, 2 sisters, and 1 brother.

Donald W. Cummings, 80, of Faribault, Minn., died Feb. 15, 2010. He served in the Army during the Korean War, attaining the rank of staff sergeant, and was an accountant for the State of Minnesota for 30 years. He is survived by one daughter, two sons, and seven grandchildren.

Charles Hawkinson, 81, of Andover, Minn., died May 6, 2010. He served in the Army after World War II and worked as a life insurance underwriter. He is survived by his wife, Patti, one daughter, two grandchildren, and one sister.

Janet Ziegler Rebholz, 78, of

Edina, Minn., died Aug. 23, 2009. She is survived by three sons and five grandchildren.

1953

John R. Rogers, 81, of Arden Hills, Minn., died Feb. 11, 2010. He served in the Army and retired after 38 years with Honeywell. He is survived by wife, **Marilyn Roberts Rogers '52**, two daughters, one son, seven grandchildren, and one sister.

1954

Doris Johnson Ballintine, 88, died Feb. 17, 2010. She taught in the Minneapolis schools for 30 years. She is survived by two sons, four grandchildren, and four greatgrandchildren.

Virginia Meyer Bauman, 77, of Oak Park Heights, Minn., died April 21, 2010. She accompanied her husband, George Bauman '54, throughout his Air Force career, and together they operated Leaf of Dallas, a green plant rental and service business. She is survived by her husband and one brother.

Joyce Stoll Kedrowski, 77, of South St. Paul, Minn., died Feb. 21, 2010. She worked for the Gillette Company of St. Paul from 1968 until her retirement in 1991. She is survived by five sons, seven grandchildren, and five greatgrandchildren.

Mary Jane Davenport Ray, 77, of Sacramento, Calif., died Jan. 26, 2010. She taught fourth grade for many years and was a specialist in English as a second language for junior high students. She is survived by one daughter, one son, two grandchildren, one sister, and one brother.

1955

Dorine Randall Deets, 76, of Mason City, Iowa, died April 26, 2010. She retired in 1994 after 20 years as night supervisor of Gerard of Iowa. She is survived by three sons, eight grandchildren, five great-grandchildren, and one brother.

Donald D. Peterson, 75, of Westmont, Ill., died Aug. 31, 2009. He is survived by wife, Judy Alton Peterson '55.

Diane Tennis, 76, of Stone Mountain, Ga., died Dec. 12, 2009. She served the Presbyterian Church for many years. She is survived by two sons and four grandchildren.

1956

Allan D. Godfrey, 75, of Bradenton, Fla., died April 8, 2010. Following a 30-year career as a teacher and hockey coach, Mr. Godfrey embarked on a second career as a professional hockey scout for such teams as the St. Louis Blues, Anaheim Mighty Ducks, and the Calgary Flames. He was inducted into the Minnesota Hockey Coaches Hall of Fame in 1992. He is survived by wife, Shirley, 1 daughter, 4 sons, 16 grandchildren, and sisters Alice Godfrey Wimer '42 and Marilyn Godfrey Burnes '43.

Neal L. McCluskey, 75, died April 24, 2010. He is survived by wife, Barbara Birdsell McCluskey '57, three daughters, seven grandchildren, and one sister.

Marcia A. Ogren, 75, of Stillwater, Minn., died March 2, 2010. She is survived by one brother.

1957

Clyde P. Hill, 79, of Virginia, Minn., died Feb. 15, 2010. He was an Air Force veteran and attained the rank of lieutenant in the Navy Reserve. Mr. Hill retired in 1988 after nearly 30 years with IBM. He is survived by wife, Jean, daughter **Rebecca Hill Parsons '91**, three grandchildren, and a sister.

Calvin J. Krebs, 75, of Surprise, Ariz., and Redmond, Wash., died May 1, 2010. He was a labor negotiator with Cargill Corporation for 18 years and chief labor negotiator, attorney, and director of employee relations for Univar, Inc., in Seattle for 22 years. He is survived by his wife, Marilyn, one son, two grandsons, one sister, and two brothers.

Sandra Engeswick Liimatta, 74, of St. Paul Park, Minn., died March 25, 2010. She is survived by four sons, including Eric Liimatta '84, Mark Liimatta '86, and Peter Liimatta '88, and four grandchildren.

Joan Perkis Myers, 75, of Mission Viejo, Calif., died April 16, 2010. She is survived by husband, Tony, 2 sons, 12 grandchildren, 1 greatgrandchild, and 2 sisters.

1960

Robert C. Orr, 70, died Feb. 18, 2010, in Garrison, N.D. While attending Macalester, he served as an understudy to Georgio Tozzi, a bass with the Metropolitan Opera. He later worked for a collections agency and launched his own company.

Eleanore Ostrom Sayre, 94, of Inver Grove Heights, Minn., died Feb. 26, 2009. She retired from the St. Paul Public Schools in 1978 after 44 years in education and is survived by one daughter, one son, two grandchildren, and five greatgrandchildren.

1962

Mary A. Erdmann, 89, of Paynesville, Minn., died Feb. 12, 2010. She is survived by 4 daughters, including Merrily Erdmann Blagen '65, 3 sons, 14 grandchildren, including Joshua Ackerman '93, and 16 greatgrandchildren.

Lief A. Erickson, 72, died Nov. 29, 2009. He served in the Navy and worked as an automotive advertising executive in the United States, Australia, and Brazil. He is survived by wife, Sylvia, one daughter, one sister, and one brother.

Clinton H. McGlashan, 69, of Plymouth, Minn., died Feb. 22, 2010. He is survived by wife, Linda, one daughter, and two grandchildren.

1964

John C. Edwards, 84, died Feb. 24, 2010, in Rochester, Minn. He served in the Army Air Corps during World War II and the Air Force during the Korean War. He also taught in the New Richland, Minn., Public Schools and did street construction for the Albert Lea, Minn., engineering department. He is survived by two daughters, one son, six grandchildren, and four greatgrandchildren.

1965

Frances Reschlein, 68, of Dunedin, Fla., died Dec. 19, 2009.

Dale E. Stanton, 66, died March 3, 2010, in Rochester, Minn. He served in the Peace Corps

in India from 1966 to 1968 and was president and CEO of various Goodwill Industries. He is survived by wife, Celine, his father, one daughter, one son, three grandchildren, and one sister.

1966

Kent N. Gerzema, 65, of Shoreview, Minn., died Dec. 15, 2009. He was a veteran of the Vietnam War. He is survived by wife, Caroline, 4 daughters, 10 grandchildren, and brother Larry Gerzema '57.

1967

Gregory W. Grover, 64, of Jasper, Mich., died Jan. 2, 2010. He served as a surgical corpsman in the Army during the Vietnam War. He later practiced as an attorney and served as an assistant prosecuting attorney for Lenawee County, Mich. He is survived by wife, Patricia, one son, two sisters, and one brother.

1971

Robert L. Day, 60, of Dickeyville, Wis., died Feb. 25, 2010. He practiced as an attorney in Dubuque, Iowa, for 30 years and is survived by wife, Barbara, his mother, two sons, one sister, and five brothers.

1973

Richard S. Kalynchuk, 59, died Dec. 21, 2009. He is survived by wife, Joanne, a daughter, one son, two sisters, and one brother.

Erik P. Peraaho, 58, died Dec. 11, 2009. He is survived by wife, Barbara, and three grandchildren.

Douglas F. Rowe, 58, died Oct. 7, 2009. He is survived by wife, Teri, four grandchildren, and a sister.

1974

Linda Saloka-Pasadava, 58, of Kilauea, Hawaii, died Jan. 24, 2010. She was a wedding planner and is survived by husband, Chadwyn, her parents, and sister Sioux Saloka '75.

1977

Nancy Whitlow Brown, 54, of Bemidji, Minn., died Oct. 8, 2009. She worked for Potlatch for 19 years. Mrs. Brown is survived by husband, Kelly, two daughters, sisters **Sallie Whitlow '76** and **Elizabeth Whitlow Hughes '74**, and brother **Bill Whitlow '70**.

1982

Cheryl A. Stock, 64, of Seattle died Nov. 27, 2009. She is survived by husband, Kent.

1983

Mary Lou Byrne, 70, died March 2, 2010. She is survived by husband, Phil, 6 daughters, 19 grandchildren, and 2 brothers.

1984

James W. Stephens, 57, of Ogden, Utah, died Feb. 27, 2010. He retired from a 25-year career as a smokejumper and pilot with the U.S. Forest Service and is survived by his parents and one sister.

1988

Kathleen Paulston Lillehei, 54, died Dec. 8, 2009. She was an elementary and secondary school teacher and worked in early childhood family education. Mrs.

Lillehei is survived by husband,

Richard, and three daughters.

Other Losses

George A. Mairs '50, 82, died May 28, 2010, with wife, Dusty, at his side. George retired at the end of 2009 from the St. Paul investment firm founded by his father in 1931. He was employed at Mairs and Power, Inc., for 58 years, providing investment counsel to hundreds of individuals and institutions in the Twin

Cities and to thousands of shareholders across the country. Until 2007 George was the longtime chairman and CEO of Mairs and Power, Inc., and for 25 years he was the lead manager of the nationally acclaimed Mairs and Power Growth Fund. He was a graduate of St. Paul Academy, attended Yale University, and graduated from Macalester College. George was an adjunct faculty member of the University of Minnesota busi-



ness school, a former trustee of Macalester College, and a board member of Presbyterian Homes, the Indianhead Council of the Boy Scouts of America, Ramsey County Historical Society, and Oakland Cemetery. George was past president of the St. Paul Chamber Orchestra and the St. Paul Academy/ Summit School Alumni Association and an active supporter of Episcopal Homes. He is survived by 6 children, 16 grandchildren, 3 great-grandchildren, 1 brother, and 3 sisters.

Rabbi **Bernard S. Raskas**, 86, of St. Paul and Jerusalem, died June 12, 2010. Rabbi Raskas was a graduate of Washington Uni-



versity in St. Louis and the Jewish Theological Seminary in New York. He was the Rabbi at the Temple of Aaron Synagogue in St. Paul for 38 years, was appointed to the President's Commission on the Holocaust, and was a professor of Religious Studies at Macalester College for 16 years. He is survived by five children and five grandchildren.

- Grandstand

Veggie Paradise

LET US HAVE IT! We are seeking funny, thoughtful, or just downright interesting essays for Grandstand. If you're a Macalester alum, student, faculty member, or staff member with something worthwhile to say in 600 to 800 words, we want to hear from you. Send your essays to llamb@macalester.edu.

ESSAY

BY AMY GOETZMAN '93

MACALESTER didn't turn me into a vegetarian; I arrived that way.

I quit eating meat during my preschool years. At the dinner table, I'd stow cubes of Salisbury steak in my underpants, then later file them away in a super-secret meat stash between the kitchen wall and the refrigerator.

At age 3, I wasn't considering moral or ethical issues, although I did love animals. (And boy did they love me: In one of my baby photos, a cat is shown stealing bacon off my highchair tray.) My rejection of meat probably had more to do with quality. My parents were young and broke and weren't serving choice

cuts of anything.We got the gristly beef, TV dinners stocked with gray, pureed patties, and Party Pizzas topped with candy-colored chips of pepperoni. On special occasions, we'd go to Arby's, until we started noticing the iridescent green edges on the roast beef. What, exactly, was the green stuff? I could not, would not, eat green meat, nor the fakey red meat or creepy gray meat, either.

Around this time, my mom also quit eating meat, so being a vegetarian was no big deal at home. At school,

I was surrounded by Future Farmers of

America, and no, they didn't make me their homecoming queen. I was the only kid I knew who didn't eat animals—until I went to college.

At Mac, hippies hung out with punks, former cheerleaders dated chess champions, Jews and Muslims and Christians and atheists all partied together (on Saturday, if not Friday, night). Heck, there were even mimes there. And vegans! No one cared what anybody ate, and there were so many vegetarians that the cafeteria—then located in Kagin—served veggie burgers. Twenty years ago that was revolutionary.

In those days, vegetarianism was regarded as bizarre, and the terms *locally grown* and *organic* weren't yet part of the culinary conversation. But Mac's cafeteria was known to be good. Rumor had it that St. Thomas was still serving weenies off the roller grill and fruit entombed in Jell-O. But at Kagin, we had a salad bar, sandwiches made to order, and burgers of all kinds to choose among should the day's hot entrées (meat and veggie) not appeal.

This kind of whatever-you-want, all-you-can-eat bonanza helps make the U.S. the envy of the world, and I never got used to the freedom of it. Breakfast for dinner? Sure, cereal was available all day. Two different desserts? Yep, I did that too. But usually, I made pretty good choices. It was hard not to. Actual chefs and nutritionists made sure that fresh, healthy food was in front of us every day, and it made a lasting impression.

And most of us took it entirely for granted. Only when we reached the monotonous mac'n cheese days after college did we realize that the holy combination of bounteous choices plus no shopping/cooking/dishwashing would never come again. Oh Kagin, I never knew ye till ye were gone.

Recently, I visited Mac's new and improved dining hall, Café Mac, and realized I'd been born too soon. Now chefs whip up a

> bounty of vegetarian, vegan, ethnic, gluten-free, and organic choices informed by global foodie culture. In my day, choosing among 10 different cereals was a thrill, especially for my roommate, whose mom had outlawed Froot Loops. Today's students can have *saag paneer* and sweet potato fries, pesto pizza and gluten-free pastries. And if they want to go truly vegetarian they can live in the Veggie Co-op (although there it's back to doing your own kitchen chores).

> > At Café Mac, entrées are carefully labeled, although today's students—thoroughly schooled in local, organic, and sus-

tainable issues—can trust that the folks in the kitchen have it all under control. This isn't St. Thomas, after all.

These days, I'm a member of a community-supported agriculture farm. Every time I attend a farm workday, at least one of my fellow field workers is connected to Macalester. A coincidence? I don't think so.

If what we learn in college is more than the sum of our classes, if the lifelong lessons we take into the world hinge on the relationships, habits, and daily rituals that make our lives meaningful, then perhaps the cafeteria should be the first stop on the prospective student tour.

Food really is at the heart of all we do, and at Mac we learned to be cool with the dietary choices and restrictions of others, to try food from other cultures, to think about the sources of ingredients and the people involved in bringing them to us, and to choose foods that helped us perform well. Just forgive those of us who didn't yet understand all the work that goes into preparing a hot meal. After our Mac—and mac'n cheese—days, we figured that out too. ➡

AMY GOETZMAN '93 is a Minneapolis-based freelance writer.

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Khaled Habayeb has found a simple way to help secure Macalester's future: He has named the college as a beneficiary of his life insurance policy. An exceptional volunteer, a consistent and generous donor to the Annual Fund, and the new Alumni Board president, Khaled is currently the youngest member of the James Wallace Society, Macalester's planned giving recognition society. Find out how a planned gift can work for you: macalester.edu/plannedgiving or contact Christine Solso, Director of Planned Giving, at solso@macalester.edu or toll-free 800-645-3919.



Khaled Habayeb '03 Youngest member of Macalester's James Wallace Society Major: Economics Minor: Anthropology Hometown: Amman, Jordan Profession: VP of J.P. Morgan's Equity Capital Markets Group, New York



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